



[Plus logos of other financing partners]

United Nations Development Programme

Country: Togo

PROJECT DOCUMENT

Project Title: Strengthening National and Decentralized Management for Global Environmental Benefits

UNDAF Outcome(s): Populations in economically depressed areas, particularly women and youth, benefit from more decent employment opportunities, improved food security, and participate in the management of a sustainable environment to reduce risks and prevent disasters.

UNDP Strategic Plan Environment and Sustainable Development Primary Outcome: Strengthen national capacities for sustainable environmental management while at the same time ensuring adequate protection of the poor. Mobilize financial resources for environmental conservation.

UNDP Strategic Plan Secondary Outcome: Integrating Environment and Energy

Expected CP Outcome(s): Management of the environment and natural resources, including natural disasters and environmental risks are improved, with a view to minimizing the impacts of climate change

Expected CPAP Output(s): Putting in place the management capacities necessary to address natural disasters and crises, such as the preparation of an action plan on adaptation to the impacts of climate change, mapping flood zones, and the development of a strategy on natural disaster risk reduction

Executing Entity/Implementing Partner: Ministry for the Environment and Forest Resources (MERF)

Implementing Entity/Responsible Partners: United Nations Development Programme

Brief Description:

This project is targeted to strengthening key government institutions to deliver global environmental benefits. Capacity development support is being directed to raise the underlying capacities of the Ministry of Environment and Forest Resources to catalyze decentralized governance and management of natural resources in eight (8) pilot prefectures. This project builds upon Togo's 20 yearlong commitment to decentralized governance, as well as more recent programmes and projects to develop and implement territorial management plans for Togo's prefectures. At the national level, support activities are being targeted to strengthen the key policy and associated decision-making mechanisms that are the National Sustainable Development Strategy and the Committee for Sustainable Development by making them more effective means of achieving global environmental benefits, and doing so by a learning-by-doing approach that actively engages representatives of key stakeholders. At the regional level, the project will also employ a learn-by-doing approach to building local capacity for self-governance of natural resources. This will be pursued by the active involve of stakeholders in the review and formulation of local development plans that take a territorial approach to meeting global and national environmental benefits. A third component of the project focuses on a set of activities designed to strengthen awareness and understanding of the wider population of the project and which will contribute to the sustainability of expected outcomes.

Programme Period:	2012 - 2015	Total resources required:	US\$ 1,720,000
Atlas Award ID:	00077674	Total allocated resources:	
Project ID:	00088306	GEF:	US\$ 770,000
PIMS #	4460	Government (In-kind)	US\$ 350,000
Start date:	Jan 2014	UNDP (Cash)	US\$ 600,000
End Date	Dec 2017		
Management Arrangements	NIM		
PAC Meeting Date	31 Jan 2014		

Agreed by (Government):

Date/Month/Year

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Date/Month/Year

Agreed by (UNDP):

Date/Month/Year

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Acronyms and Abbreviations*

ADB	African Development Bank
AFD	French Development Agency
ANGE	National Agency of Environmental Management
APR	Annual Performance Review
AVGAP	Directorate for village associations for participatory protected area management
CBD	Convention on Biological Diversity
CCCD	Cross-Cutting Capacity Development
CCDD	Cantonal Commission for Sustainable Development
CDC	Cantonal Development Committees
CDM	Clean Development Mechanism
CDQ	District Development Committees
CFA	African Financial Community
CHM	Clearing House Mechanism
CITES	Convention on the International Trade of Endangered Species
CLDD	Local Commission on Sustainable Development
CMS	Bonn Convention on Migratory Species
CNCC	National Committee on Climate Change
CNDD	National Commission for Sustainable Development
CO	Country Office
CP	Country Programme
CPAP	Country Programme Action Plan
CPDD	Prefectural Commission on Sustainable Development
CREPA	Regional Centre for Water Supply and Sanitation at low cost
DPG	Declaration of General Policy
ECOWAS	Economic Community of the West African States
EIS	Environmental Impact Study
EU	European Union
FAO	Food and Agriculture Organization
FCCC	United Nations Framework Convention on Climate Change
FNDF	National Forestry Development Fund
FNE	National Environmental Fund
GEDD	Group of Experts on Sustainable Development
GEF	Global Environment Facility
GEPMP	Global Environment Prefecture Management Plan
GESD	Global environment and sustainable development
GESDP	Integrated global environmental and sustainable development priorities
GESTER	Management of Territorial Spaces and Resources
GHG	Greenhouse gases
IPCC	Inter-governmental Panel on Climate Change
ITRA	Togolese Institute for Agronomic Research
M&E	Monitoring and Evaluation
MATDCL	Ministry of Territorial Administration, Decentralization, and Local Government
MDGs	Millennium Development Goals
MEAs	Multilateral Environmental Agreements
MED	Ministry of Economy and Development
MERF	Ministry of Environment and Forest Resources
MPDAT	Ministry of Planning, Development and Territorial Administration
NAP	National Action Programme to combat desertification and drought
NCSA	National Capacity Self-Assessment

NGO	Non-Governmental Organization
NPD	National Project Director
NPM	National Project Manager
ODS	Ozone Depleting Substances
OECD	Organization for Economic Cooperation and Development
PACIPE	Support Programme on Communication and Information for Environmental Protection
PARGPF	Action Plan for the Reform of Public Finance Management
PDF	Project Development Facility
PIR	Project Implementation Review
PMU	Project Management Unit
PNADE	National Programme for Decentralized Environmental Management
PNAE	National Action Plan for the Environment
PNE	National Environmental Policy
PNGE	National Programme for Environmental Management
PNIERN	National Investment Programme for the Environment and Natural Resources
POPs	Persistent Organic Pollutants
PPG	Project Preparation Grant
PRCGE	National Programme on Capacity Development for the Environment
PRSP	Poverty Reduction Strategic Paper
PSC	Project Steering Committee
REDD+	Reducing Emissions from Deforestation and Forest Degradation
SBAA	Standard Basic Assistance Agreement
SCAPE	Strategy for Accelerated Growth and Employment Promotion
SMART	Specific, Measurable, Attainable, Relevant, and Time-bounded
UCT	Union of Togolese Communities
UNCCD	United Nations Convention to Combat Desertification and Drought
UNCED	United Nations Conference for Environment and Development
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
UPL	Universal Price List
USAID	United States Agency for International Development
V&A	Vulnerability and Adaptation
VDC	Village Development Committee
WABD	West African Bank for Development
WAEMU	West African Economic and Monetary Union
WB	World Bank
WHO	World Health Organization

* A number of these acronyms and abbreviations use the French appellation to avoid potential confusion for francophone readers.

PART I – PROJECT

A Project Summary

A.1 Project Rationale, Objectives, Outcomes/Outputs, and Activities

1. Togo completed its National Capacity Self-Assessment (NCSA) in 2008, the final report of which outlines the principles of their national capacity building strategy to implement MEAs. Togo's NCSA Action Plan targets capacity building at both the focal area and cross-sectoral levels. From the NCSA, Togo's priority action was to strengthen national awareness on all matters environmental, in order to catalyze more effective participation in environmentally sound and sustainable development. Togo's second top priority is to strengthen the policy, legislative, and regulative frameworks and their associated institutional structures, including monitoring and evaluation. The current project will integrate both priority actions with a decentralized approach, which should build capacity of key institutions to raise awareness and mainstream care for the global environment in national, prefectural, and local environmental management and governance.

2. The Government of Togo has been pursuing a number of environmental programmes in a relatively haphazard manner, mainly as a result of different timelines from donor governments and their funding programmes as well as because of the limited absorptive capacities of the government for programme and project implementation. As an immediate follow-up to the NCSA, the Government of Togo, with financial support from UNDP, began to address these issues through the National Programme on Capacity Development for the Environment (PRCGE). The PRCGE was structured as an intermediate framework to unify priority actions to strengthen national capacities to enable the country to ensure effective implementation of multilateral environmental agreements (MEA) until a targeted cross-cutting capacity development (CCCD) project will be approved. The PRCGE facilitated a set of training and capacity building activities to improve knowledge and skills among civil servants on environmental management, as well as a series public awareness dialogues to improve stakeholder engagement on environmental conservation priorities that are stepping stones for the current project.

3. Togo has also been undertaking a number of related capacity development programmes and projects, such as the National Environmental Management Plan (PNGE), the National Investment Programme for the Environment and Natural Resources (PNIERN) and the National Programme for Decentralized Environmental Management (PNADE). These aim to strengthen Togo's national institutional framework for managing its natural resources and the environment, including taking the first steps towards the decentralization of planning and management of natural resources at the regional and local levels, which the current project will strengthen.

4. The current project links strongly with the 2008 Framework Law on the Environment, which sets the legal foundation for partnerships between the central and local governments (as well as actively involving civil society and local communities), with a mandate for the sustainable management of Togo's natural resources. The Framework Law is being implemented by the National Environmental Action Plan (PNAE) by the National Programme for Environmental Management (PNGE), which was established in 2008. The project is not only strategic in terms of building on the legitimacy of the Government's priority to pursue decentralized governance, but also innovative and transformative in that environmental and resource management at the sub-national level effectively lacks institutional authority.

5. A transformative aspect of the project lies in strengthening the institutional linkages between the national and decentralized agencies and authorities responsible for MEA implementation, environmental management and sustainable development more generally. Specifically, the project will transform how Togo pursues socio-economic development that integrates global environmental objectives and priorities within decentralized decision-making. Thus, decentralized decision-making must inherently be a holistic construct

of the three pillars of sustainable development (integrating environmental, economic and social priorities). Lessons learned from other similar GEF projects, such as Bulgaria's "Integrating Global Environmental Issues into Bulgaria's Regional Development Process" and various similar initiatives in the West African region (Cote d'Ivoire, Burkina Faso) will help Togo's implementation of this project.

6. The project is in line with CCCD Programme Framework 4, which calls for countries to strengthen organizational structures and mechanisms that will catalyze coordination of multi-sectoral environmental policies and programmes. To that end, this project aims to strengthen capacities in order that Rio Convention objectives can be met and sustained through sub-national governance, i.e., at the level of prefectures. This project is thus a form of Rio Convention mainstreaming project that sets out to achieve economies of scale and cost-effectiveness by building on efforts to strengthen decentralized authority over environmental management and sustainable development.

7. The goal of this project is to catalyze Togo's implementation of the three Rio Conventions on a strengthened policy and institutional sustainable development baseline. Towards this end, the objective of this project is *to strengthen national and decentralized management to produce global environmental benefits*. The GEF incremental approach of the current project is based on the integration of the three Rio Conventions into the National Programme for Decentralized Environmental Management (PNADE) and to sustain the momentum created by the National Programme on Capacity Development for the Environment (PRCGE). It proposes an alternative approach to that followed by the Government of Togo to date, by organizing and coordinating existing key programmes, projects and plans concerning environmental and natural resource management with those on reforms and capacity building of decentralized governance. The GEF increment will leverage the additional co-financing necessary to organize and coordinate these baseline capacity building activities, with GEF resources used to integrate Rio Convention priorities and related decisions into decentralized governance structures and mechanisms.

8. There are two main outcomes expected under this project. The first is that key national institutions, namely the Ministry of Environment and Forest Resources, National Agency for Environmental Management, National Commission on Sustainable Development, and the National Climate Change Committee, will have the necessary absorptive capacities to manage their environment and natural resources in a way that meets their sustainable development priorities while at the same time delivers global environmental benefits. This will be achieved by developing criteria and indicators to meeting global environment obligations with the framework of the National Strategy on Sustainable Development, the Prefecture Territorial Plans, and companion strategies and operational plans that reconcile sustainable development criteria and indicators with global environmental indicators per the Rio Conventions and their associated protocols. This form of mainstreaming is expected to facilitate, indeed catalyze, a more cost-effective management of the global environment within governance and management structures that are accountable to deliver sustainable development objectives.

9. The second expected outcome is the embedded capacities of pilot prefectures to better deliver global environmental benefits through their self-governance of natural resources and pursuit of sustainable development. Eight (8) prefectures, will be selected during the initiation project implementation, based on the consultations and analysis undertaken during the project development phase. Each will be selected for their differential priority for demonstrating integrated priorities that meet both global environmental and local and regional socio-economic development priorities. For each prefecture, representatives from all key stakeholder groups will actively contribute to the formulation of a global environment prefecture management plan (GEPMP) that serves as a tool for coordinating and supplementing local and regional plans with best practice approaches to deliver global environmental benefits¹. GEF resources will be used to

¹ In effect, the GEPMP is an integrated global environment and sustainable development management plan for Prefectures to oversee action at the level of communes, supported by a Rio Convention perspective of the National Strategy for Sustainable Development (SNDD companion implementation plan).

integrate global environmental obligations and priorities into targeted local and regional development policies, programmes, and plans. This formulation process will be carried out by stakeholders who are already responsible for developing and implementing local and regional plans, with the active involvement of key national stakeholders to ensure legitimacy and political commitment.

10. The institutional sustainability of these two expected outcomes will be reinforced by a third project component that focuses on strengthening the value, commitment, and knowledge-base of adherents and stakeholders to the pursuit of global environmental objectives within the context of their socio-economic and development priorities. Particular attention will be given to popularizing and advocating decentralized approaches to environmental governance and management. To that end, targeted cross-cutting capacity development activities include multiple dialogues at the national and local levels of varying constructs, as well as well as raising awareness through the media and schools. Activities will also include the preparation of lessons learned material to inform the replication of project successes.

11. This project builds upon a number of national and internationally-supported activities. The GEF increment of this project complements important co-financing provided by UNDP, the Government of Togo, and significant donor support from the European Union. This project represents an important leveraging of UNDP and EU funding to support decentralized environmental governance and management.

A.2 Key Indicators, Assumptions, and Risks

12. The most important risks that could compromise the proper execution of the project are related to Togo's political instability, political will, and priority setting of decision-makers. This risk is low since it was effectively addressed with the recent (July 2013) elections, which saw the former ruling party re-elected by a large majority. Another potential risk in the internal resistance to change. And yet, this risk is also low because the pursuit of decentralized governance is institutionalized within Togo's constitution, and is also an issue supported by other political parties. Notwithstanding, there is an assumption that this commitment will persist throughout the three years of project implementation and beyond. The resiliency of the project's design would depend on the extent to which Togo's environmental management regime will allow implementation arrangements and activities adapt to changing political scenarios, decision-makers, and stakeholder representation. Legitimate project decision-making will be structured so that it is informed by a broad-based consultative process. This is intended to help ensure that the best appropriate implementation and management decisions are taken, and that project activities are modified in a way that keeps the project on course to meeting its objectives and ultimately its goal. Risks will also be reduced by carefully managed consultations with key decision-makers and champions to support environmental governance and management, particularly through decentralized management. Section C.3.c outlines additional risks that could minimally affect the project.

13. The overall desired outcome of this project is to strengthen Togo's underlying capacities to meet global environmental obligations. As a targeted cross-cutting capacity project, the desired outcome will be indicated by multiple proxy indicators. The first will be extensive learn-by-doing numbers of stakeholders actively involved in project activities. This first set of indicators will demonstrate that the project has involved large numbers of stakeholder representatives in understanding, developing, and testing best practices for meeting global environmental obligations through decentralized environmental governance. A second set of indicators will be the various demonstration exercises. While best practices may appear to be so on paper, one can only know if they will be successful is by testing them. And even that is no guarantee of success given the unique character of the different issues and sites. This also assumes that best practices that are demonstrated are more likely to championed and replicated.

14. A third set of indicators are those that will demonstrate that a large number of social actors, not necessarily stakeholders, have been made more aware of the value of decentralized governance for the global environment. This is a key to addressing the institutional sustainability of products such as local

management plans for the global environment. A sufficiently large enough number of people need to be supportive of these new and improved structures and mechanisms for them to take hold. An important assumption is that the extensive communication and promotion will result in a positive response from social actors.

B Country ownership

B.1 Country Eligibility

15. Togo is eligible to receive technical assistance from UNDP, and is thus eligible for support under the Global Environment Facility (GEF). Togo ratified the Convention on Biological Diversity (CBD) on 4 October 1995, the Convention to Combat Desertification and Drought on 17 June 1994, and the Framework Convention on Climate Change (FCCC) on 8 March 1995. Togo ratified important protocols under the Rio Conventions in later years, namely:

- a. The Cartagena Protocol on Biological Safety on 2 July 2004 to protect biodiversity from the potential risks posed by genetically modified organisms that are the product of biotechnology.
- b. The Kyoto Protocol on 2 July 2004, committing to stabilize greenhouse gas emissions for the period 2008-2012 at the 1990 level.

16. In addition to the three Rio Conventions, Togo has ratified a number of other MEAs, as listed in the table below.

Table 1: Multilateral Environmental Agreements ratified by the Government of Togo

Multilateral Environmental Agreement	Year Ratified
Convention on the International Trade of Endangered Species (CITES)	1979
African Convention on the conservation of nature and natural resources	1980
Ramsar Convention for the Protection of Wetlands	1995
Bonn Convention on Migratory Species (CMS)	1996
World Heritage Convention	1998

B.2 Country Driven-ness

17. Togo recently held parliamentary elections (25 July 2013), the outcome of which was the re-election of the political party in power. As a result, there has not been any diminution of political commitment to the project as a result of the elections.

18. This project is aligned with the 2008-2012 UN Development Assistance Framework (UNDAF) for Togo². Togo's UNDAF outlines a number of socio-economic and environmental development priorities: the fight against poverty and food insecurity, development of social sectors, the promotion of good governance and the protection of human rights, taking into account the country's water resources and environmental protection.

19. This project is further driven by Togo's Poverty Reduction Strategy Paper (PRSP), published in May 2009 with support from IMF and which calls for the pursuit of environmentally friendly development, where the effective management of natural resources, the environment, and the human environment must be simultaneously integrated with the socio-economic development. With respect to the strengthening of Togo's national framework for environmental and natural resource management, the PRSP's objectives are: a) to incorporate an environmental dimension in development policies, plans, and programmes by formulating and implementing a national sustainable development strategy; b) to improve the legal and institutional framework for environmental and natural resource management; c) to strengthen the technical

² The 2008-2012 UNDAF is extended through 2013 while the next five-year UNDAF is being formulated.

capacities of stakeholders involved in environmental management; and d) to improve the awareness of the importance of environmental conservation to people's sustainable livelihoods and health. An important feature of the PRSP is recognition of Togo's institutional weaknesses, calling for the formulation of a national capacity building strategy and programme with specific reference to the achievement of the MDGs for Togo.

20. An important follow-up to the PRSP is Togo's 2013-2017 Strategy for Accelerated Growth and Employment Promotion (SCAPE), which serves as a framework for medium-term achievement of Togo's Declaration of General Policy (DPG), the Millennium Development Goals (MDGs), and the overall vision of making Togo an emergent economy over the next 15 to 20 years. The DPG places the highest priority of the Government of Togo to address poverty, and within this context, is fully committed to continuing the implementation of political and economic reforms and strengthening good governance. The SCAPE is based on the achievements that Togo has reached in strengthening democracy and peace, maintaining macroeconomic stability, developing human capital, and promoting environmental sound and sustainable development. Specifically, the SCAPE calls for actions to continue the reforms of Togo's public administration, accelerate decentralization, and promote regional development.

21. Another key indicator of Togo's ownership of this project is based on the 2008 Framework Law on the Environment, which sets the legal foundation for partnerships between the central State, local government and civil society (including communities), with a mandate for the sustainable management of Togo's natural resources. The Framework Law is being implemented by the National Environmental Action Plan (PNAE) by the National Programme for Environmental Management (PNGE), which was established in 2008. The National Investment Programme for the Environment and Natural Resources (PNIERN) is another key policy instrument that reaffirms Togo's commitment to the global environment through institutional, financial, and technical capacity building for sustainable land management.

22. Togo's 2011 National Priorities for GEF-5 outlined a number of capacity development priorities to address the global environment, focusing on the use of country allocations from the GEF Trust Fund. The cross-cutting capacity development need identified in this report is the building up of the country's absorptive capacity, which is deemed critical not only for the cost-effective implementation of global environmental conservation actions, but importantly for the sustainability of the expected global environmental outcomes.

B.2.a National Capacity Self-Assessment

23. Togo completed its National Capacity Self-Assessment (NCSA) in 2008, the final report of which outlines the principles of their national capacity building strategy to implement MEAs. Togo's NCSA Action Plan targets capacity building at both the focal area and cross-sectoral levels. From the NCSA, Togo's priority action was to strengthen national awareness on all matters environmental, in order to catalyze more effective participation in environmentally sound and sustainable development. Togo's second top priority is to strengthen the policy, legislative, and regulative frameworks and their associated institutional structures, including monitoring and evaluation. This project responds to those priorities.

24. Togo's NCSA revealed a number of cross-cutting strengths, weaknesses, opportunities and threats, which validate the need for a cross-cutting capacity development project. Among the key challenges that Togo is facing in meeting global environmental objectives are inadequate measures to implement multilateral environmental agreements, ineffective legislative and regulatory instruments related to the Rio Conventions and their awareness and understanding among the public, no systematic consideration of environmental impact assessments, and lack of indicators to effectively monitor environmental management, among others³.

³ Togo's 2008 NCSA Report on Cross-Cutting Capacity Needs, p. 79

While these weaknesses constrain Togo's ability to effectively pursue and sustain global environmental outcomes, there are a set of key institutional threats that undermine Togo's ability to address capacity development constraints. These are the dearth of government financial resources that are available for allocation to environmental management, the slow process of decentralized decision-making and governance for environmental management, pressures from interest groups, and continued silo approach to MEA implementation as a result of insufficient consultation, coordination, and collaboration among MEA focal point agencies⁴.

25. The NCSA concluded with a number of targeted capacity development recommendations to help Togo better meet global environmental objectives and achieve environmentally sound and sustainable development⁵. These included:

- Strengthen the national consciousness regarding environmental actions information, awareness, education and communication to give citizens the opportunity to motivate and organize themselves to participate actively in sustainable development actions;
- Develop policies, laws and relevant regulation, as well as update and related governance structures for their effective implementation, monitoring, and evaluation;
- Establish and develop capacities of a National Commission for Sustainable Development;
- Mobilize financial and technically skilled human resources to carry out necessary natural resource conservation and environmental management activities;
- Promote public participation in the management of the environment, with particular attention to engaging women and youth; and
- Improve donor negotiation mechanisms in order to improve the mobilization of domestic and international sources of financing.

26. Togo followed-up on the NCSA with the development in 2009 a pilot project of capacity building for environmental management that led to the formulation of a **National Programme on Capacity Development for the Environment (PRCGE)**, which began implementation in January 2010 and which will conclude in December 2013. The PRCGE served as a framework to unify priority actions to strengthen national capacities to enable the country to ensure effective implementation of multilateral environmental agreements (MEA). Specifically, the PRCGE undertook a set of training and capacity building activities to improve knowledge and skills among civil servants on environmental management, as well as a series public awareness dialogues to improve stakeholder engagement on environmental conservation priorities.

27. Among the achievements of the PRCGE are the training of 30 officials from the Ministry of Environment and Forests (planners, project coordinators, and accountants) on tools to operationalize programme budgets and expenditures for more efficient resource allocation for environmental management, including global environmental priorities. The PRCGE also developed and validation three sectoral guides for the implementation of environmental impact assessments and audits. Another output of the PRCGE was the development of a communication strategy on climate change and the transition to a green economy. Raising awareness among the general public has also been an important activity of the PRCGE, which included 500 teachers, students and their parents on the reforestation values and to 200 civil servants on the technical concepts that inform sustainable forest management within the context of Togo's National Working Group on Sustainable Forest Management⁶. The PRCGE will terminate at the end of 2013.

28. The PRCGE was developed to focus a targeted set of priority capacity development needs identified in the NCSA, given that there was insufficient baseline to address the priority need to strengthen global environmental management at the decentralized levels of authority or governance under the National

⁴ Ibid

⁵ Ibid, p. 95

⁶ Synthesis Report on the Implementation of the PRCGE, May 2013, pp. 6-7

Programme for Decentralized Environmental Management (PNADE). This work was taken up in 2011 by the National Agency for Environmental Management (ANGE), which, with funding from the European Commission, created a number of environmental fora to engage stakeholder dialogue on decentralized environmental management priorities and responsibilities, working in ten (10) prefectures. Mobilizing people to deal with these environmental problems challenge several actors. Implementation of the PNADE included an environmental diagnosis of all prefectural districts towards the formulation of a local development plan and the strengthening of key stakeholders' capacities.

B.2.b Environmental Context

29. This project is driven by the real and immediate developmental and environmental problems experienced by Togo, which have informed national policy and garnered support from the international development and conservation community. Development in Togo has led to a steady deterioration of the environment that is today characterized by the disruption of ecosystems, depletion of natural resources, soil erosion, and loss of biodiversity. The food chain has become more contaminated, and the atmosphere, water and soil more polluted. This has led to poor environmental and social conditions in which the population lives. These problems are reinforced by the increasing needs of a growing population, widespread poverty, the mismatch between resource consumption and the rate of renewal and the low taking into account the environmental dimension into sectoral plans and programmes.

30. Although Togo has a limited land surface (54,385 sq. km), the country remains an important storehouse of biodiversity and harbors a range of ecosystems including savannahs in the north, tropical rain forests in the southwest, mangroves and rich coastal and marine ecosystems in the coastal belt. Togo's forests comprise part of the Guinean forests biome of West Africa – one of 34 Biodiversity Hotspots, as classified by Conservation International. Within its territory, there are numerous rare, endemic and endangered species, such as the West African Elephant (*Loxodonta africana*) and the endemic plant, *Phyllanthus rouxii*. (Euphorbiaceae), which only occurs in the hills north of Bassar.

31. Biodiversity conservation in Togo was hampered by the socio-political crisis that started in 1990. The ensuing lack of government authority accelerated intensive human encroachment in Togo's protected areas, leading to their significant deterioration, loss of international cooperation, and further isolation of the country. The forestry and agricultural activities are the main sources of pressure on the vegetation and threats of extinction facing Togo's biodiversity. The degradation of the dense forest that covered 449,000 hectares in 1970 covered less than one-third of Togo as a result of approximately 15 000 ha of forested lands on an annual basis. Desertification, due to the progressive aridity in Togo, is increasingly observed in the northern part of the country, in particular the Savannah region, which is the driest climate in Togo. Land degradation for its part affects about 85% of arable land in Togo, while chemical and biological pollution of water resources and inland waters are the major problems affecting water resource management. Wastes are not sufficiently managed, with serious health and safety implications. Over 80% of Togo's energy sources is derived from wood products, including charcoal.

32. Togo's climate is noticeably changed, with increased drought events as a result of a shortening and shifting of the rainy season. This results in increased floods and coastal erosion when the rainy season does arrive, leading to further land degradation and reduced crop yields, not to mention loss of human life. Climate change, reducing productive savannahs, drier climate in Togo and uncontrolled cutting of trees have resulted in the decrease in humidity and results in a higher rate of woody biomass drying. The main causes of the degradation of woody formations are population growth, poverty, bushfires, the failure to protect vulnerable and fragile ecosystems, and the lack of control and non-implementation production techniques conservative of natural resources and environmental research forest products, agricultural lands and residential areas and questioning outright boundaries of protected areas.

B.2.c Sustainable Development Context

33. Ranking 159th out of 182 countries on the UN Human Development Index and 117th out of 135 on the Human Poverty Index, Togo is among the least developed of countries in the world. In 2010, the population was estimated at 6,191,155 inhabitants (51.4% female and 48.6% male), and increasing at an estimated rate of 2.84%. Although the population is mostly rural (62%), the urban population is growing at a faster rate, in part due to significant rural to urban migration. The Strategy for Accelerated Growth and Employment Promotion (SCAPE) provides a framework of Togo's development in the medium term to achieve the Declaration of General Policy of the Government, including the Millennium Development Goals (MDGs), to help Togo as an emergent country over the next 15 to 20 years, respectful of human rights and promoting the rule of law. The SCAPE is based on solid achievements in the strengthening of Togo's democracy, peace and national reconciliation, stability of the macro-economic framework, the development of human capital, environmental management and sustainable development. These overall performances resulted in a decline in the incidence of poverty nationally, from 61.7 % in 2006 to 58.7% in 2011, a decrease of 3 points in five years.



Fig 1: Map of Togo

34. Togo's economy has benefitted from efforts to maintain macroeconomic stability and improve the business environment. Despite the impact of the global recession, real GDP has been growing since 2008. Agriculture remains the sector that offers the greatest potential to accelerate growth, ensure food security and job creation. Farming (crops and livestock) occupies between 70% and 80% of the active rural population. Small-scale agriculture and permanent crops and pasture account for approximately 57% of Togo's land area, and there is great pressure to access additional fertile land, posing a threat to conservation lands and protected areas. This pressure also leads to the over-exploitation and degradation of soils and natural habitats, which is exacerbated by the impacts of climate change, including erratic weather events such as drought and floods.

35. Other rural activities include collection of fuelwood and non-woody products (fruits, medicinal plants, straw), charcoal manufacture and sale, hunting and fishing. International transhumance plays an important role especially in the northern parts of the country. All these activities result in over-exploitation of natural resources where human populations are concentrated and in marginal and vulnerable habitats in and around protected areas. Togo was in the past an exporter of cotton and coffee but declines in world prices for these commercial crops, coupled with the socio-political unrest in the country in the 1990s and the failure or delays on the part of the State to pay for cotton purchased from farmers in recent years, mean that producers now struggle to keep their businesses viable.

B.2.d Policy and Legislative Context

36. In 2008, the Togolese Government initiated a process of strengthening environmental governance through the adoption of Framework Law on the Environment (No. 2008-005, 30 May 2008) and Law on the Forest Code (No. 2008-009, 19 June 2008). This law serves to reinforce the rights of all citizens to a quality of life based on sustainable management of natural resources. Pursuant to Article 11 of the Framework Law, three new institutional structures were created, namely the National Commission for Sustainable Development (CNDD), the National Environment Fund (FNE), and the National Agency for Environmental Management (ANGE). Both these laws also set the legal foundation for partnerships between the central State, local government and civil society (including communities).

37. Although Togo has a number of important policy and legislative instruments for environmental management, there are important gaps in implementing texts and the country lacks the institutional capacity and resources, nationally and locally, to update and complete them (where necessary), as well as implement them effectively. The over-arching environmental policy is the National Environmental Policy (PNE) that was adopted in December 1998, and which is accompanied by the National Action Plan for the Environment (PNAE), approved on 6 July 2001. The PNE calls for the integration of environmental concerns into all national development strategies, programmes and projects and endorses the strengthening of national capacity for environmental management. The PNAE is the reference text (i.e., over-arching framework plan) that assures cross-sectoral integration of environmental concerns into other policies and programs, and is translated into an operational plan in the form of the National Environmental Management Plan (PNGE). The first PNGE was elaborated in 2000 but has never been implemented and a revised version was only adopted ten years later in 2010. The PNGE, for example, contains a number of capacity development elements, including cross-sectoral capacity building.

38. The National Investment Programme for the Environment and Natural Resources (PNIERN) of the MERF is the strategic investment framework to catalyze the alignment and harmonization of activities of partners and stakeholders. Among the objectives of the PNIERN is to support the implementation of relevant policies and institutional reforms for scaling up practices of sustainable land management, water resource management, and sustainable agriculture within the context of the PNIASA. This programme addresses the need to sustainably manage the environment and natural resources in order to contribute to the improvement of food security, economic growth and poverty reduction, with particular priority to sustainable rural development. The PNIERN, by its systemic approach, reflects the need to take account of current environmental problems such as the reduction of greenhouse gas emissions from deforestation and forest degradation (REDD +) as well as to catalyze resource mobilization for sustainable natural resource management.

39. Togo's recent set of environmental strategies and programmes were designed to ensure a proactive participation of civil society - local communities and local institutions - in environmental management at the local level. This approach was reinforced in 2007 by Togo's adoption of the Law Relating to Decentralization and Local Autonomy (and its precursor the law 98-006 of 11 February 1998), the aim of which is to catalyze decentralized (devolved) control of land and natural resource management. This legislation reinforced Article 141 of the Constitution of 14 October 1992, which allows for the creation of local land management authorities at the level of prefectures and regions. These new local land management authorities are given power and financial autonomy (under article 2 of the Law) as well as specific spheres of responsibility relating to natural resource management and environmental protection. This law is administered by the Ministry of Territorial Administration, Decentralization, and Local Government (MATDCL)⁷.

⁷ See paragraph 47.

40. Despite the transfer of power from the Prefect to the President of Prefecture Council for each of Togo's prefectures, local governance has not evolved since there are no elections and all presidents of the prefectures are appointed officials. Financial management of the prefecture through the treasury is no longer the responsibility of the prefecture, but instead under the responsibility of the Ministry of Finance.

41. In 2004, the Government had launched a National Programme for Strengthening Decentralization, which produced several new laws related to decentralized government structures, land zoning, transfer of powers, and delimitation of urban communities. This programme also produced a number of studies related to these laws, but which were deemed incomplete and not sufficiently integrated within public finance reforms. This programme came to an end in 2008 due to a political impasse on national governance, inadequate building of local authority capacities, absence of a national policy on decentralization, low financial commitment from development partners.

42. In 2011, the European Union supported the Government of Togo with a €5 million programme to catalyze decentralized natural resource management. Executed by MERF, this programme, the National Programme for Decentralized Environmental Management (PNADE)⁸, this programme is implemented by the MERF, with the Ministry of Planning and Local Development (MATDCL) providing policy guidance, among other ministries through the Prefecture Commission on Sustainable Development (CPDD) and Council of Ministers.

B.2.e Institutional Context

43. As a least developing country, public administration in Togo remains relatively undeveloped, and nowhere is this more evident in the set of institutions governing environmental conservation as a result of the country's socio-economic and development priorities. And yet, with the support of development partners, Togo has made important progress in structuring institutional arrangements for environmental management. Most of these operate at the national level, where the government retains financial control and thus decision-making power over decentralized authorities of the prefectures.

44. The Ministry of Environment and Forest Resources (MERF), established in 1987, is the government body responsible for overseeing environmental conservation, including forest resource management as well as overseeing the national implementation of various MEAs, including the three Rio Conventions on biodiversity, climate change, and desertification. To that end, MERF is responsible for administering and monitoring the National Environmental Policy and related policies, plans and programmes. MERF is also responsible for the supervision of specialized agencies and departments, such as the National Agency for Environmental Management, the Office of Development and Forest Exploitation, and the Department of Forestry Resources.

45. Established in 2009 by Decree 2009-090, the National Agency for Environmental Management (ANGE) is the specialized agency under the MERF and is specifically tasked with the implementation of Togo's National Environmental Policy (PNE), which includes integrating environmental priorities into policies, plans, programmes and development projects. A committee of Directors supervises the work of ANGE, and is made up of seven government representatives, two NGO representatives, and an observer representing the development partners. The ANGE is tasked to promote efficient management of the national environmental management programme and ensure accountability of the various actors in the restoration of the environment. In particular, ANGE is responsible for:

- The development and coordination of the implementation of the National Programme on Environmental Management (PNGE);
- The promotion and implementation of the national system of environmental impact assessments, including environmental assessments, strategic environmental assessments, and environmental

⁸ See paragraph 60.

- audits;
- Support for the integration of environmental considerations into policies, strategies, programmes and projects of national and local development;
- The development and promotion of analytical tools for the planning and integration of environmental policies, plans, programmes, projects into development activities;
- Technical support to local governments, community-based organizations, the private sector, and NGOs in support of environmental management;
- The establishment and management of Togo's national environmental information system;
- Coordination of the preparation of the annual report on the state of the environment;
- The development and implementation of public awareness and education campaigns on the protection of natural resources and environmental management of natural resources; and
- Research and mobilization of financial and technical resources.

46. Despite its establishment in 2009, ANGE did not become operational until August 2011, and is still not operating at its full capacity. This is due in large part by the limited financial resources and qualified staff, as well as the ANGE perhaps having too large a mandate. There is insufficient accountability of the current staff, which is further exacerbated by the insufficient training and inadequate collaboration between ANGE staff and those in other MERF departments. There appears to be an overlap in the roles and responsibilities among various government departments and divisions, which further compounds the lack of incentive for collaboration and/or coordination. An important problem that needs to be resolved is the low willingness of other structures in MERF to accept the role and autonomy of the ANGE. Decentralized services within ANGE is not institutionalized, and coupled with the limited staff competencies, means that there is virtually no responsibility at the sub-national level to implement national environmental priorities. However, through the PNADE⁹ project funded by the European Union, ANGE is developing its institutional capacities through a learn-by-doing approach.

47. The Ministry of Territorial Administration, Decentralization, and Local Government (MATDCL) is responsible for administering Togo's 2007 Law Relating to Decentralization and Local Autonomy¹⁰, notwithstanding that Togo embarked on a decentralization policy since 1991 when the government began decentralization and constitutional reforms. Today, Togo is organized into 35 prefectures, with 21 of them administered through urban municipalities that have full financial and managerial autonomy. While most prefectures have assigned decision-making and implementation functions that they share with their communes and villages, financing remains the exclusive sphere of the national government. However, due to limited financing, prefectures have been increasingly constrained to implement development priorities, such as agricultural and rural development. Togo's success in strengthening decentralization was the result of building upon the sub-national agricultural institutions, and involving them in the policy formulation process, thus facilitating a bottom-up approach to national policy formulation. This significant progress informed Togo's PNADE project, which built upon prefecture authorities to formulate their own territorial development plans.

48. The Ministry of grassroots development, youth crafts and youth employment, is an important project stakeholder. Specifically, the ministry has five overall goals: (i) catalyze the momentum needed to support the harmonious development of grassroots communities; (ii) coordinate the implementation of initiatives by local actors; (iii) ensure that the concerns of grassroots communities are taken into account in policies and growth strategies for poverty reduction; (iv) implement the policies of community development based on the framework of national priorities, regional and local and initiatives of local actors and contributions from development partners; and (v) Support the follow-up and implementation of grassroots programmes and projects. Several priority actions identified are either already completed, in progress, or in search of funds. Other important programmes are the Commune de Millénaire programme, jointly implemented with UNDP,

⁹ See paragraph 60.

¹⁰ See paragraph 39.

the pilot project Common Goal directed to the vulnerable populations, the project to support the professional integration of young school girls, and project to support the processing of local products, all of which are looking for project funding.

49. The larger cities in the prefectures have organized special delegations that undertake various community management practices that are accountable to District Development Committees (CDQ) in the area of hygiene and the training technicians and management of public facilities. In terms of prefectural planning, some districts have local development plan. In rural areas where there is very limited functional local governance, association and community groups have contributed to the development of community initiatives. Most villages throughout Togo have Village Development Committees (CVD), but most are very weak as characterized by the weak capacities of their members.

50. The National Environmental Fund (FNE) was formally established in 2009 (Decree 2009-091) as a mechanism to mobilize financial resources for the benefit of priority actions and to leverage international support and financial aid for a suite of environmental governance initiatives. Management oversight was organized through a management committee composed of representatives from government, NGOs and local authorities appointed by the Council of Ministers on the basis of their expertise in environmental and financial management for a term of three years. The objectives of the FNE are to:

- a. Develop in a participatory manner, the required set of strategic, legal and regulatory instruments to mobilize funds and optimally finance environmental management projects;
- b. Establish a strategic framework for partnership and on-going dialogue with national and international development partners involved in the financing of the environment;
- c. Explore, manage and mobilize domestic financial resources, including environmental taxes, fees and fines, and international funds for environmental management;
- d. Allocate resources at the disposal of agencies responsible for environmental management and to finance actions under the PNGE;
- e. Monitor and evaluate the use of resources available, their impact on overall fundraising, and contribution to improving Togo's environment; and
- f. Strengthen the capacity of national partners in mobilizing international financial resources.

51. The FNE presents a strong opportunity to leverage additional resources for the global environment while at the same time helping finance high priority actions in the name of sustainable development. The FNE is also a mechanism that can facilitate better environmental governance by catalyzing critical thinking and decision-making on priority environmental issues to be addressed. .

52. However, despite the creation of the FNE, it is currently not operational. This is in large part due to the lack of clarity (legal and procedural) of how the FNE is to be coordinated with other national funds already operational and the inadequacy of administrative procedures to mobilize and manage funds appropriately. This is exacerbated by inadequate communication on the operational aspects of the FNE among key stakeholders. As a result, there is a risk of creating alternative funding mechanisms for environmental sub-themes.

53. Supervision of the FNE is to be carried out by a management committee that meets twice a year, but which may meet as necessary as called for by the President. The FNE is serviced by a secretariat nominated by the Council of Ministers upon the recommendation of the Minister of Environment and Forest Resources. In addition to the FNE, Togo has a National Forestry Development Fund (FNDF) that was created in April 2009 by section 140 of the Forest Code. This fund is not set up as a separate institutional funding mechanism in the way that FNE was created, but rather as a funding window of the central budget managed by the treasury.¹¹

¹¹ At the CCCD Validation Workshop, keeping the FNE and Forest Fund separate was deemed to be important because the former has a much wider scope than forests and requires capitalization from sources beyond the treasury.

54. The National Commission for Sustainable Development (CNDD) was established in 2011 (Decree 2011-016/PR) and is made up of government representatives, parliamentarians, regional and local government authorities, as well as members from the private sector, academia and research institutions, religious institutions, media, and NGOs. The role of the CNDD is to:

- Monitor the implementation of the National Policy of Sustainable Development and produce a report every two (2) years;
- Monitor the integration of environmental considerations into policies and development strategies;
- Catalyze synergy and implementation of MEAs ratified by Togo and produce a yearly environmental report;
- Propose policy guidelines for environmentally sound and sustainable development;
- Advise on any policy and/or development strategy that could affect the environment, natural resources, social equity, and economic efficiency;
- Promote sustainable consumption and production, take measures against all forms of waste, control of clean technologies, and promote strategies to combat air, water, and soil pollution; and
- Ensure the involvement of all stakeholders in the process of sustainable development.

55. The Permanent Secretary of the CNDD has not yet been appointed to lead the implementation of the national strategy of sustainable development. The CNDD is also seen to infringe on the jurisdiction of other institutions, and thus do not enjoy ownership from among the majority of stakeholders. Despite good awareness of sustainable development at the national level, key stakeholder representatives continue to have a weak understanding and appreciation of sustainable development, preferring to maintain a sectoral approach to sustainable development instead of a holistic approach.

56. Given its structure and membership, the CNDD is an opportunity to facilitate and catalyze the harmonization and alignment of sectoral policies with the principles of sustainable development. However, participation from government representatives from the line ministries is low, and there is no overarching framework policy to guide this harmonization work.

57. With a view to the national implementation of the UN Framework Convention on Climate Change (FCCC), Togo approved Order No. 011/MERF in 2005, establishing the National Committee on Climate Change (CNCC). This committee, with representation largely from government, also comprises representation from the private sector and civil society, is effectively a monitoring and coordination mechanism, and as such is responsible to:

- Advise and make recommendations on the definition and implementation of the National Policy on Climate Change (PNCC);
- Monitor the implementation of the UN Framework Convention on Climate Change and its Kyoto Protocol;
- Monitor the implementation of programmes and projects on climate change; and
- Make recommendations and participate, to the extent possible, on advocacy, public awareness, and education on climate change.

58. The CNCC is comprised of four bodies, including the Committee of the Whole, which brings together representatives of all public institutions, private NGOs and civil society, and meets once every six months and whenever necessary upon invitation of the President. A second body is the Bureau that made up of five Committee members, a president, two vice-presidents and two rapporteurs, and chaired by a MERF representative. The PSC meets one month before and two weeks after each meeting of the FCCC Conference of the Parties and/or its subsidiary bodies, and whenever deemed necessary. A third body is the Technical Committee, which serves to provide guidance to the national implementation of FCCC decisions and monitor results. This committee reports to the Committee of the Whole. The fourth body is the

Technical Secretariat that services the CNCC and oversees the operational programmes related to climate change. The Secretariat is provided by the Department of Environment and its operation is supported by the budget of the Department.

59. However, because the CNCC was established by order and not by decree, it does not benefit from a government allocation. This lack of financing is coupled with weak interest by stakeholders and the lack of institutional linkage with the CNDD, weakening the operationalization of the CNCC. The CNCC is effectively operational only because of the FCCC National Communications project, funding for which is sporadic. The MERF's coordination of the PRCGE with the National Sustainable Development Council (CNDD), the National Climate Change Committee (CNCC), and the Environmental Management Agency (ANGE) catalyzes synergies among different capacity building initiatives in environmental management.

60. The European Commission's €5 million National Programme for Decentralized Environmental Management Actions (PNADE) plays a critical role in bridging the linkage between national and sub-national governance of the environment and natural resources. Specifically, the objective of the PNADE is to strengthen and support the capacities of various stakeholders to integrate environmental issues into local policies and development actions. Executed by the MERF and working with eight prefectures across five economic regions of the country over a period of five years, the expected results of the PNADE are:

- a. Methodologies and tools to integrate information and environmental data into socio-economic development decision-making and land use planning are mastered;
- b. Human and technical resources concerning the environment, including institutional resources, are better known, valued, and used;
- c. Information on technical solutions adapted to environmental management is better capitalized and accessible; and
- d. Decentralized actions of environmental management are creating capabilities, and appropriated by populations and local development structures.

B.2.f Barriers to Achieving Global Environmental Objectives

61. The institutional bases for implementation of environmental management in Togo, nationally and locally, are very weak¹². Despite that there are a number of good leaders and champions of the environment, the principal weaknesses relate to the lack of a global vision and understanding, across all sectors, of the need for sound environmental and natural resource management as the basis of national socio-economic development (sustainable development). There is very little synergy or effective cross-sectoral integration of policies and programmes that have an impact on environmental management (environment, forestry, agriculture, water, tourism etc.).

62. The Ministry of Environmental Resources and Forests (MERF) as the government body responsible for the environment is similarly characterized by relatively weak capacity as it struggles to carry out its mandate. Recruitment procedures and unclear career options are additional barriers that further limit the strengthening of technical know-how within the MERF. Overall governance structures in Togo are largely characterized by low performance criteria, with many of MERF's staff not adequately trained in environmental matters.

63. Even within Ministries and Directorates, there is little effective integration and collaboration, especially on the ground at regional and departmental levels, and often confused or overlapping responsibilities. For example, within MERF, the Directorate responsible for management within Protected Areas is different from the one responsible for land management immediately surrounding Protected Areas (Regional and Departmental Directorates reporting directly to the Secretary General of MERF). As part of

¹² See Capacity Development Scorecard, Annex 2.

the implementation of the recommendations of the institutional and organizational audit of MERF, a new order of organization n°001-2013/MERF is taken to improve this situation and promote the integration of local actions. Another institutional constraint is the ineffective cross-sectoral consultation and coordination with other government agencies and institutions. As a result, there is an overlap of competences and mandates among institutions. Finally, many environmental management projects struggle to qualify for funding.

64. Civil society structures and capacity are also weak in Togo, with a few notable exceptions, and there is only a very weak culture of joint working between government and civil society, especially at local level. Nationally, there are networks of NGOs and one or two individual NGOs with the capacity, experience and international networks to obtain funding, manage projects and contribute to engaging local NGOs and individuals in community natural resource management. There are four private sector consultancies in Lomé with environmental remits and individual experts and groups at the University of Lomé and other research institutions, with capacity to support the project. An example of decentralized decision-making and management of natural resources are the village development committees (CVDs) and, as part of the national programme of requalification of protected areas, 60 local village associations for participatory protected area management (AVGAP) that were organized in 8 unions of village associations. Notwithstanding, these institutional arrangements are limited in their absorptive capacities, requiring training and financing to effectively support protected area management. Furthermore, in some communities, the AVGAPs are seen as agents of the State and mistrusted, especially since they are perceived as not having delivered any real local benefits to communities. GEF funding is financing a protected area project for Togo that is addressing this issue, among others¹³.

C. Programme and policy conformity

C.1 GEF Programme Designation and Conformity

65. *Fit with the GEF-5 CCCD Strategy:* The GEF strategy for Cross-Cutting Capacity Development projects serves to provide resources for reducing, if not eliminating, the institutional bottlenecks and barriers to the synergistic implementation of the Rio Conventions. This particular project is in line with CCCD Programme Framework 4, which calls for countries to strengthen organizational structures and mechanisms that will catalyze coordination of multi-sectoral environmental policies and programmes. To that end, this project aims to strengthen capacities in order that Rio Convention objectives can be met and sustained through sub-national governance, i.e., at the level of prefectures. This project is thus a form of Rio Convention mainstreaming project that sets out to achieve economies of scale and cost-effectiveness by building on efforts to strengthen decentralized authority over environmental management and sustainable development.

Table 2: Conformity with GEF Capacity Development Operational Principles

Accommodate the dynamic nature of capacity building	The project's implementation arrangements include the creation of a Project Steering Committee that will convene regularly (once every four months and as needed should the need arise) to oversee the performance of capacity development activities, manage risks, and to approve appropriate modifications to the project activities.
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¹³ See paragraph 142.

Adopt a learning-by-doing approach	The core of the project's capacity development activities are via a learning-by-doing approach. Government representatives and other stakeholders will be involved in the collaborative analysis, planning, and pilot implementation of eight (8) prefecture management plans for the global environment.
Combine programmatic and project-based approaches	This project takes a bottom-up and top-down approach to Rio Convention mainstreaming. In the first instance, the project will strengthen local and regional management capacities for improved global environmental management, with critical linkages to local development priorities. These will be supported by a holistic policy and cost-effective programme framework. From a top-down perspective, the project will strengthen the key set of national policies and their attendant institutional structures and mechanisms, such as the CNDD and CNCC. A strengthened national policy framework will catalyze improved decentralized management of the global environment.
Combine process as well as product-based approaches	The project's execution process is the adaptive collaborative management approach, which is organized to ensure that representatives from all stakeholder groups are represented early in the decision-making process. This process was reinforced in 2007 with the government's adoption of the Law relating to Decentralization and Local Autonomy and the 2008 NCSA calling for improved governance surrounding the Rio Conventions.
Promote regional approaches	Strengthening the systemic, institutional, and technical capacities of regional and local governance of the global environment. This approach also helps catalyze the innovativeness of the project to create cost-effective synergies with addressing local development priorities.

C.1.a Guidance from the Rio Conventions

66. Togo is committed to meeting its obligations under MEAs to which it is a party, and the proposed project is intended to facilitate an important step towards developing the capacities for an effective national environmental management framework. Table 3 identifies key articles calling for Parties to develop their national capacities as part of their obligations under the three Rio Conventions.

Table 3: Capacity Development Requirements of the Rio Conventions

Convention on Biological Diversity	
Article 6(b)	Integrate conservation and sustainable use of biodiversity into relevant sectoral or cross-sectoral plans, programmes, and policies
Article 10(a)	Integrate conservation and sustainable use of biodiversity into national decision-making
Article 10(d)	Support local populations to develop and implement remedial action in degraded areas where biodiversity has been reduced
Convention to Combat Desertification and Drought	
Article 4(2)(a)	Adopt an integrated approach addressing the physical, biological, and socio-economic aspects of the processes of desertification and drought
Article 5(d)	Promote awareness and facilitate the participation of local populations in efforts to combat desertification and drought
Article 13(1)(b)	Elaborate and use cooperation mechanism to better support local level efforts to promote successful measures to combat desertification and drought
Article 16(b)	Ensure that the collection, analysis and exchange of information address the needs of local communities and those of decision-makers to resolve specific problems and that local communities are involved in these activities
Framework Convention on Climate Change	
Article 4(e)	Develop and elaborate appropriate integrated plans for adapting to the impacts of climate change
Article 4(f)	Take climate change considerations into account in relevant social, economic and environmental policies and actions, and take measures to minimize adverse effects on the

	economy, public health and environmental quality
Articles 4(i) and 6(a)(i)	Promote and cooperate in the development and implementation of educational, public awareness programmes, and training on climate change and its effects, encouraging the widest participation in this process, including NGOs
Article 6(a)(iii)	Facilitate public participation to address climate change and its effects

C.2 Project Design: GEF Alternative

C.2.a Project Goal and Objective

67. The goal of this project is to catalyze Togo's implementation of the three Rio Conventions on a strengthened policy and institutional sustainable development baseline. As a least developed country, Togo is particularly challenged to meet national development priorities, let alone international environmental commitments. Given the country's development context, Togo's approach to development must be one that capitalizes on opportunities to create synergies that produce both sustainable development and global environmental benefits at the same time. Programmes and projects must also be innovative and transformative in a way that institutionalizes strengthened capacities and ensures sustainability and resilience. Towards this end, the objective of this project is *to strengthen national and decentralized management to produce global environmental benefits*.

68. Togo has been undertaking a number of capacity development programmes and projects to strengthen its national institutional framework for managing its natural resources and the environment, which includes taking the first steps towards the decentralization of planning and management of natural resources at the regional and local levels. The GEF incremental approach of this project is based on the integration of the three Rio Conventions in the territorial plans developed by the PNADE, and to maintain the momentum created by the PRCGE, which should be completed by the end of 2103, among other relevant initiatives.

69. The Government of Togo has been pursuing a number of environmental programmes in a relatively haphazard manner, mainly as a result of different timelines from donor governments and their funding programmes as well as because of the limited absorptive capacities of the government for programme and project implementation. This project proposes an alternative approach to the current approach by organizing and coordinating existing key programmes, projects and plans concerning environmental and natural resource management with those on reforms and capacity building of decentralized governance. The GEF increment will leverage the additional co-financing necessary to organize and coordinate these baseline capacity building activities, with GEF resources used to integrate Rio Convention priorities and related decisions into decentralized governance structures and mechanisms.

C.2.b Project Rationale

70. This project responds to the specific cross-cutting capacity development priority identified in their NCSA, which is to catalyze more effective participation in environmentally sound and sustainable development in a way to produces co-benefits for the global environment. This project is targeting cross-cutting capacity development to this NCSA objective with a focus on decentralization. This project's strategy is also consistent with Togo's current GEF projects that seek to strengthen their reporting to Rio Convention secretariats. For example, Togo's is currently implementing their Third National Communication that includes the development of a national strategy for improved implementation of the FCCC through great stakeholder participation. Togo's NCSA Action Plan also called for the strengthening of the country's policy, legislative, and regulative frameworks that govern environment and natural resource management, and their associated institutional structures, including monitoring and evaluation. Togo is also currently implementing a biodiversity focal area GEF project that focuses on strengthen local community

capacities for protected area management through sustainable natural resource management and alternative income-generating activities (See paragraph 142).

71. The project is strategic in that it responds to a targeted set of underlying barriers to environmental management towards the goal of meeting and sustaining global environmental outcomes. Specifically, the project will facilitate the proactive and constructive engagement of decision-makers across environmental focal areas and socio-economic sectors to dialogue on a workable set of governance modalities. Not only is this strategic in terms of building on the legitimacy of the Government’s priority to pursue decentralized governance, but also innovative and transformative in that environmental and resource management at the sub-national level effectively lacks institutional authority. Lessons learned from other similar GEF projects, such as Bulgaria’s “Integrating Global Environmental Issues into Bulgaria’s Regional Development Process” will help Togo’s implementation of this project, as well as other CCCD projects underway in the region.

72. The value of this project also lies in catalyzing Togo’s road to self-reliance and environmental sustainability, assuming that the capacities developed will be institutionalized, thereby resulting in an incrementally reduced dependency on external funding. The inherent nature of the project’s cross-cutting approach also dictates important partnerships among several key national institutions that play a role in MEA implementation. To the extent appropriate, this project will strengthen their capacities through training and learn-by-doing implementation of decentralized environmental management. The strategic value of the project also lies in raising the absorptive capacity in Togo to leverage the capitalization of the National Environmental Fund (FNE).

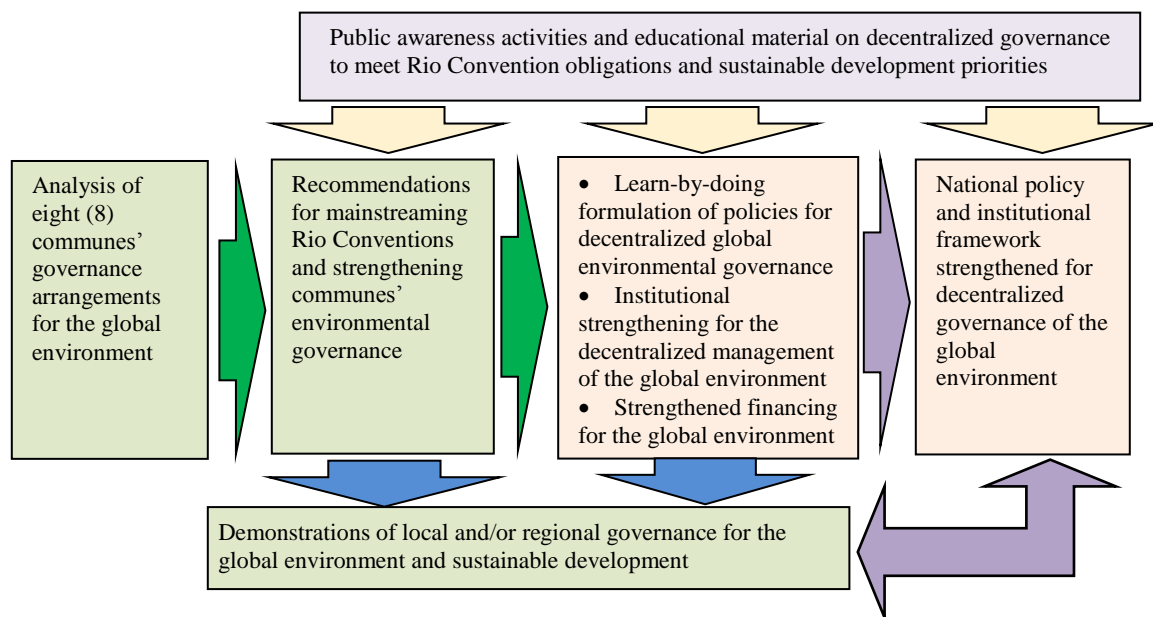


Figure 3: Capacity building for strengthened decentralized governance of the global environment

73. A transformative aspect of the project lies in strengthening the institutional linkages between the national and decentralized agencies and authorities responsible for MEA implementation, environmental management and sustainable development more generally. Specifically, the project will transform how Togo pursues socio-economic development that integrates global environmental objectives and priorities within decentralized decision-making. Thus, decentralized decision-making must inherently be a holistic construct of the three pillars of sustainable development (integrating environmental, economic and social priorities).

74. The decentralization process is a key sustainable development strategy in Togo, serving as an ideal entry point for mainstreaming implementation of the Rio Conventions. Togo's decentralization policy revolves on the taking a learn-by-doing and participative approach to undertaking natural resource management actions and to legitimize and validate their linkages with efforts to combat poverty. This includes the provision of on-going training of NGOs and other stakeholders in prefectures on the use environmental and natural resource management techniques and tools. However, as currently programmed, PNADE does not include a focus on the mainstreaming of the Rio Conventions.

75. The project will take an adaptive collaborative management (ACM) approach to implementation, which calls for stakeholders to take an early and proactive role in the mainstreaming exercises, as well as to help identify and solve unexpected implementation barriers and challenges. By taking an ACM approach, project activities and outputs can be more legitimately modified and adapted to maintain timely and cost-effective project performance and delivery.

C.2.c Expected Outcomes and Outputs

76. At the end of the project, activities will have resulted in a set of improved decentralized capacities to meet and sustain Rio Convention objectives. This project will have strengthened and helped institutionalize commitments under the Rio Conventions by ensuring a flow of assistance and information between local, national and global level. First, the overall national institutional framework for environmental management needs to be strengthened, by capacity building of the most key institutions involved in this management: the Ministry in charge of Environment, CNDD, ANGE, FNE and the CNCC (as representative of the convention secretariats) to create a conducive environment for their decentralized implementation. Then, with the second component, a methodology for strengthening local bodies will be developed that can ensure an effective trickle down of natural resources management in line with convention obligations and an effective capillary rise of information needed for convention reporting.

77. The project will strengthen capacities at the systemic, organizational, and individual level, each of which will be targeted to strengthening Togo's efforts to mainstream global environmental priorities into the planning and regulatory frameworks for eight prefectures. The expected outcome of the project is that Togo will be able to achieve global environmental benefits at a lower transactional cost as well as being able to respond faster and more appropriately to local conservation needs. This means improving better access at the sub-regional level to best practices and best available knowledge, including innovative research, as well as improving coordination, collaboration, and delegation of responsibilities among key agencies and other important organizations.

78. This will be carried out via *three* linked components. The first component will strengthen the national policy and institutional framework for global environmental management. This component focuses on strengthening the systemic capacities needed to ensure the long-term legitimacy, resilience, and sustainability of decentralized governance from the global environment. The second component focuses on capacity building at the regional level, with activities targeting the strengthening governance frameworks for eight prefectures, supported by regional institutional building. Both of these components will employ a learn-by-doing approach to capacity development, facilitating the active participation of stakeholder representatives in the integration of Rio Convention priorities in improved prefectural management plans. The third component, originally conceived as activities within components 1 and 2, focuses on public awareness and environmental education on the strategic value of decentralized governance of the global environment through new and improved strategies of regional approaches to sustainable development.¹⁴

Socio-economic benefits

¹⁴ This new component three is further rationalized in paragraph 98.

79. Benefits at the national level will include enhanced technical capacities among key national authorities, as well as stakeholder groups that include decision-makers and technical advisors across sectors. Stakeholders, including civil society, will gain a better appreciation that planning decisions are based on more objective criteria and methodologies that place a greater value of the socio-economic risks associated to global environmental impacts, such as droughts and floods. Strengthening the over-arching institutional capacities for sustainable development will ensure that policies and programmes take a more holistic construct and that decisions attach a greater value to conserving Togo's natural resources for long-term benefits.

80. The project will also address the real need of finance, strengthening the FNE as the financial mechanism for implementing and sustaining activities that are structured to deliver integrated global environmental and sustainable development benefits. This includes the long-term and continued availability of finances to ensure the stability of both central and local government structures and decision-making mechanisms, such as the CNDD and CNCC. Improved tools and methodologies that better reflect global environmental values will be used to improve decision-making that meets both global environmental commitments as well as national development priorities.

81. Women suffer most from environmental degradation and benefit most from improved environmental conditions. Accordingly, gender will be a recurring issue as the project revised and strengthens various policy, planning, and legislative frameworks. Catalyzing Togo's devolution of power for the management of the global environment together with addressing local and regional socio-economic priorities through decentralization will help ensure that the requirements of the most vulnerable groups in society, such as women, youth groups and the landless are incorporated in decision-making and programme design. As part of the project implementation arrangements, directed attention will be paid to ensuring an appropriate gender balance in the training and capacity development activities.

C.2.d Project Components

Component 1: The national institutional framework for environmental management

82. **Outcome 1:** Key national institutions will have the necessary absorptive capacities to manage their environment and natural resources in a way that meets their sustainable development priorities while at the same time delivers global environmental benefits. This will be achieved by developing criteria and indicators to meeting global environment obligations with the framework of the National Strategy on Sustainable Development, the Prefecture Territorial Plans, and companion strategies and operational plans that reconcile sustainable development criteria and indicators with global environmental indicators per the Rio Conventions and their associated protocols. This form of mainstreaming is expected to facilitate, indeed catalyze, a more cost-effective management of the global environment within governance and management structures that are accountable to deliver sustainable development objectives.

Output 1: CNDD Operational Plan

83. An operational plan will be developed to catalyze the work of the National Commission on Sustainable Development (CNDD), with clear performance targets. CNDD staff will be trained in order to provide effective coordination support to the implementation of the operational plan, which will include providing clear and regular policy and programme advice to the other key national commissions as well as regional committees, such as the Prefecture Commissions on Sustainable Development (CPDD). The development of the operational plan will be done by the CNDD staff, with expert guidance from key national experts. Results-oriented management will be introduced, to ensure the CNDD is achieving results, and responsive. A key role of the CNDD will be to contribute to the decentralization process under Component 2. GEF Support will be used to provide the CNDD staff with the necessary tools to carry out their work. This includes the preparation of best practices and lessons learned, as well as training sessions on how to

employ these best practices, taking into account differences between regional and national coordination needs and mechanisms.

Activities:

- 1.1 Establish an *ad hoc* expert working group (GEDD) of national and regional stakeholders to prepare an operational plan for the national and regional (decentralized) implementation of integrated global environmental and sustainable development priorities (GESDP) through the companion plans developed under outputs 4 and 5.
Target indicator: An *ad hoc* expert group is created as a technical group under the CNDD by month 3 of the project.
- 1.2 Building on past institutional assessments of the challenges and barriers that limit the operationalization of the CNDD, undertake a detailed analysis of the consultative approach by which the CNDD is to be convened. The strengthening of the CNDD consultative approach will be informed by better decision-making to meeting both global environmental and national sustainable development priorities.
Target indicator: Detailed analysis and recommendations for strengthening the CNDD to better integrate criteria and indicators of Rio Convention targets are agreed by consensus among all CNDD members by month 5 of the project.
- 1.3 Develop a companion document that provides a technical interpretation of the SNDD from the perspective of meeting Rio Convention obligations by the GEDD and have it distributed widely among stakeholders for validation. This document would facilitate the implementation of the national strategy for sustainable development in order to deliver global environmental benefits.
Target indicator: Implementation plan of the national strategy for sustainable development in order to deliver global environmental benefits drafted by month 7
Target indicator: Implementation plan of the national strategy for sustainable development in order to deliver global environmental benefits validated by stakeholders by month 10
- 1.4 Facilitate dialogues with policy-makers on the SNDD and its implementation plan. This activity complements 1.3 in that it targets policy-makers who are responsible for the implementation of related policy instruments.
Target indicator: Dialogue targeted to senior policy-makers convened by month 16
- 1.5 Reconcile and harmonize, through learn-by-doing and as appropriate, the various mandates and operational plans of the relevant national commissions through the GEDD to reflect Rio Convention obligations. The following targets are the same for activity 4.2 as the products are the same.
Target indicator: Comparative institutional analysis of commissions and their member agencies' mandates and operational plans (at both national and regional levels) completed by month 9
Target indicator: Government and other stakeholders revise mandates and operational plans (at both national and regional levels) through collaborative workshops and complete revisions by month 16.
Target indicator: Recommended institutional revisions (at both national and regional levels) submitted (by month 13)
- 1.6 Strengthen CNDD as the mechanism for coordination of the activities of the Rio Convention secretariats (CBD, CCD, and FCCC) and the committees for disaster risk reduction and biosecurity, and any other appropriate committee dealing with sustainable development.

- Target indicator:* Building upon activity 1.5, prepare draft appropriate regulation to operationalize the CNDD to coordinate Rio Convention activities by month 13
- Target indicator:* Submit regulation by month 16 for ministerial validation by month 19
- 1.7 Staff the CNDD permanent secretariat with appropriate personnel and procure an appropriate locality that allows for its effective functioning.
Target indicator: MERF staffs the CNDD permanent secretariat through government resources by the end of month 12
- 1.8 Develop and pilot the implementation of a training plan to impart knowledge and skills to implement the CNDD Operational Plan. This training plan will build upon the learn-by-doing exercise of activity 1.1.5
Target indicator: Training material prepared by month 7
Target indicator: Three (3) national training workshops at least 40 unique participants (for a total of at least 120 different stakeholders) participate in trainings held by months 14, 20, and 26
- 1.9 Convene four (4) public dialogues on the work of the CNDD to raise awareness and value of the CNDD with other government institutions and stakeholders and give CNDD more visibility, with particular attention of its role in catalyzing global environmental benefits.
Target indicator: Four public dialogues on the CNDD and Rio Conventions convened with at least 50 stakeholder representatives from all sectors by months 15, 21, 27 and 33

Output 2: Guidelines for decentralized management of the global environment

84. This output will develop the capacities of the National Agency for Environmental Management (ANGE) to roll out environmental protocols, guidelines, regulations and standards that will catalyze environmental and natural resource management that provide incremental benefits under the three Rio Conventions. This capacity will be developed through a learn-by-doing approach that will actively involve ANGE staff as well as staff from partner institutions and agencies. A key set of capacities that will be developed if the ANGE's support to prefectures' management of their environment and natural resources through the capacity development activities structured in this projects second component (below).

Activities:

- 2.1 Prepare an updated assessment of the institutional capacities and needs for strengthening ANGE to contribute to the implementation of GESDP through local community development plans. This assessment will be undertaken at the same time as activity 1.2.
Target indicator: Assessment report prepared by month 5
- 2.2 Convene an expert working group (GEDD) to agree on the methodology for establishment of prefecture development plans with a Rio Convention character and related indicators and targets.
Target indicator: Draft and approve methodology for the preparation of prefecture development through the GEDD by month 9
- 2.3 Formulate a targeted capacity development plan for ANGE to support technical and operational guidance for local level environmental management, with particular attention to delivering global environmental benefits. This will include integrating Rio Convention obligations into targeted technical and analytical tools used in environmental programming and planning. This activity will be coordinated with activity 1.8.

- Target indicator:* ANGE staff and other stakeholders, e.g., FNE and CNDD secretariat staff, convene a working group to develop plan is prepared by month 6 and complete draft plan by month 9. Plan is approved by month 13
- 2.4 Assist ANGE in the establishment of a national system for environmental evaluation by identifying and strengthening focal points at the level of local communities and the elaboration of four sector manuals in environmental evaluation (e.g., agriculture, transport, industry, and health).
Target indicator: In-depth study of the technical data and information needs required by ANGE to support its role in environmental and natural resource management prepared by month 12
Target indicator: Feasibility study on the establishment of a national system for environmental evaluation prepared by month 18
- 2.5 Building on existing training programmes, undertake four national training workshops on environmental evaluation with particular focus on meeting global environment priorities. Workshop participants will include both national and regional representatives.
Target indicator: Organize four (4) national training workshops on environmental evaluation that are based on best practice approaches to prepare environmental impact assessments and enforce adherences to their recommendations convened by month 24
- 2.6 Update ANGE's hardware requirements to better collect and manage data and information.
Target indicator: Analysis of data and information management needs to meet Rio Convention targets, including recommendations for streamlining and harmonizing data and information management systems completed by month 11
Target indicator: MERF provides ANGE with the necessary hardware requirements by month 15

Output 3: Resource mobilization strategy

85. The resource mobilization strategy consists of a number of activities and component deliverables that includes the learn-by-doing development of procedures, criteria, and oversight arrangements for the effective operation of the National Environmental Fund (FNE). Particular attention will be given on how funds are capitalized and allocated for small development projects that meet both local socio-economic priorities while contributing to Togo's progress in Rio Convention implementation. Through the process of strategy development, FNE staff as well as staff from partner institutions and agencies will have the tools and measures to finance high value local conservation and development projects. Particular attention will be given to catalyzing the decentralized governance of environmental and natural resource management.

Activities:

- 3.1: Prepare a feasibility study to operationalize the FNE, with particular attention to how funds will be managed to deliver global environmental benefits. This will include analysis on innovative and best practice options that have been learned from other countries, such as an ecotax and environmental fiscal reform.
Target indicator: Study to operationalize the FNE drafted and completed by month 8
Target indicator: Council of Ministers agree on study recommendations by month 13
- 3.2: Officially launch the FNE as agency responsible for the funding of activities under the Rio Conventions at local level and raise awareness about its role and application procedures among stakeholders.

- Target indicator:* Convene public dialogue of at least 50 stakeholder representatives to promote the role of the FNE by month 14
- 3.3: Within the framework of the CNDD Operational Plan, and taking into account Togo's National Forestry Fund and activity 3.1, draft a resource mobilization strategy. This strategy will be informed by best practices and lessons learned from other similar national environmental funds. An expert working group will be convened to guide the collaborative formulation and peer review of a resource mobilization strategy.
- Target indicator:* Expert drafts resource mobilization strategy by month 11
- Target indicator:* Expert working group reviews and guides the revision and finalization of the resource mobilization strategy by month 15
- Target indicator:* Resource mobilization strategy approved by month 16
- 3.4 Taking into account activity 3.1 and 3.3, formulate operational procedures for the allocation of resources to finance decentralized resource management that delivers global environmental benefits through the FNE. These will be tested during project implementation and finalized by the end of the project into the Resource Mobilization Strategy's accompanying operational manual.
- Target indicator:* Operational procedures drafted by month 15
- Target indicator:* Operational procedures tested and piloted by month 20, and approved by month 22
- Target indicator:* By month 36, the independent final evaluation determines that the FNE is on solid ground to raise and allocate funds for the achieving global environmental targets through decentralized decision-making

Output 4: Business Plan for Decentralized Decision-Making

86. This set of activities revolves around strengthening the impacts of the national committees on Biodiversity, Climate Change, and Desertification on Togo's pursuit of socio-economic development. Using the National Climate Change Committee (CNCC) as a model (which would be replicated subsequently for biodiversity and land degradation), the project will employ a learn-by-doing approach to involve key staff from the member institutions and agencies that make up the CNCC in the development of a business plan. Within the framework of Togo's law on decentralization and PNADE, as well as the SNDD and the accompanying implementation plan (activities 1.3 and 1.4), this business plan will structure a vertical consultative and decision-making process between the committees at the village, commune and prefecture levels and the CNCC. This will include developing best applicable practices for coordinating local level decision-making relevant to the Rio Conventions with that taken at the national level.

Activities:

- 4.1: In coordination with the analysis of activity 1.2, undertake an institutional analysis of the effectiveness of the three Rio Convention committees. Highlight areas by which the CNCC can leverage global environmental benefits for climate change through national and local sustainable development plans.
- Target indicators:* Institutional analysis of the three national committees on the Rio Conventions completed by month 5
- 4.2: As part of activity 1.5, organize targeted discussions among key stakeholder agency representatives at the national and regional level to reconcile differing interpretations of roles and mandates as they affect the global environment. Propose recommendations on how to improve mandates and operational plans.¹⁵

¹⁵ These targets are effectively the same for activity 1.5 as the products are the same.

- Target indicator:* Comparative institutional analysis of commissions and agencies' mandates and operational plans (at both national and regional levels) completed by month 9
- Target indicator:* Government and other stakeholders revise mandates and operational plans (at both national and regional levels) through a collaborative workshop and complete revisions by month 16.
- Target indicator:* Business plan for the effective operation of the CNCC completed by month 16
- Target indicator:* Recommended institutional revisions (at both national and regional levels) submitted (by month 13) and validated by ministers by month 19
- 4.3: Facilitate agreement by concerned Ministers to validate a restructured CNCC to improve its mandate and role to with respect decentralized decision-making for the global environment.
Target indicator: Concerned Ministers agree to a restructured CNCC by month 13
- 4.4: Strengthen organizational capacities to operationalize the improved CNCC as approved by ministers.
Target indicator: Government of Togo allocates the needed resources to staff the CNCC secretariat by month 16
Target indicator: CNCC is fully operationalized by month 24

Component 2: Decentralization of global environment governance

87. As a least developing country, the Government of Togo is challenged to fulfill its obligations under the three Rio Conventions due to limited financial resources that effectively require difficult decisions on resource allocation. The country's widespread poverty means that Togo gives the highest priority to meeting national socio-economic development. This component strategically uses this as an opportunity for identifying innovative and transformative approaches to integrate the global environment into socio-economic and sustainable development that is managed at the prefecture level. Whereas activities under component 1 focus on targeted capacity building (at the systemic, institutional, and individual levels) for the ANGE, CNCC, CNDD, and the FNE, component 2 focuses on targeted capacity building (at the same three levels) for strengthening decentralized governance of the environment and natural resources. Given the linkages between the national and regional components 1 and 2, a number of project activities appear to overlap. These will be coordinated during project implementation to strengthen the long-term institutional relationships between governance at the national and regional levels.

88. For this component, eight (8) prefectures will be selected during the initiation of project implementation for the learn-by-doing exercises that will help institutionalize capacities. These prefectures will be selected on the basis of their differential priority for demonstrating integrated priorities that meet both global environmental and local and regional socio-economic development priorities (See Annex A on the selection of project prefectures). During project implementation, prefecture representatives from all key stakeholder groups will actively contribute to the formulation of a global environment prefecture management plan (GEPMP) that will serve as a tool for coordinating and supplementing local and regional plans with best practice approaches to deliver global environmental benefits. Although the GEPMP is for the prefecture, in practice it will serve as the guide for action at the commune level, with supporting actions from the prefecture.

89. **Outcome 2:** The second outcome of this project is that the capacities of eight (8) prefectures will have been strengthened to better govern their natural resources within their policy and planning frameworks of sustainable development. Activities under this component will employ a learn-by-doing approach demonstrate how global environmental benefits can be generated through best practice local and regional development plans. To that end, GEF resources will be used to integrate global environmental obligations and priorities into targeted local and regional development policies, programmes, and plans. This formulation process will be carried out by stakeholders who are already responsible for developing and

implementing local and regional plans, with the active involvement of key national stakeholders to ensure legitimacy and political commitment.

Output 5: Integrated Global Environmental and Sustainable Development

90. Building upon the preparation of the implementation plan of activity 1.3, this output comprises a set of activities and immediate deliverables to integrate global environmental obligations per the Rio Conventions into key policy instruments at the prefecture level. These will be coordinated with similarly constructed project activities under component 1. As with other project activities, this integration process will be undertaken by key stakeholder representatives in the prefectures, thus representing a learn-by-doing approach of institutionalizing knowledge. The active involvement of key national stakeholders in this integration and formulation process will also ensure legitimacy and political commitment of the resultant product.

Activities:

- 5.1: Assess current capacities of selected prefectures to carry out decentralized governance of the global environment.
Target indicator: Select the eight (8) prefectures by month 3 of project implementation
Target indicator: Analytical report for each of the eight (8) prefectures completed by month 6
- 5.2: Building on activities 1.2, 2.1, and 4.1, convene expert and stakeholder workshops to reconcile mandates among local and regional authorities for streamlined Rio Convention implementation in each of the eight (8) pilot prefectures.
Target indicator: Eight (8) reports with recommended revisions to mandates completed by month 12
- 5.3: Develop a management plan (GEPMP) for each of the eight (8) prefectures building upon the consultations and work under activity 5.2.
Target indicator: Eight (8) GEPMPs completed by month 18
Target indicator: All GEPMPs are endorsed by the CLDD, CCDD, and CPDD by month 24
- 5.4: Assist technical staff of local communities in wide distribution and use of actual codes, laws and texts pertaining to the protection of the global environment and natural resources.
Target indicator: Up-to-date texts are collected by month 18 and organized into a collated set of documentation for wide distribution by 21.
- 5.5: Organize a series of 8 periodic meetings for the approval of policies, strategies and development plans elaborated in the environmental and forestry sector and having implications for the local level. These will be used as a series of learn-by-doing evaluations of how to operationalize traditional approaches to environmental and natural resource management for sustainable purposes in ways that are transformative and innovative to meet GESDP, and will both inform and at the same time build upon the work of activities 2.3, 4.2, and 6.3.
Target indicator: These 8 meetings will take place after activity 2.3 is completed and by month 15, held every two months or more frequently, and conclude by month 30.

Output 6: Strengthened decentralized global environmental governance capacities

91. This output consists of a set of activities to further strengthen organizational and technical capacities for prefectures to plan and manage their environment and natural resources in a way that meets both global environmental and sustainable development priorities. Similar to other project activities, this will be undertaken through a learn-by-doing and the demonstration of best practice cases. The project will review

and revise a set of key products, including prefecture level management plans, monitoring guidelines, and local financial management plans and strategies. In all cases, these will be peer reviewed and revised by stakeholders responsible for their implementation and oversight, thus taking a learn-by doing approach to capacity building. These capacities will be undertaken in eight (8) prefectures, which will serve as pilot cases for prefectures. Their replication will be facilitated by the strengthened capacities of ANGE developed under component 1. The strengthened FNE will also help finance the replication of best practices in other prefectures.

Activities:

- 6.1: Building on the training plan of activity 2.3, develop a training programme for local staffs and other stakeholders of the GEPMP.
Target indicator: Training programme of 2.3 is tailored to the GEPMP completed by month 15
- 6.2: Convene stakeholder dialogues with members of local level councils for sustainable development, e.g., Prefecture Council for Sustainable Development (CPDD) and Cantonal Council for Sustainable Development (CCDD), to exchange experiences on best practice roles and responsibilities for implementing and monitoring local development plans, with particular attention to delivering global environmental benefits.
Target indicator: Best practice policy dialogues in each of the eight (8) prefectures, one held each year, for a total of 24 such dialogues. At least 20 council members and other stakeholders participate. Annual dialogues convened by months 8, 19, and 31.
- 6.3: Using the training material prepared as part of activity 1.8 and the business plan developed under activity 4.2, organize training workshops for local government officials, NGOs, and CBOs on how use the GEPMP to take into account the global environment when planning for the sustainable development of their communities.
Target indicator: Eight (8) training workshops with at least 40 substantive and diverse stakeholders (for a total of at least 240 different stakeholders), one in each prefecture, participate in a training by month 24
- 6.4: Demonstrate 16 best practices on community approaches to sustainable development that also provides global environmental benefits through competitive funds. These will include waste, soil, and land management, among others.
Target indicator: Two (2) demonstrations of best practice approaches demonstrated in each of the eight (8) project prefectures, all completed by month 26
- 6.5: Building upon activity 3.3, propose and negotiate restructured transparent decision-making procedures for the allocation of resources to finance decentralized resource management that delivers global environmental benefits through the FNE.
Target indicator: Resource mobilization strategy includes explicit guidelines for financing community-based projects that deliver GESP completed by month 16
- 6.6: Demonstrate the mobilization of resources using the resource mobilization strategy to local social actors at the prefecture levels, with particular attention to mobilizing the private sector.
Target indicator: Convene a resource mobilization workshop in each of the eight prefectures, building upon the results of activities 3.3, 3.4, and 5.3 by month 26, each with a minimum of 20 key stakeholder representatives

Component 3: Enhancing awareness and long-term commitment to decentralized governance of the global environment

92. Components I and II focus on capacity development of key stakeholders that are technical staff and/or decision-makers, and other key stakeholder representatives through a learn-by-doing process of strengthening institutional mechanisms (e.g., CNDD and CNCC) and structures (e.g., ANGE and FNE). This third component targets a wider reach of stakeholders and other social actors that are central to ensuring the resilience and sustainability of decentralized environmental governance. Among the activities is be complemented by a third component, which will develop and implement a broad-based public awareness campaign to raise the level of public support to the project's strategy and activities. Other activities include the preparation of educational material and radio announcements. Specifically, this component will comprise a set of activities that will focus on popularizing and advocating decentralized approaches to global environmental governance and management, both at the national and prefecture levels. Lessons learned under the project will be disseminated to help inform the replication of project successes.

Output 7: Broad-based public awareness campaign

93. This output consists of multiple activities that will be tailored to have the greatest impact for the level of investment, and determined through more extensive consultations in the prefects. In this respect, the project will build upon existing public sensitization exercises currently underway. These will be structured strategically to target wider audiences that are both current and future stakeholders of environmentally sound and sustainable development. The latter for the most part are Togo's youth. A key component of this campaign would be to articulate to these audiences, in ways that are understandable to them, the connections between the local and global. Opportunities will be presented for these wider audiences to express and share their views, concerns and aspirations to authorities at both the national and local levels, as well as to other decision-makers.

Activities:

- 7.1: Carry out a broad-based survey to assess public awareness of global environmental issues. This activity would be implemented in at the beginning and six months prior to the closing of the project. This survey will serve as an assessment of baseline awareness for assessing project outcomes.
Target indicator: Baseline awareness report prepared by month 5
Target indicator: Two broad-based surveys carried out by month 6 and by month 33 (N>250 for each survey).
- 7.2: Develop an over-arching plan for environmental awareness, education and training plan to the benefit of the territorial communities, their administrations, private sector partners, NGOs and projects intervening on the local level.
Target indicator: Undertake a comprehensive assessment environmental awareness, education and training needs, completed by month 10
Target indicator: Environmental awareness, education and training plan is endorsed by MERF, CNDD, and CPDD by month 12.
Target indicator: Environmental awareness, education and training plan includes a detailed action and financial plan developed in cooperation with partner development agencies
- 7.3: Organize a one-day conference at the beginning of the project to raise awareness of the project goal and objectives. This conference will focus on presentations and panel discussions on the challenges of meeting Rio Convention obligations through decentralized governance and the opportunities of this approach.
Target indicator: One-day Kick-Off Conference held within four months of project initiation
Target indicator: Over 100 participants attend Kick-Off Conference.
- 7.4: Organize and convene a one-day conference at the end of the project to promote the value of decentralized environmental governance to deliver global environmental benefits at the same time as

meeting socio-economic development priorities. This conference will focus on presentations and panel discussions on the lessons learned during project implementation, with particular attention given to opportunities for replication to other prefectures and sharing with other African countries and beyond. This conference should take place after the second broad-based survey and statistical analysis of activity 7.1.

Target indicator: One-day Project Results Conference is held by month 35

Target indicator: Over 100 participants attend Conference

7.5: Develop a plan for high schools to organize creative competitions for school children to express their concern about the global environment.

Target indicator: Project plan for high school competitions prepared by month 7

Target indicator: At least 3 high schools agree to carry out high school competitions by month 7

Target indicator: High school competitions undertaken in years 2 and 3 of the project and school year

7.6: Prepare a global environment education module for high schools in integrate into their school curricula. This will include the collation and preparation of educational background material.

Target indicator: Education module prepared for high schools by month 8

Target indicator: At least 3 high schools agree to integrate education module by month 10

Target indicator: Education module is integrated within high school curricula by month 12

7.7: Organize and convene workshops for journalists to better enable them to report on the global environmental issues and their relevance to Togo (e.g., building on the Africa Adaptation Programme's Media Capacity Building Project¹⁶). The project will invite journalists from print and audio-visual media to two workshops per year.

Target indicator: Two journalist awareness workshops beginning from month six and held every six months, each with at least 20 participating journalists, for a total of five workshops

7.8: Create a MERF Facebook page on Togo for the Global Environment

Target indicator: Facebook page created by month 3

Target indicator: Substantive content is uploaded to Facebook page at least once per week

Target indicator: At least 5,000 Facebook likes by the end of the project

7.9: Convene eight (8) public dialogues (1 in each prefecture) to advocate decentralized governance of the global environment.

Target indicator: Each prefecture convenes their public dialogue between months 5 and 10

Output 8: Disseminating lessons learned

94. The sustainability of the project requires that capacities developed be extended and replicated beyond the eight project prefectures, as well as to reinforce the capacities developed at the national level. This output comprises a set of activities that set out to sensitize various social actors and stakeholders to build long-term commitment to on-going efforts to decentralize environmental governance for the global environment.

Activities:

8.1: During the public dialogues (activity 7.9), interview local stakeholders about their impressions and opinions on best practices for local environmental management and the criteria with which they

¹⁶ See <http://www.undp-aap.org/workareas/media-capacity>

evaluate them. These will be analyzed by an expert group in order to set up an evaluation framework for determination of best practices in local environmental governance for global benefits.

Target indicator: Framework for identification of Togolese best practices in local environmental governance completed by month 6

8.2: Convene panel discussions on best practices and experiences on synergies between conservation of the global environment targeted to the private sector

Target indicator: Three (3) panel discussions, one held each year, with at least 50 private sector representatives by months 8, 20, and 32

8.3: Set up a best practices database, that can be accessed online by local leaders and community staff members. This will be coordinated with activity 8.4.

Target indicator: Organizational and technological requirements for best practice database through the MERF's website established and operational by month 15

Target indicator: At least 15 best practices have been included in the best practices database by month 24

8.4: Strengthen the website of the Ministry for the Environment of Togo to forge links between local action and global environmental outcomes under the Rio Conventions. This website will serve as a clearinghouse on up-to-date information about Togo's national implementation of the Rio Conventions. This activity will be coordinate with activity 8.3.

Target indicator: MERF website re-structured with webpage dedicated to decentralized environmental governance by month 15

Target indicator: Website rated as very good by independent website reviewers at month 33

C.3 Sustainability and Replicability

C.3.a Sustainability

95. The sustainability of the project will be assured by the strategy of building upon already existing commitments of the government to catalyze decentralized governance to prefectures for environmental management. The sustainability is further assured by the project's mainstreaming approach of integrating Rio Convention obligations within Togo's sustainable development framework at both the national level (component 1) and at the decentralized level (component 2). For example, activity 1.5 will reconcile and harmonize mandates and operational plans of key government agencies and departments with each other and Rio Convention obligations. Another example is activity 6.2, which will provide training to local councils for sustainable development on best practices and other tools to improve the implementation, coordination, and monitoring of their local development plans that will also now include criteria and indicators to assess Rio Convention achievements.

96. Financial sustainability is also an important feature of this project, with a set of project activities focusing on helping Togo improve its ability to more effectively mobilize funds to finance sustainable development that also yields global environmental benefits¹⁷. However, as a medium-size targeted cross-cutting capacity development project, this project is targeting financial sustainability through the strengthening of FNE staff capacities to develop and implement a resource mobilization strategy. This includes the strengthening of FNE operational procedures to make better decisions on the allocation of

¹⁷ The PNIERN focused on financial sustainability of sustainable land management, whereas the decentralized governance of natural resources to produce global environmental benefits encompasses a wider environmental scope.

resources to finance decentralized resource management that provides global environmental benefits (activity 3.4).

97. The third and very important feature of this project's strategy to strengthen sustainability is the learn-by-doing approach. Each project activity is centered on facilitating the active participation of key stakeholders in the development of key outputs, such as the CNDD operational plan, the resource mobilization strategy, and guidelines for decentralized management of the global environment.

98. The set of activities in component 3 of the project were strategically chosen to reinforce the sustainability of decentralized governance of the global environment. While components 1 and 2 focus targeted capacity building of key stakeholders and their respective institutions responsible for natural resource management at both the national and local levels respectively, the sustainability of the project's outcomes can only be reassured by strengthening a sufficient baseline of supporting stakeholders and champions of the principles and approaches of decentralized governance of natural resource management. Project activities are therefore targeted to raising awareness and value of best practice approaches that reflect mainstreamed global environmental priorities within innovative sustainable development practices at the local level. These are reinforced by the project demonstrating best practices in the eight project prefectures.

C.3.b Replicability and Lessons Learned

99. The replication of the successful outcomes of the project will be facilitated by three main capacity development features of the project's strategy. First, the absorptive capacity of the project to replicate the innovative and transformative approaches to pursue best applicable practices for cost-effective and decentralized management of natural resource management that yields global environmental benefits will be developed. Second, these best practices will be identified and demonstrated in the eight project prefectures. And third, the resources necessary to replicate these best practices will be more easily available by having strengthened the capacity to source the necessary financial resources. The strengthening of the FNE's capacities is an important feature of the project's strategy to deliver global environment benefits. However, this project will not be measured by the capitalization of the FNE. Therefore, the replicability of the project results is dependent of project risks and based on certain assumptions

C.3.c Risks and Assumptions

100. In addition to the key risks and assumptions outlined in paragraph 12, there are a few nominal risks to the project. However, these risks are manageable through the project's learn-by-doing approach. The 2008 NCSA, as well as the 2011 assessment of national GEF-5 priorities, identified Togo's absorptive capacities as a challenge to meeting and sustaining global environmental objectives. This weakness is the basis for the perceived unwillingness of other structures within MERF to accept the role and autonomy of the ANGE¹⁸. Framed as a potential risk, the present project is specifically designed to address this issue by taking a learn-by-doing approach. All project activities, to the extent that they will assess, formulate, or do, these activities will be carried out by country stakeholders, and not simply undertaken by consultants or experts and produced as a contract deliverable. Instead, the process of actively involving key representatives from all stakeholder groups will ensure that their individual capacities for carrying out similar exercises in the future are developed and available for the medium to long-term. Similarly, by demonstrating best practices by country stakeholders, the project will be facilitating an easier uptake and replication by stakeholders in other institutions and localities, thereby catalyzing the sustainability of project outcomes.

101. The other challenge mentioned in the NCSA related to financial sustainability, and this project includes a set of activities that are specifically targeted to address this issue as a risk to the sustainability of

¹⁸ See paragraph 46.

project outcomes. Hence, the risks associated with inadequate technical capacities, ineffective legislative and regulatory instruments, awareness, technical capacities and coordination are relatively low.

102. Notwithstanding, this also assumes that the project activities will be successful, and that the commitment to implement project activities through adaptive collaborative management remains intact. Implementation arrangements will also take into account the absorptive capacities of the MERF and of Togo in general¹⁹. To this end, staff needs and motivation will be important considerations to reduce the risk of high staff turnover. The project will help minimize this risk by developing and instituting a training programme to better understand and apply global environmental issues into national environment and development planning processes. This would be organized and implemented as a means for career development and to reduce staff turnover and brain drain.

103. A key outcome indicator of project success is the replication of the best practices that will be demonstrated by the projects in the eight pilot prefectures in other prefectures before the project terminates. This will demonstrate that Togo's policy of decentralized governance and management of natural resources is proceeding apace to meet global environmental obligations as the country pursues sustainable development. This outcome is especially important because it will attempt to demonstrate that sustainable development can only be truly sustainable when development is intrinsically characterized by opportunities and limitations imposed by the global environment. Another key outcome indicator will be the actual capitalization of the FNE to support the implementation of the GEPMP and best practices. This will help ensure the long-term pursuit of sustainable development that is now characterized as delivering global environmental benefits, contributing to institutionalizing the paradigm shift that recognized the inseparability of global and national environmental issues.

C.4 Stakeholder Involvement

104. This project will take an adaptive and collaborative management approach to execution, ensuring that key stakeholders are involved early and throughout project execution as partners for development. This includes their participation in the Project Steering Committee, review of project outputs such as recommendations for amendments to policies, plans, programmes and legislation, as well as participation in monitoring activities.

105. This project was developed on the basis of consultations with numerous stakeholder representatives, most of whom will benefit directly from this project. Two national consultants were recruited to under the project to consult with key stakeholder representatives to undertake updated institutional analyses, and will follow-up with a set of capacity development recommendations. These included representatives from MERF, MATDCL, and MPDAT, as well as subsidiary agencies such as ANGE and staff of key environmental programmes such as PNADE and PRCGE. See Annex 9 for further information on stakeholder involvement in the project preparation process.

106. A key group of project stakeholders were regional authorities, in particular decision-makers from pre-selected prefectures to secure their views on the project strategy and design. As a medium-size GEF Cross-Cutting Capacity Development intervention, this project is specifically targeted and structured to build institutional and technical capacities of key stakeholder organizations and individuals, respectively. These national stakeholder agencies, such as ANGE, have important mandates relevant to this project in that they are responsible for decentralization of environmental governance. At the regional level, the prefectures are the local decision-making institutions, responsible for overseeing public administration for the environment.

¹⁹ The Capacity Development Scorecard (Annex 4) presents a baseline assessment of Togo's current capacities relevant to this project.

107. A key feature of this project is its learn-by-doing approach, which is intended to actively engage stakeholders from the local level. In this way, key stakeholders are more likely to validate the analysis and legitimize the recommendations. This learn-by-doing is intended to catalyze the institutionalization of knowledge and experiences, which is critical to ensuring sustainability.

108. A number of non-state representatives have similar stakes in the project given their comparative advantages. Other non-state stakeholders have played and are envisaged to continue to play an important role in ensuring that the project is legitimately implemented.

C.5 Monitoring and Evaluation

109. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures. The project team and the UNDP Country Office (UNDP/CO) will undertake monitoring and evaluation activities, with support from UNDP/GEF, including by independent evaluators in the case of the final evaluation. The logical framework matrix in Annex 3 provides a logical structure for monitoring project performance and delivery using SMART indicators during project implementation. The output budget and the work plan in the UNDP project document provide additional information for the allocation of funds, both the GEF and co-financing, for expected project deliverables and the timing of project activities to produce these deliverables. Annex 4 provides a breakdown of the total GEF budget by outcome, project management costs, and allocated disbursements on a per year basis. A GEF tracking tool for CCCD will be used as part of monitoring and evaluation activities to assess project delivery. The work plan is provisional, and is to be reviewed during the first PSC and endorsed at the project initiation workshop.

110. The following sections outline the principle components of monitoring and evaluation. The project's monitoring and evaluation approach will be discussed during the project's initiation report so as to fine-tune indicators and means of verification, as well as an explanation and full definition of project staff M&E responsibilities.

111. A project initiation workshop will be conducted with the full project team, National Project Director, relevant government counterparts, co-financing partners, the UNDP/CO, with representation from the UNDP/GEF Regional Coordinating Unit as appropriate. Non-governmental stakeholders should be represented at this workshop.

112. A fundamental objective of this initiation workshop will be to further instill and understanding and ownership of the project's goals and objectives among the project team, government and other stakeholder groups. The workshop also serves to finalize preparation of the project's first annual work plan on the basis of the project's log-frame matrix. This will include reviewing the log frame (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise, finalize the Annual Work Plan (AWP) with precise and measurable performance (process and output) indicators, and in a manner consistent with the expected outcomes for the project.

113. Specifically, the project initiation workshop will: (i) introduce project staff to the UNDP/GEF expanded team that will support the project during its implementation, namely the CO and responsible Project Management Unit²⁰ (PMU) staff; (ii) detail the roles, support services and complementary responsibilities of UNDP/CO and PMU staff with respect to the project team; (iii) provide a detailed overview of UNDP/GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the combined Annual Project Reports - Project Implementation Reviews (APR/PIRs), Project Steering Committee (PSC) meetings, as well as final evaluation. The initiation workshop will also provide

²⁰ The Project Management Unit (PMU) will be an administrative extension of the MERF, which will provide technical and administrative support to project execution.

an opportunity to inform the project team on UNDP project-related budgetary planning, budget reviews, and mandatory budget re-phasing.

114. The initiation workshop will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for PMU staff and associated decision-making structures will be discussed again, as needed, in order to clarify for all, each party's responsibilities during the project's implementation phase.

115. The initiation workshop will present a schedule of M&E-related meetings and reports. The Project Manager in consultation with UNDP will develop this schedule, and will include: (i) tentative time frames for PSC meetings, and the timing of near-term project activities, such as the in-depth review of literature on natural resource valuation; and (ii) project-related monitoring and evaluation activities. The provisional work plan will be approved in the first meeting of the PSC.

116. Day-to-day monitoring of implementation progress will be the responsibility of the Project Manager based on the project's Annual Work Plan and its indicators. The Project Manager will inform the UNDP/CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

117. The Project Manager will fine-tune outcome and performance indicators in consultation with the full project team at the initiation workshop, with support from UNDP/CO and assisted by the UNDP/GEF. Specific targets for the first year implementation performance indicators, together with their means of verification, will be developed at the initiation workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the Project Team, and agreed with MERF as the Executing Agency, the MPDAT, among other key project partners sitting on the PSC.

118. Periodic monitoring of implementation progress will be undertaken by the UNDP/CO through the provision of quarterly reports from the Project Manager. Furthermore, specific meetings may be scheduled between the PMU, the UNDP/CO and other pertinent stakeholders as deemed appropriate and relevant (particularly the PSC members). Such meetings will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

119. Annual Monitoring will occur through the Annual PSC meeting. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to PSC meetings at least twice per year. The first such meeting will be held within the first twelve months following the initiation workshop. For each year-end meeting of the PSC, the Project Manager will prepare harmonized Annual Project Report / Project Implementation Reviews (APR/PIR) and submit it to UNDP/CO, the UNDP/GEF Regional Coordination Unit, and all PSC members at least two weeks prior to the meeting for review and comments.

120. The APR/PIR will be used as one of the basic documents for discussions in the PSC year-end meeting. The Project Manager will present the APR/PIR to the PSC members, highlighting policy issues and recommendations for the decision of the Committee participants. The Project Manager will also inform the participants of any agreement(s) reached by stakeholders during the APR/PIR preparation, on how to resolve operational issues. Separate reviews of each project output may also be conducted, as necessary. Details regarding the requirements and conduct of the APR and PSC meetings are contained with the M&E Information Kit available through UNDP/GEF.

121. The terminal review meeting is held by the PSC, with invitation to other relevant Government and municipal stakeholders as necessary, in the last month of project operations. The Project Manager is responsible for preparing the terminal review report and submitting it to UNDP/COs, the UNDP/GEF Regional Coordinating Unit, and all participants of the terminal review meeting. The terminal review report will be drafted at least one month in advance of the terminal review meeting, in order to allow for timely review and to serve as the basis for discussion. The terminal review report considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. The report also decides whether any actions remain necessary, particularly in relation to the sustainability of project outputs and outcomes, and acts as a vehicle through that lessons learned can be captured to feed into other projects under implementation or formulation. The terminal review meeting should refer to the independent final evaluation report, conclusions and recommendations as appropriate.

122. The UNDP/CO, in consultation with the UNDP/GEF Regional Coordinator and members of the PSC, has the authority to suspend disbursement if project performance benchmarks are not met as per delivery rates, and qualitative assessments of achievements of outputs.

123. A project initiation report will be prepared immediately following the initiation workshop. This report will include a detailed First Year Work Plan divided in quarterly time-frames as well as detailed activities and performance indicators that will guide project implementation (over the course of the first year). This Work Plan will include the proposed dates for any visits and/or support missions from the UNDP/CO, the UNDP/GEF Regional Coordinating Unit, or consultants, as well as time-frames for meetings of the project decision-making structures (e.g., PSC). The report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months' time-frame.

124. The initiation report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation, including any unforeseen or newly arisen constraints. When finalized, the report will be circulated to project counterparts who will be given a period of one calendar month in that to respond with comments or queries.

125. The combined Annual Project Report (APR) and Project Implementation Review (PIR) is a UNDP requirement and part of UNDP's Country Office central oversight, monitoring and project management. As a self-assessment report by project management to the Country Office, the APR/PIR is a key input to the year-end PSC meetings. The PIR is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from on-going projects. These two reporting requirements are very similar in input, purpose and timing that they have now been amalgamated into a single APR/PIR Report.

126. An APR/PIR is to be prepared on an annual basis by June, but well in advance (at least one month) in order to be considered at the PSC meeting. The purpose of the APR/PIR is to reflect progress achieved in meeting the project's Annual Work Plan and assess performance of the project in contributing to intended outcomes through outputs and partnership work. The APR/PIR is discussed by the PSC, so that the resultant report represents a document that has been agreed upon by all of the key stakeholders.

127. A standard format/template for the APR/PIR is provided by UNDP/GEF. This includes the following:

- An analysis of project performance over the reporting period, including outputs produced and, where possible, information on the status of the outcome;
- The constraints experienced in the progress towards results and the reasons for these;
- The three (at most) major constraints to achievement of results;
- Annual Work Plans and related expenditure reports;
- Lessons learned; and
- Clear recommendations for future orientation in addressing key problems in lack of progress.

128. UNDP will analyze the individual APR/PIRs by focal area, theme and region for common issues/results and lessons. The APR/PIRs are also valuable for the independent evaluators who can utilize them to identify any changes in the project's structure, indicators, work plan, among others, and view a past history of delivery and assessment.

129. Quarterly Progress Reports are short reports outlining the main updates in project performance, and are to be provided quarterly to the UNDP Country Office. UNDP/CO will provide guidelines for the preparation of these reports, which will be shared with the UNDP/GEF RCU.

130. During the last three months of the project, the PMU will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the project, lessons learned, the extent to which objectives have been met, structures and mechanisms implemented, capacities developed, among others. Together with the independent final evaluation, the project terminal report is one of two definitive statements of the project's activities during its lifetime. The project terminal report will also recommend further steps, if necessary, in order to ensure sustainability and replicability of the project outcomes and outputs.

131. An independent final evaluation will take place three months prior to the terminal tripartite review meeting, and will focus on: a) the cost-effectiveness, efficiency and timeliness of project implementation and performance; b) highlight issues requiring decisions and actions; and c) present initial lessons learned about project design, implementation and management. Findings of this evaluation will be incorporated as lessons learned, and recommendations for improvement addressed to ensure the institutional sustainability of project outputs, particular for the replication of project activities. The final evaluation will also look at project outcomes and their sustainability. The final evaluation should also provide recommendations for follow-up activities, as appropriate. The terms of reference for the final evaluation will be prepared by the UNDP/CO based on guidance from the UNDP/GEF Regional Coordinating Unit, in consultation with the MERF.

132. The Project Manager will provide the UNDP Resident Representative with certified periodic financial statements and an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in UNDP's Programming and Finance manuals. The audit will be conducted by the legally recognized auditor of UNDP Togo.

Audit on project will follow UNDP Financial Regulations and Rules and applicable Audit Policies.

133. Learning and Knowledge sharing: Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

Communications and visibility requirements: Full compliance is required with UNDP's Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use

can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: http://www.thegef.org/gef/GEF_logo. The UNDP logo can be accessed at <http://intra.undp.org/coa/branding.shtml>.

Full compliance is also required with the GEF’s Communication and Visibility Guidelines (the “GEF Guidelines”). The GEF Guidelines can be accessed at:

http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf.

Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

Table 4: Monitoring and Evaluation Workplan

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> ▪ Project Manager ▪ UNDP CO, UNDP GEF 	Indicative cost: 10,000	Within first two months of project start up
Measurement of Means of Verification of project results.	<ul style="list-style-type: none"> ▪ UNDP GEF RTA/Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members. 	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on <i>output and implementation</i>	<ul style="list-style-type: none"> ▪ Oversight by Project Manager ▪ Project team 	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	<ul style="list-style-type: none"> ▪ Project manager and team ▪ UNDP CO ▪ UNDP RTA ▪ UNDP EEG 	None	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> ▪ Project manager and team 	None	Quarterly
Mid-term Evaluation	<ul style="list-style-type: none"> ▪ Project manager and team ▪ UNDP CO ▪ UNDP RCU ▪ External Consultants (i.e. evaluation team) 	Not Required for MSP project	At the mid-point of project implementation.
Final Evaluation	<ul style="list-style-type: none"> ▪ Project manager and team, ▪ UNDP CO ▪ UNDP RCU ▪ External Consultants (i.e. evaluation team) 	Indicative cost : 40,000	At least three months before the end of project implementation
Project Terminal Report	<ul style="list-style-type: none"> ▪ Project manager and team ▪ UNDP CO ▪ local consultant 	0	At least three months before the end of the project
Audit	<ul style="list-style-type: none"> ▪ UNDP CO ▪ Project manager and team 	Indicative cost per year: 3,000	Yearly
Visits to field sites	<ul style="list-style-type: none"> ▪ UNDP CO ▪ UNDP RCU (as appropriate) ▪ Government representatives 	For GEF supported projects, paid from IA fees and operational budget	Yearly

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
TOTAL indicative COST Excluding project team staff time and UNDP staff and travel expenses		US\$ 60,000 (+/- 5% of total budget)	

D. Financing

D.1 Financing Plan

133. The financing of this project will be provided by the GEF (US\$ 770,000), with co-financing from the Government of Togo (US\$ 350,000 as in-kind) and UNDP (US\$ 600,000 cash). The GEF leverage thus represents a significant 1.2:1 ratio. The allocation of these sources of finances is structured by the two main project components, as described in section C.2.b above. Table 5 below details this allocation. This project builds upon a number of national and internationally-supported activities. A key programme is the PNADE, funded by the European Union's contribution of € 5 million, which is considered as parallel co-financing (see paragraph 42).

Table 5: Project Costs (US\$)

Total Project Budget by Component	GEF (\$)	Co-Financing (\$)	Project Total (\$)
Component 1	257,000	333,000	590,000
Component 2	294,000	303,000	597,000
Component 3:	149,000	134,000	283,000
Project Management	70,000	180,000	250,000
Total project costs	770,000	950,000	1,720,000

Table 5b: Total GEF Budget and Work Plan

Award ID:	00077674
Award Title:	Strengthening National and Decentralized Management for Global Environmental Benefits
Business Unit:	TGO10
Project Title:	Strengthening National and Decentralized Management for Global Environmental Benefits
PIMS No:	4460
Implementing Partner (Executing Agency)	Ministry of Environment and Forest Resources

GEF Outcome/Atlas Activity	Implementing Agent	Fund ID	Donor Name	Atlas Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	Budget Note:
COMPONENT 1: The national institutional framework for environmental management	MERF	62000	GEF	71300	Local Consultants	99,690	56,310	3,000	159,000	1
				71200	International Consultants	6,000	5,000	5,000	16,000	2
				72100	Contractual services: Companies	51,000	26,000	5,000	82,000	3
					Sub-total GEF	156,690	87,310	13,000	257,000	
					Total Outcome 1	156,690	87,310	13,000	257,000	

COMPONENT 2: Decentralization of global environment governance	MERF	62000	GEF	71300	Local Consultants	73,280	97,440	25,280	196,000	1
				71200	International Consultants	6,000	5,000	5,000	16,000	2
				72100	Contractual services: Companies	22,000	38,000	17,000	77,000	3
				74200	Audio Visual & Print Prod Costs	0	5,000	0	5,000	4
					Sub-total GEF	101,280	145,440	47,280	294,000	
					Total Outcome 2	101,280	145,440	47,280	294,000	

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	Budget Notes:
COMPONENT 3: Enhancing awareness and long-term commitment to decentralized governance of the global environment	MERF	62000	GEF	71300	Local Consultants	48,410	27,910	25,680	102,000	1
				71200	International Consultants	4,000	4,000	4,000	12,000	2
				72100	Contractual services: Companies	22,000	2,000	11,000	35,000	3
					Sub-total GEF	74,410	33,910	40,680	149,000	
					Total Outcome 3	74,410	33,910	40,680	149,000	
Project Management	MERF	62000	GEF	74100	Professional Services	3,000	3,000	4,000	10,000	5
				71600	Travel	500	1,000	5,500	7,000	6
				71400	Contractual Services - Individual	12,000	12,000	13,000	37,000	7
				72500	Supplies	350	350	300	1,000	8
				74599	UNDP cost recovery chrgs-Bills	5,000	5,000	5,000	15,000	9
					Sub-total GEF	20,850	21,350	27,800	70,000	
					Total Outcome 4	20,850	21,350	27,800	70,000	
Total Project					353,230	288,010	128,760	770,000		

Budget Notes:

1. Local Consultants: Natural Resource Expert, Environmental Sociologist, Environmental Education Specialist, Finance Expert, Public Administration Expert, Biodiversity Expert, Climate Change Expert, Land Degradation Expert, Environmental Law Expert, Expert Review fees, Website designer and software programmer
2. International Consultants: International Technical Specialist
3. Contractual services: Working group consultations to draft the SNDD implementation plan, Working group consultations to reconcile and harmonize mandates, Working group consultations to draft reports, Training workshops, Public dialogues and official presentations, Working group consultations on global environment/prefectures, Computer systems company updates MIS hardware, Working group consultations on decentralized environmental governance, Stakeholder workshops, Public dialogues and official presentations, Training workshops, Conference services for Kick-

Off and Project Results Conferences, Sub-contract survey, Working group consultations on environmental awareness plan, Public dialogues, Journalist awareness workshops

4. Printing and publication

5. Audit fee, yearly, estimated total cost USD 10,000

6. Travel costs

7. Locally recruited personnel: Project Manager

8. Office supplies

9. Direct Project costs as per attached Letter of Agreement

Table 6: Estimated Project management budget/cost (estimated cost for the entire project)

Component	Estimated Staff weeks	GEF (\$)	Co-Financing (\$)	Project Total (\$)
Locally recruited personnel: Project Manager	150	37,000	55,000	92,000
Locally recruited personnel: Project Assistant	150	0	60,000	60,000
Audit fee		10,000	0	10,000
Office facilities and communications		1,000	50,000	51,000
Travel		7,000	15,000	22,000
UNDP Cost Recovery Charges		15,000	0	15,000
Total project management cost		70,000	180,000	250,000

134. An internationally recruited consultant will be contracted to undertake the independent final evaluation towards the end of the project. The travel budget includes the costs of DSA, TE and return airfare for the international consultant. The travel budget also includes financing for to cover the cost of local consultant travel to the regions where they will be facilitating the negotiations and drafting of sectoral policy, programmes, plans, or legislation.

135. No UNDP Implementing Agency services are being charged to the Project Budget. All such costs are being charged to the IA fee. The Government of Togo has requested UNDP to provide a few execution services (including procurement and recruitment) under the National Execution Arrangements, and these will be charged to the Project Budget. Details of such charges can be provided at the time these services are requested.

136. Of the US\$ 600,000 cash that UNDP is contributing, US\$ 145,000 is allocated for project management, namely the Project Manager, his/her assistant, office facilities and communications, and travel to prefecture meetings.

Table 7: Consultants for technical assistance components (estimated for entire project)

Local Consultants	Estimated Staff weeks	GEF (\$)	Co-Financing (\$)	Project Total (\$)
Natural Resource Expert	58	28,000	30,000	58,000
Environmental Sociologist	48	23,000	25,000	48,000
Environmental Education Specialist	53	25,000	28,000	53,000
Finance Expert	44	22,000	22,000	44,000
Public Administration Expert	71	42,000	29,000	71,000
Biodiversity Expert	44	25,000	19,000	44,000
Climate Change Expert	44	25,000	19,000	44,000
Land Degradation Expert	44	25,000	19,000	44,000
Environmental Law Expert	33	16,000	17,000	33,000
Total	439	231,000	208,000	439,000

International Consultants	Estimated Staff weeks	GEF (\$)	Co-Financing (\$)	Project Total (\$)
International Technical Specialist	15	44,000	0	44,000
Total	15	44,000	0	44,000

D.2 Cost Effectiveness

137. An important indicator of cost-effectiveness is the below average percentage of the total project that is being used for project management services, i.e., 14%.

Table 8: Project Costs (%age)

Project Budget Component by Contribution type	Contribution (US\$)	Percentage (%)
Component 1: GEF	257,000	15
Component 1: Co-Financing	333,000	19
Component 2: GEF	294,000	17
Component 2: Co-Financing	303,000	18
Component 3: GEF	149,000	9
Component 3: Co-Financing	134,000	8
Project Management: GEF	70,000	4
Project Management: Co-Financing	180,000	10
Total	1,720,000	100

D.3 Co-financing

138. UNDP will allocate US\$ 600,000 directly to this project in cash as part of its commitment to supporting the Government of Togo to pursue decentralized environmental governance. The Government of Togo, through the MERF is contributing significant in-kind resources through the use of staff time to participate in the assessments and learn-by-doing institutional reform project activities. See Table 9.

Table 9: Co-financing Sources

Name of Co-financier	Classification	Type	Amount	
			Confirmed (US\$)	Unconfirmed (US\$)
Ministry of Environment and Forest Resources	Government	In-Kind	350,000	
UNDP	GEF Implementing Agency	Grant	600,000	
Total Co-financing			950,000	

E. Institutional Coordination and Support

E.1 Core Commitments and Linkages

E.1.a Linkages to other activities and programmes

139. The project is fully compliant with the comparative advantages matrix approved by the GEF Council. UNDP was selected as the GEF Implementing Agency for this project based on their experience and expertise in supporting capacity development efforts in Togo, and the lessons learned and best practices that it could bring to bear from their experience in other countries. UNDP and the Government previously worked jointly on implementing the NCSA and the PRCGE, and agreed to cooperate on environmental governance for future projects.

140. More broadly speaking, UNDP has developed a global expertise in supporting the development of environmental indicators and capacity-building and monitoring/evaluation tools, which are extremely necessary in measuring impact of such capacity building programmes.

141. With financial support from GEF, UNDP is currently implementing a project to help Togo prepare and submit its Third National Communication (TCN) to the Conference of Parties (COP) to the UN Framework Convention on Climate Change (FCCC). The preparation of the TCN follows the guidelines of FCCC decision 17/CP.8 to describe the progress and all actions initiated by Togo that contribute to the global effort to address climate change as part of its commitments. The TCN includes an inventory of national greenhouse gas (GHG) emissions, measures to mitigate and facilitate adequate adaptation to the impacts of climate change, and the development of a national strategy for improved implementation of the FCCC, among other data, information, and analyses. Through the learn-by-doing process of preparing the Third National Communication, national capacities are being developed through the transfer of technology, training, education and awareness on climate change, and public dialogues among all stakeholders, including the government parties, non-governmental, academic and private. An expected outcome of this project is to strengthen the expertise in each sector and institutional capacity and contributing to the achievement of sustainable development.

142. Also with financial support from GEF, UNDP is implementing a project that aims to build up the technical and management capacities of Togo's protected area system. Following socio-political upheaval in the country in the 1990s and the near-total withdrawal of international development cooperation, Togo's protected area system for example, along with much of the country's infrastructure, fell into severe decline, which effectively enabled local subsistence farmers and local communities to degrade protected areas by planting crops, establishing livestock pastures and villages, and destroying habitats through unsustainable exploitation (bushfires, fuelwood and charcoal production, hunting). Conflicts between wildlife, farmers and herders are increasing, exacerbated by additional pressure from transhumant people and livestock and climate change. The UNDP/GEF project sets out to reverse this situation by re-establishing a functional complex of two protected areas (the Oti-Kéran-Mandouri Complex). To that end, the project is supporting adjacent communities to start sustainable natural resource management and alternative income-generating activities (including ecotourism once habitats and some fauna are restored), as well securing regional ecosystem links with neighboring countries to allow faunal migration and wildlife re-population of the protected area complex.

143. This proposed project will build upon the following consultative processes and coordinate with these and planned important programmes, plans, and projects:

- Second National Communication on Climate Change;
- Project for Crisis and Catastrophe Prevention and Management;
- Support for the Implementation of Integrated Water Resources Management;

- Support project for capacity building of the National Assembly;
- Support for Civic Society in the fight against poverty and good governance;
- Management Capacity Development Support Project;
- Support Programme for the National Strategy for Microfinance;
- Joint Initiative for the promotion of Millennium Communities and poverty reduction in Togo.

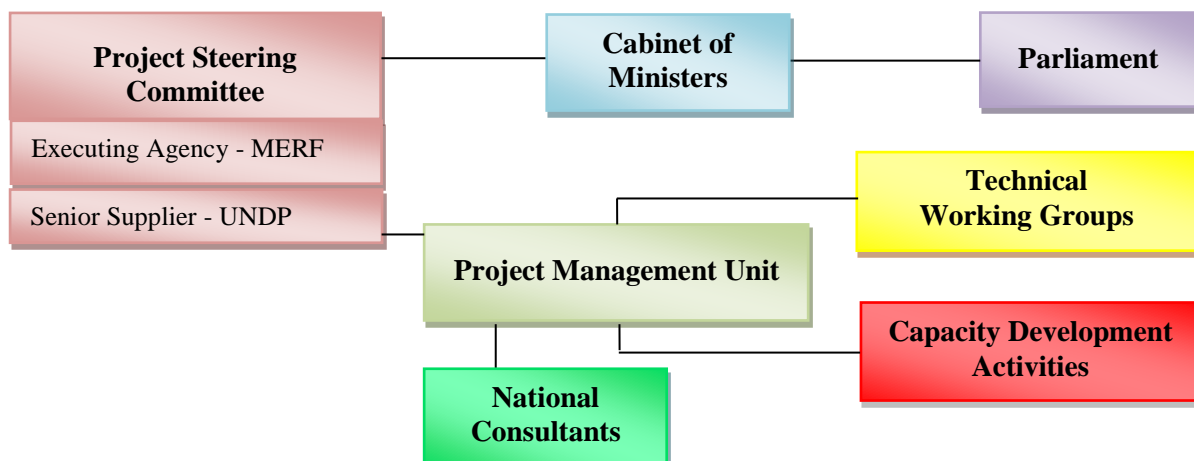
E.2 Implementation and Execution Arrangements

144. UNDP is the GEF Implementing Agency for this project, with the UNDP Country Office responsible for transparent practices, appropriate conduct and professional auditing. The Executing Agency is the Ministry of Environment and Forest Resources (MERF), which will assign a National Project Director (NPD) and provide its staff and network of experts as support to Project Management Unit (as part of government co-financing). Capacity development activities under this project will be undertaken in partnership with four national entities, namely the National Commission on Sustainable Development (CNDD), the National Fund for the Environment (FNE), National Agency for Environmental Management (ANGE), and the National Commission on Climate Change (CNCC).

145. Project Steering Committee (PSC): This Committee is specifically established by the project to provide management oversight of project activities and is to be chaired by the GEF Operational Focal Point in the Ministry of Environment and Forest Resources. The PSC will review progress and evaluation reports, and approve programmatic modifications to project execution, as appropriate and in accordance to UNDP procedures. Policy recommendations will be discussed and recommended for consideration by the Cabinet of Ministers and Parliament. The PSC will be chaired by the NPD (see paragraph 147). In addition to the MERF government membership of the PSC will include the Ministry of Planning, Development, and Spatial Planning (MPDAT), and the ministry of grassroots development, crafts youth and youth employment, as well as representatives from the line ministries responsible and their respective state agencies. Non-state stakeholders will also be represented on the PSC, namely from the private sector, academic and research institutions, NGOs, and CSOs. The PSC will meet four (4) times per year, practically at the UNDP Country Office Headquarters. Meetings will be co-financed by UNDP.

146. The MERF is the Executing Agency of the project on the basis that the project will be strengthening and integrating Rio Convention provisions into their sectoral policies, legislation, policies and plans and institutional mandates. UNDP will be the Senior Supplier, providing technical guidance and support for the cost-effective procurement and implementation of project services and activities, including project implementation oversight through regular monitoring and reporting.

Figure 3: Project execution



147. National Project Director: A senior government official will be designated as the National Project Director (NPD), and will be responsible for management oversight of the project. The NPD will devote a significant part of his/her working time on the project. Duties and responsibilities of the NPD are described in Annex 8. In the fulfillment of his/her responsibilities, the NPD will be supported by the PSC and a full-time National Project Manager (NPM).

148. Project Management Unit: The MERF will establish a Project Management Unit (PMU) for the day-to-day management of project activities and subcontract specific components of the project to specialized government agencies, research institutions, as well as qualified NGOs. The PMU will be administered by a full-time National Project Manager (NPM) and supported by a part-time assistant.

149. National Consultants: The project will contract nine (9) national experts as consultants to undertake a number of the assessments and prepare draft texts that will be peer-reviewed and revised. See Annex 7 for indicative Terms of References for these national experts.

150. Capacity Development Activities: The project will take an adaptive collaborative management (ACM) approach to implementation. That is, UNDP and MERF will manage project activities in order that stakeholders are involved early and throughout project implementation, providing regular input of the performance of project activities. This will help signal unforeseen risks and contribute to the timely modification and realignment of activities within the boundaries of the project's goal and objectives.

151. Technical Working Groups (TWGs): A working group comprised of independent experts, technical government agency representatives, as well as representatives from stakeholder groups will discuss and deliberate on various draft texts such as the Rio Convention companion document to the SNDD and the resource mobilization strategy.

152. GEF Visibility: Visibility of GEF financial support will be ensured by using the global GEF branding in all electronic and printed materials. The GEF logo will appear on all relevant project publications, including amongst others, project hardware and other purchases with GEF funds. Any citation in publications regarding projects funded by GEF will acknowledge the GEF. Logos of the Implementing Agencies and the Executing Agency will also appear on all publications. Where other agencies and project partners have provided support (through co-financing) their logos may also appear on project publications. Full compliance will be made with the GEF's Communication and Visibility Guidelines²¹.

F. Legal Context

Standard text has been inserted in the template. It should be noted that although there is no specific statement on the responsibility for the safety and security of the executing agency in the SBAA and the supplemental provisions, the second paragraph of the inserted text should read in line with the statement as specified in SBAA and the supplemental provision, i.e. "the Parties may agree that an Executing Agency shall assume primary responsibility for execution of a project."

²¹ See http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf.

If the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#), the following standard text must be quoted:

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

If the country has not signed the SBAA, the following standard text must be quoted:

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together the instrument envisaged in the [Supplemental Provisions](#) to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

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Annex 1: Multi-criteria selection of project prefectures

Within the context of the deterioration of Togo's environment, one approach to address this is by strengthening the capacities of local stakeholders to take more on more responsibility and active management of their surrounding environment. With support of the Global Environment Facility and the United Nations Development Programme, a diagnostic study was undertaken to propose a framework for revitalizing local environmental management²². In consulting with local stakeholders, a national team assessed the current challenges and opportunities for decentralized governance of the environment, with particular attention to the global environment. They identified a number of activities for integrating environmental considerations into local development plans, as well as potential roles for the National Committee on Sustainable Development (CNDD), National Agency for Environmental Management (ANGE), National Committee on Climate Change (CNCC), and the National Fund for Environment (FNE). They also identified options for building partnerships with existing initiatives, such as the National Programme for Decentralized Environmental Management (PNADE), as well as building on the work of the National Programme on Capacity Development for the Environment (PRCGE) and the National Capacity Self-Assessment (ANCR).

Prefecture Selection Criteria

1	Access to financial credits from banking institutions	16	Agricultural potential of soil
2	Budget (capacity for resource mobilization, financial management capacity, budget delivery)	17	Farmland pressure
3	Population density	18	Forestry potential as a threat to biodiversity
4	Literacy rate	19	Capacity of decentralized structures to manage environment and wood resources
5	Education enrollment	20	State of degradation of vegetative cover
6	Health index	21	Operability of commissions (water, environment, health)
7	Incidence of poverty	22	Operability of commissions (economic and financial affairs, business, social and cultural affairs)
8	Access to potable water supply	23	Operability of decentralized structures at the community level (CVD, CDQ, NGO, civil society)
9	Protected area coverage	24	Functionality of community structures
10	Percentage of population not using firewood	25	Extent of consultations with neighboring communities
11	Degree of urbanization of the municipality	26	Degree of partnership with NGOs and decentralized bodies
12	Degree of city cleanliness	27	Communication organizations
13	Rainfall / Impact on crops, livestock and forestry	28	Touristic sites
14	Land tenure	29	Extent to which principles of good governance are applied
15	Ecosystem quality and impacts	30	Propensity for decentralized cooperation

A key element of the analysis of prefectures was the development of an evaluation framework based on a set multiple ecological, socio-economic, and structural vulnerability criteria related to the principles and themes of the three Rio Conventions. All of 35 of Togo's prefectures were evaluated against this framework, and was complemented by local stakeholder consultations, the result was a scoring and ranking of the prefectures as pilots for capacity building under the proposed project.

²² These evaluation criteria were based on those used by ANGE in selecting the prefectures for the PNADE project.

Results of the multi-criteria analysis of Togo's prefectures

In order to ensure regional balance, the prefectures were in each of the five regions were scored, and the prefecture with the highest rank are among the five that are recommended as pilot prefectures for the project. The other five prefectures that are being recommended are those with the highest ecological vulnerability, again one from each of the five regions. The identification of these ten (10) prefectures was discuss and recommended as the short list for selection as the eight (8) project pilot prefectures.

Maritime		Plateaux		Centrale		Kara		Savanes	
Lacs	58	Kloto	69	Tchaoudjo	56	Kozah	50	Tone	47
Golfe	56	Ogou	65	Sotouboua	52	Bassar	49	Cinkassé	37
Zio	48	Akebou	54	Blita	51	Doufelgou	44	Kpendjal	36
Bas Mono	46	Amou	54	<i>Tchamba</i>	<i>47</i>	Keran	41	<i>Oti</i>	<i>35</i>
Yoto	44	Wawa	54			Dankpen	41	Tanjoaré	32
Avé	42	Agou	49			Assoli	40		
<i>Vo</i>	<i>41</i>	Dayes	47			<i>Binah</i>	<i>39</i>		
		Kpele Akata	45						
		Moyen Mono	44						
		Anié	44						
		<i>Haho</i>	<i>44</i>						
		Est Mono	42						

The ten (10) pre-selected prefectures as pilots for this project are thus:

Lacs	Vo
Kloto	Haho
Tchaoudjo	Tchamba
Kozah	Binah
Tone	Oti

The following table summarizes the systemic, institutional and individual capacity development needs of prefectures determined through stakeholder consultations.

Capacity Development Needs	Systemic
Biodiversity	<ul style="list-style-type: none"> - Provide training on the basic principles of monitoring and evaluation - Strengthen stakeholder capacities on legislations and codes - Provide training on the basic principles of monitoring and evaluation
Pollution and sanitation	<ul style="list-style-type: none"> - Raise awareness on laws and good practices of household waste management
Flooding	<ul style="list-style-type: none"> - Disseminate and implement texts governing riverine and flood management

Capacity Development Needs	Institutional
Biodiversity	<ul style="list-style-type: none"> - Strengthen local committees on sustainable forest management and the fight against bushfires - Recycle committees on the importance of updating and implementing local development plans - Equip protected area rangers - Strengthen exchanges between the environmental stakeholders - Strengthen capacities for conceptualizing sustainable development projects - Train existing committees on environmental protection through local development plans - Strengthen public awareness with the support of civil society organizations - Equip local committees on sustainable development - Strengthen the financial, technical and structural capacities for environmental management - Revitalize management structures on environmental protection through local development plans
Disappearance of forest greenways and riverbanks	<ul style="list-style-type: none"> - Strengthen capacities of prefectural committees on environmental management - Train stakeholders on collaborative environmental management - Raise understanding of the CCD and CVD on collaborative reforestation efforts
Desertification and land degradation, including soil degradation	<ul style="list-style-type: none"> - Strengthen exchanges between the environmental stakeholders - Strengthen capacities for conceptualizing sustainable development projects - Strengthen local committees on their roles and responsibilities to fight bush fires
Pollution and sanitation	<ul style="list-style-type: none"> - Establish household waste management structures - Facilitate household waste recycling - Support the creation and use of landfills for household waste recycling and disposal
Flooding	<ul style="list-style-type: none"> - Support local committees on the cleaning of existing drains and construction of new drains
Pesticides	<ul style="list-style-type: none"> - Revitalize the environmental platform of civil society organizations
Climate change	<ul style="list-style-type: none"> - Strengthen stakeholder engagement on the collection of environmental data - Train stakeholder on environmental assessment and integrated environmental management

Capacity Development Needs	Individual
Biodiversity	<ul style="list-style-type: none"> - Raise environmental management awareness - Involve local communities in the protection of parks and reserves - Raise awareness on collective reforestation and bushfires - Raise awareness on illegal logging - Strengthen a basic understanding of the links between the local and global environment - Provide training to mobilize riverside communities on participatory management of protected areas - Supervise the management and monitoring of environmental projects - Provide training to replicate environmental management in townships and villages - Educate supervisory staff to monitor producers towards harmonious sustainable development - Promote awareness of relay structures and populations in community and individual reforestation - Disseminate new crop and livestock management techniques - Train communities on agroforestry - Organize regular awareness campaigns on environmental issues - Strengthen technical capacities to integrate environmental issues in decentralized development - Train local communities to protect their environment
Disappearance of forest greenways and riverbanks	<ul style="list-style-type: none"> - Raise awareness of river banks for soil protection and as barriers to fight bushfires - Educate producers on the importance of organic matter and appropriate cultivation techniques - Disseminate agroforestry techniques - Raise awareness to avoid build and cultivating on river banks - Raise awareness of forest rehabilitation greenways - Train local committees on fighting bush fires, raise awareness against illegal logging - Train people on soil conservation techniques
Desertification and land degradation, including soil degradation	<ul style="list-style-type: none"> - Supervise staff on the management and monitoring of environmental projects - Raise awareness about the dangers of the use of banks - Improve technical capacities on soil restoration and integrated soil management - Disseminate agroforestry techniques
Pollution and sanitation	<ul style="list-style-type: none"> - Educate people on options to improve their livelihood - Educate and train people on hygiene in households and schools - Get people to adopt the environmental values - Create local committees and associations on waste management and river bank preservation - Raise awareness and promote household waste management
Erosion	<ul style="list-style-type: none"> - Train local committees on risks of bushfires - Raise awareness against illegal logging - Catalyze local communities' adherence to best practices to prevent erosion.
Flooding	<ul style="list-style-type: none"> - Raise awareness on the installation of a drainage system - Establish a support fund for specific interventions to address calamities
Pesticides	<ul style="list-style-type: none"> - Educate the public about the effects of pesticide use on health - Raising awareness on the use of other less toxic products.
Climate change	<ul style="list-style-type: none"> - Promote the use of radio as a means to raise awareness - Redefine approaches to raise public awareness on environment and stakeholder specializations
Transhumant wastes	<ul style="list-style-type: none"> - Provide training to villages and townships on the control of transhumance corridors - Raise awareness of animal breeders living in harmony with farmers.

Annex 2: Capacity Development Scorecard

Project/Programme Name: Strengthening National and Decentralized Management for Global Environmental Benefits

Project/Programme Cycle Phase: Project preparation Date: August 2013

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
CR 1: Capacities for engagement						
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	Institutional responsibilities for environmental management are not clearly defined	0		Existence of the Ministry of environment and forest resources since 1987. There are focal points for Rio Conventions. Togo has sufficient level of expertise on environmental management. NGOs are driving forces to reach positive changes in environmental policy and management.	The capacity of lead environmental organizations and individual capacities of civil servants will be strengthened. By the end of project, Togo will have improved capacities to coordinate environmental management in such a way that will create synergies for the national implementation of Rio Conventions.	Outcomes 1 and 2: Reinforced legitimacy of national and regional institutions
	Institutional responsibilities for environmental management are identified	1				
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2	2			
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3				
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0		Togo's current system of environmental governance is ineffective. There is a need to reinforce environmental objectives into sectoral policies. The ability of the government to carry out strategic planning is adequate. Nevertheless, there is a need to improve communication	A Technical Working Group for strategy development as an example of operational planning and co-management mechanism will be operational. To improve environmental objectives into sectoral policies.	Outcomes 1 and 2: Reinforced legitimacy of national and regional institutions
	Some co-management mechanisms are in place and operational	1				
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2	2			
	Comprehensive co-management mechanisms are formally established and are operational/functional	3				
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0		The principal key stakeholder is the Ministry of Environment and Forestry resources. Other institutions involved in environmental protection are Parliament, sectoral ministries and agencies, first of all, Ministry of Economic and Finance and ministries responsible for energy, agriculture, industry, transport and urbanism as well as local administration, labor unions. Academic institutions and NGOs are involved in environmental decision-making. There is a substantial stakeholder	During the project, key stakeholders will actively participate in the implementation of Sustainable Development Strategy. Also they will participate in training workshops at the national, regional and local level.	Outcome 2: Strengthened collaboration and cooperation among government departments.
	Stakeholders are identified but their participation in decision-making is limited	1				
	Stakeholders are identified and regular consultations mechanisms are established	2				
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3	2			

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
				involvement in the consultative process that informs policy-making		
CR 2: Capacities to generate, access and use information and knowledge						
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0		During the past twenty years, Togo has carried out a number of activities to raise stakeholder’s awareness about global environmental issues and MEAs. Despite these efforts, the general public in Togo remains generally not fully aware about the Rio Conventions and their contribution to local and national socio-economic priorities.	In addition to the three Rio Conventions, this project will respond to Togo's commitments to the global environment through other multilateral environmental agreements (MEAs). A public awareness campaign will be intensified at local, regional and national level	Outcome 3: Awareness and understanding of stakeholders are increased to ensure project sustainability
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2	2			
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3				
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0		Environmental information in Togo is gathered by many institutions in different formats. Information exchange between institutions is not as “fluent” as expected. A few institutions publish environmental information on their web-sites which is not actualized and only French language, which limits the public access to it.	The public awareness campaign that will include sensitization workshops and public dialogues and regular broad-based surveys on public awareness will be conducted. To timely insert information in the website of MERF and linked them with the other website on Rio conventions.	
	The environmental information needs are identified but the information management infrastructure is inadequate	1				
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2	2			
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3				
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0		In Togo’s education, the course “Basics of Environmental Sciences” exist but needs to be reinforced. Despite these efforts information and communication does not fully affect stakeholders and need to be improved. Areas of environmental sciences (hydro ecology, agro ecology, environmental	Improve information and communication to fully affect stakeholders.	
	Environmental education programmes are partially developed and partially delivered	1				
	Environmental education programmes are fully developed but partially delivered	2	2			

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	Comprehensive environmental education programmes exist and are being delivered	3		monitoring, etc.) are developed in higher institution. Environmental studies are not taught as a full term course at the high school level.		
Indicator 7 – Extent of the linkage between environmental research/science and policy development	No linkage exist between environmental policy development and science/research strategies and programmes	0		Not applicable		
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1				
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2				
	Relevant research results are available for environmental policy development	3				
Indicator 8 – Extend of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0		Not applicable		
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1				
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2				
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				
CR 3: Capacities for strategy, policy and legislation development						
Indicator 9 – Extend of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0		Based on National Capacity Self-Assessment, the Concept of the National Environmental Policy (NEP) was developed in 1998. The NEP represents a strategic evaluation of Togo's national environmental potential. The NEP was adopted by the government of Togo in 1998 as the Law on the Main Principles (Strategy) of the National Environmental Policy, giving priority to addressing environmental	In line with Rio Conventions requirements and as a way to integrate national priorities with international commitments and obligations, the Sustainable Development Strategy of Togo will be drafted through a cross-sectoral and participatory approach. The project will build upon Togo's political commitment to reform its	
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2	2	concerns of national interest, including addressing climate change. There is no overarching policy that links the Rio Conventions within the framework of national sustainable development.	environmental sector in support of the Rio Conventions provisions.	
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3				
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0		Environmental legislation framework exists. Natural resource and environmental legislation is extensive. Lack of understanding of approaches and low sharing of information	The project will be directed to reinforce sharing of law and policies to affect all stakeholders.	
	Some relevant environmental policies and laws exist but few are implemented and enforced	1				
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2	2			
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3				
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0		There are a number of websites the cover the environment, but they are of varying quality and none adequately cover Rio Conventions mainstreaming.	Develop information articles on Rio conventions for decision makers.	
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1				
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2	2			
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
CR 4: Capacities for management and implementation						
Indicator 12 – Existence and mobilization of resources	The environmental organizations don't have adequate resources for their programmes and projects and the requirements have not been assessed	0		Financial resources to enact environmental policies (and the 3 Rio Conventions) are generally available according to adopted National Action Plan on Environmental Protection (NAPE, 2001), the National Strategy for Sustainability Development (2012) and the National Investment Program for Environment and Natural Resources (2010).	The project will contribute via the training of civil servants at national, regional and local level in integrating Rio Conventions provisions into national policy planning and implementation.	
	The resource requirements are known but are not being addressed	1				
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2	2			
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0	0	Consideration of environmental issues in sectoral and local planning is not systematic and rarely carried out. Some training is provided to government of Togo staff, but none on integration of Rio Convention provisions into sectoral and local planning.	The project will support an extensive programme of training, information dissemination and advocacy to ensure adherence and involvement of concerned stakeholders in the policy and institutional reforms.	
	The required skills and technologies needs are identified as well as their sources	1				
	The required skills and technologies are obtained but their access depend on foreign sources	2				
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3				
CR 5: Capacities to monitor and evaluate						
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0		Regular participative monitoring of results is less conducted because national and local sustainable development committees are not yet operational	The project will be directed to set up national and local sustainable development committees which will monitor the implementation of Sustainable Development Strategy (SDS).	
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1				
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team	2	2			
	Monitoring information is produced	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	timely and accurately and is used by the implementation team to learn and possibly to change the course of action					
Indicator 15 – Adequacy of the project/programme monitoring and evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0		Adequate evaluation plan and evaluation results are partially used because of insufficient resources	For evaluating of adequacy of project/program monitoring, the progress reports will be prepared periodically. Also independent mid-term and final evaluation reports will be prepared. The project will support preparation Rio Convention national reports and communications	
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1				
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2	2			
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3				

Annex 3: Logical Framework

1. PROJECT RESULTS FRAMEWORK:

<p>This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD: Expected CP Outcome(s): Management of the environment and natural resources, including natural disasters and environmental risks are improved, with a view to minimizing the impacts of climate change Expected CPAP Output(s): Putting in place the management capacities necessary to address natural disasters and crises, such as the preparation of an action plan on adaptation to the impacts of climate change, mapping flood zones, and the development of a strategy on natural disaster risk reduction</p>
<p>Country Programme Outcome Indicators: 2.1.3: Number of CBO projects financed and implemented; 2.2.1: three-year programme for reduction of risks and catastrophes operational; 2.3.1: Action plan for resources mobilization operational ²³;</p>
<p>Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): 1. Mainstreaming environment and energy</p>
<p>Applicable GEF Strategic Objective and Program: GEF Strategic Objective and Program: CCCD Programme Framework 4 STRENGTHENING CAPACITIES TO IMPLEMENT AND MANAGE GLOBAL CONVENTION GUIDELINES</p>
<p>Applicable GEF Expected Outcomes: Strengthened capacities for management and implementation on convention guidelines in Togo, by: 4.1 Enhanced institutional capacities to manage environmental issues and implement global conventions; 4.3 Sustainable financing mechanisms in place at national level.</p>
<p>Applicable GEF Outcome Indicators: Increased number of socio-economic policies, plans, and programmes incorporate convention guidelines. In particular: Institutional capacities for management of environment strengthened (Number); Management capacities for implementation of convention guidelines and Reporting enhanced countries (Number); Capacities of CSOs and CBOs as SGP partners, strengthened (Number); Sustainable financing mechanisms developed (Number); Financing mechanisms for environment created (Number)</p>

²³ <http://www.tg.undp.org/Projets/download/CPAP-revisé-signé.pdf>

	Indicator	Baseline	Targets Towards End of Project 2016	Source of verification	Risks and Assumptions
<p>Project objective²⁴ (equivalent to output in atlas) To strengthen national and decentralized management to produce global environmental benefits.</p>	<p>Impact Indicators: * Availability of required technical skills and technology transfer among key stakeholders; * Existence and mobilization of resources by the relevant organizations;</p>	<p>* Capacity of the main stakeholders is low and dispersed over many organisations; * Budgets for environmental initiatives in Togo remain low due to ignorance of environmental impacts of human interventions;</p>	<p>* 50% of stakeholders have benefitted from capacity building activity at the systemic, organizational, and individual level for better use of the technical skills and technology transfer for national and decentralized management to produce global environmental benefits (e.g. training and workshops); * an updated NSSD has been adopted as overarching coordinating strategy; * long-term and continued availability of finances to ensure the stability of both central and local government structures and decision-making mechanisms, such as the CNDD and CNCC * Project has contributed to a significant rise in the elaboration and financing of CBO environmental projects (40%) in the intervention zones (8 prefectures). * Togo will be able to achieve global environmental benefits at a lower transactional cost as well as being able to respond faster and more appropriately to local conservation needs. * reported better access at the sub-regional level to best practices and best available knowledge, including innovative research, * key stakeholders report improved coordination, collaboration, and delegation of responsibilities among key agencies and other important organizations</p>	<p>* capacity development monitoring scorecards; * FNE year reports; * Activity reports of Ministry in charge of grassroots level development; * Subscription of environmental projects in Public Investments Portfolio; * SCAPE and MDG reports; * INS Statistics * Mid-term and Terminal Evaluation Report</p>	<p>* Togo's environmental management regime will allow implementation arrangements and activities adapt to changing political scenarios, decision-makers, and stakeholder representation. * Political stability and security situation is favourable to implement planned activities; internal resistance to change can be mitigated. * the various government agencies respect their commitment to transfer funds to FNE; * Togo's absorptive capacities for projects with external financing is low; * Government stands by its intentions and priorities as noted in the SCAPE, the PNADE, PNIERN, and the vision of the PRCGE. * Catalyzing Togo's devolution of power for the management of the global environment together with addressing local and regional socio-economic priorities through decentralization will help ensure that the requirements of the most vulnerable groups in society, such as women, youth groups and the landless are incorporated in decision-making and programme design</p>
<p>Outcome 1²⁵ Key national institutions will have the necessary absorptive capacities to manage their environment and natural resources in a way that meets their sustainable development</p>	<p>* the project has involved large numbers of stakeholder representatives in understanding, developing, and testing best practices for meeting global environmental obligations through</p>	<p>* Participation of national stakeholders in decentralised management of environmental resources is lacking. * The CNDD is the only high level exchange platform on environmental issues, but its mandate is not</p>	<p>* By month 5, a detailed analysis and recommendations for strengthening the CNDD to better integrate criteria and indicators of Rio Convention targets are agreed by consensus among all CNDD members; * By month 5, an updated assessment of the institutional capacities and needs for strengthening ANGE to contribute to the implementation of GESDP through local community development plans is prepared * By month 11, an analysis of data and information</p>	<p>* baseline, periodic and end-of-project stakeholder survey; * CNDD monitoring reports; State of the Togo Environment 2014 - 2016; * Project records, supplemented by beneficiary verification; * FNE year reports;</p>	<p>* There will be no/limited transfers of trained technical staff in other ministries/departments or in other non-government organisations. * the commitment to implement project activities through adaptive collaborative management remains intact; * Political will of government agencies to freely share public data and information</p>

²⁴ Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR

²⁵ All outcomes monitored annually in the APR/PIR. It is highly recommended not to have more than 4 outcomes.

<p>priorities while at the same time delivers global environmental benefits.</p>	<p>decentralized environmental governance; * Ministry in charge of Environment, CNDD, ANGE, FNE and the CNCC (as representative of the convention secretariats) have created a conducive environment for their decentralized implementation;</p>	<p>recognized by other stakeholders. * allocation of resources for global environmental at the local level is insufficient; management FNE could serve as a resources mobilisation instrument, but is not operational; * procedures for including convention obligations in sectoral and decentralised development strategies are unclear;</p>	<p>management needs to meet Rio Convention targets, including recommendations for streamlining and harmonizing data and information management systems is completed; * By month 13, capacity development plan for ANGE staff and other stakeholders, e.g., FNE and CNDD secretariat staff is approved. * By month 13, a study to operationalize the FNE validated by Council of Ministers; * By month 14, a public dialogue of at least 50 stakeholder representatives to promote the role of the FNE held; * By month 16, the Government and other stakeholders revise mandates and operational plans of lead agencies and committees (at both national and regional levels) through collaborative workshops and complete revisions; * By month 16, a policy dialogue on SNDD and its accompanying implementation plan for senior policy-makers the SNDD is convened; * By month 18, a feasibility study on the establishment of a national system for environmental evaluation prepared; * By month 19, the recommended institutional revisions (at both national and regional levels) are validated by Council of Ministers. * By month 19, regulation to strengthen the operationalization of the CNDD to coordinate Rio Convention activities is validated by ministers; * By month 22, a Resource mobilization strategy and its operational procedures are approved, which includes explicit guidelines for financing community-based projects that deliver GESP; * By month 24, CNCC is fully operational; * By month 24, four (4) national training workshops on environmental evaluation that are based on best practice approaches to prepare environmental impact assessments and enforce adherences to their recommendations convened; * By month 26, three (3) national training workshops held about the CNDD Operational Plan for a total of at least 120 different stakeholders. * By month 33, four public dialogues on the CNDD and Rio Conventions convened with at least 200 stakeholder representatives from all sectors * By month 36, the independent final evaluation</p>	<p>* Project monitoring reports; * hit-counter on MINERF, CNDD and ANGE website;</p>	<p>* CNDD and its decentralized structures are rendered operational; * the data sharing infrastructure established in Togo can handle exchange of large quantities of data produced through decentralized structures;</p>
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			<p>determines that the FNE is on solid ground to raise and allocate funds for the achieving global environmental targets through decentralized decision-making;</p> <ul style="list-style-type: none"> * At the End of Project (2016), 75% of all new projects with an environmental component make use of the FNE as a co-financing mechanism; * At the End of Project (2016), 40% of stakeholders indicate to have been proactively engaged in information exchanges on decentralized management of environmental resources. * At the End of Project (2016), 75% of Stakeholders acknowledge the National Committee for Sustainable Development (CNDD) as the main platform for stakeholder information exchange and monitoring of sustainable development in the coastal zone; * At the End of Project (2016), a set of clear operational guidelines strengthen the systemic capacities needed to ensure the long-term legitimacy, resilience, and sustainability of decentralized governance of the global environment 		
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Outputs
Output 1: CNDD Operational Plan
Output 2: Guidelines for decentralized management of the global environment
Output 3: Resource mobilization strategy
Output 4: Business Plan for Decentralized Decision-Making

<p>Outcome 2 The capacities of eight (8) prefectures will have been strengthened to better govern their natural resources within their policy and planning frameworks of sustainable development.</p>	<ul style="list-style-type: none"> * local development plans (LDP) incorporate global environmental benefits; * number of submissions of local environmental activities for FNE financing resulting from LDP * number of demonstration exercises established at community level; * decentralised technical support structures are allocated 	<ul style="list-style-type: none"> * community leaders are not aware of the severity of the environmental problems in their locality; * convention obligations have not been translated to the local level – a body of evidence of successful activities does not exist; * local planning instruments are not consistently used; only 8 environmental PIDs for prefectures have 	<ul style="list-style-type: none"> * By month 12, eight (8) prefecture reports with recommended revisions to mandates completed; * By month 21, Up-to-date codes, laws and texts pertaining to the protection of the global environment and natural resources are distributed widely within pilot communities; * By month 24, Eight (8) GEPMPs are endorsed by the CVDD, CCDD, and CPDD * By month 24, at least 240 different stakeholders have been trained in eight (8) training workshops for local government officials, NGOs, and CBOs on how use the GEPMP to take into account the global environment when planning for the sustainable development of their communities; * By month 26, two (2) demonstrations of best practice approaches demonstrated in each of the eight (8) project prefectures; * By month 26, at least 160 stakeholder 	<ul style="list-style-type: none"> * Survey, Gender disaggregated interviews, field monitoring and testing during the yearly recurring 15-days environment campaign; * Interviews with Prefectures and Regional reports; * LDPs; * training and workshop reports; 	<ul style="list-style-type: none"> * Institutions established at the community and district level are functional and supportive to implement the project activities. * Communities participate in project awareness generation and training activities on Global Environmental Management, learn how to operate and maintain the environmental and sustainable development info from their decentralised planning and see value in maintaining it beyond the life of the project. * best practices that are demonstrated are more likely to championed and replicated
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	adequate financial and human resources for their functioning	been produced and none of these have lead to significant changes in decentralised convention implementation;	<p>representatives have participated in a resource mobilization workshop in each of the eight prefectures, building upon the results of activities 3.3, 3.4, and 5.3,;</p> <p>* By month 30, at least 72 periodic meetings organised for the approval of policies, strategies and development plans elaborated in the environmental and forestry sector and having implications for the local level;</p> <p>* By month 31, three (3) best practice policy dialogues in each of the eight (8) prefectures with participation of at least 20 council members and other stakeholders;</p> <p>* At the End of Project (2016), methodology for strengthening local bodies validated in parliament to ensure effective trickle down of natural resources management in line with convention obligations and an effective capillary rise of information needed for convention reporting</p> <p>* At the End of Project (2016), environmental governance frameworks strengthened for eight prefectures;</p> <p>* At the End of Project (2016), at least 4 internationally recognized successful demonstration exercises established in each of the 8 targeted prefectures;</p> <p>* At the End of Project (2016), 35 % of local population indicate to have participated in LDP development;</p>		
Outputs:					
Output 5: Integrated Global Environmental and Sustainable Development					
Output 6: Strengthened decentralized global environmental governance capacities					
Outcome 3 Enhanced awareness and long-term commitment to decentralized governance of the global environment	<p>* a large number of social actors, not necessarily stakeholders, have been made more aware of the value of decentralized governance for the global environment</p> <p>* Percentage of stakeholders that indicate to be better informed about environmental issues</p>	<p>* decision makers at national level are ignorant of the environmental problems at the local level;</p> <p>* communities are not aware of the severity of the environmental problems in their locality;</p>	<p>* By month 3, Facebook page created to which substantive content is uploaded at least once per week;</p> <p>* By month 4 of project initiation, a one-day Kick-Off Conference held to which over 100 participants</p> <p>* By month 6, two journalist awareness workshops held to be repeated every six months, each with at least 20 participating journalists;</p> <p>* By month 6, the framework for identification of Togolese best practices in local environmental governance is completed;</p> <p>* By month 7, a Project plan for high school competitions in at least 3 high schools is prepared for implementation in years 2 and 3 of the project and</p>	<p>* Survey, Gender disaggregated interviews, field monitoring and testing during the yearly recurring 15-days environment campaign;</p> <p>* Interviews with Prefectures and Regional reports;</p> <p>* LPDs</p>	* the extensive communication and promotion will result in a positive response from social actors

	<p>within their area of intervention; * knowledge platform established between key stakeholders at various levels to exchange data on environmental issues;</p>		<p>school year; * By month 10, a baseline awareness report and a comprehensive assessment environmental awareness, education and training needs, have been produced; * By month 10, eight (8) prefectural public dialogue held to advocate decentralized governance of the global environment; * By month 12, an Environmental awareness, education and training plan, including a detailed action and financial plan developed in cooperation with partner development agencies, is endorsed by MERF, CNDD, and CPDD; * By month 12, at least 3 high schools integrate education module into school curriculum; * By month 15, MERF website re-structured with webpage dedicated to decentralized environmental governance and organizational and technological requirements for best practice database through the MERF's website established and operational; * By month 24, at least 15 best practices have been included in the best practices database; * By month 32, three (3) panel discussions with at least 50 private sector representatives held on best practices and experiences on synergies between conservation of the global environment targeted to the private sector; * By month 33, two broad-based surveys carried out (N>250 for each survey). * By month 33, independent website reviewers rate MERF website rated as very good; * By month 35, a one-day Project Results Conference is held to which over 100 participants attend; * At the End of Project (2016), 75% of local leaders are aware of environmental issues in their community and allot proper priority to sound NRM; * At the End of Project (2016), public awareness and environmental education on the strategic value of decentralized governance of the global environment through new and improved strategies of regional approaches to sustainable development * By End of Project (2016), the facebook page received at least 5,000 Facebook;</p>		
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Outputs:
Output 7: Broad-based public awareness campaign
Output 8: Disseminating lessons learned

Annex 4: Outcome Budget (GEF Contribution and Co-financing)

		Total Cost	GEF	Co-financing	MERF	UNDP
Component 1	The national institutional framework for environmental management	590,000	257,000	333,000	171,000	162,000
Output 1	CNDD Operational Plan	340,000	135,000	205,000	135,000	70,000
1.1	Establish expert working group (GEDD)	7,000	4,000	3,000	1,000	2,000
1.2	Analysis on CNDD according to Rio Conventions	14,000	10,000	4,000	1,000	3,000
1.3	Prepare and validate Rio Convention interpretation of SNDD	10,000	5,000	5,000	1,000	4,000
1.4	Dialogues on a companion document of SNDD for senior policy-makers	5,000	2,000	3,000	2,000	1,000
1.5	Reconcile and harmonize mandates and operational plans (6 workshops)	57,000	32,000	25,000	10,000	15,000
1.6	Draft and approve regulation to operationalize CNDD as coordinator for Rio Conventions	18,000	8,000	10,000	5,000	5,000
1.7	Staff the permanent secretariat of the CNDD (2 years)	100,000	-	100,000	100,000	-
1.8	Develop and pilot training to implement the CNDD Operational Plan	62,000	37,000	25,000	5,000	20,000
1.9	Convene four (4) public dialogues on the CNDD	67,000	37,000	30,000	10,000	20,000
Output 2	Guidelines for decentralized management of the global environment	159,000	75,000	84,000	25,000	59,000
2.1	Undertake institutional assessment of ANGE	13,000	7,000	6,000	1,000	5,000
2.2	Convene working group on integrating the global environment into prefecture plans	12,000	7,000	5,000	2,000	3,000
2.3	Prepare a targeted capacity development plan for training to ANGE	12,000	7,000	5,000	2,000	3,000
2.4	National system for environmental evaluation feasibility study	32,000	14,000	18,000	5,000	13,000
2.5	Training workshops on environmental evaluation	62,000	32,000	30,000	10,000	20,000
2.6	ANGE secures hardware requirements for data and information management	28,000	8,000	20,000	5,000	15,000
Output 3	Resource mobilization strategy	52,000	28,000	24,000	7,000	17,000
3.1	Prepare feasibility study on the operationalization of the FNE	12,000	7,000	5,000	2,000	3,000
3.2	Convene public dialogue on the FNE	14,000	7,000	7,000	2,000	5,000
3.3	Preparation and approval of resource mobilization strategy	13,000	7,000	6,000	2,000	4,000
3.4	Develop procedures to operationalize the FNE	13,000	7,000	6,000	1,000	5,000
Output 4	Business Plan for Decentralized Decision-Making	39,000	19,000	20,000	4,000	16,000
4.1	Institutional analysis of the three Rio Convention committees,	14,000	7,000	7,000	1,000	6,000
4.2	Business plan for CNCC integrated national-regional decision-making	14,000	7,000	7,000	1,000	6,000
4.3	Facilitate validation of restructured CNCC	4,000	2,000	2,000	1,000	1,000
4.4	Fully operationalize restructured CNCC	7,000	3,000	4,000	1,000	3,000

Component 2	Decentralization of global environmental governance	597,000	294,000	303,000	120,000	183,000
Output 5	Integrated Global Environmental and Sustainable Development	408,000	173,000	235,000	95,000	140,000
5.1	Analysis of prefectures' capacities for decentralized environmental governance	94,000	42,000	52,000	20,000	32,000
5.2	Convene stakeholder workshops to revise local and regional authority mandates	94,000	42,000	52,000	20,000	32,000
5.3	Develop eight (8) prefecture management plans (GEPMP)	94,000	42,000	52,000	20,000	32,000
5.4	Wide distribution of environmental regulation, codes and standards	24,000	5,000	19,000	15,000	4,000
5.5	Learn-by-doing review and approval of environmental/forestry plans	102,000	42,000	60,000	20,000	40,000
Output 6	Strengthened decentralized global environmental governance capacities	189,000	121,000	68,000	25,000	43,000
6.1	Develop training programme in the pilot prefectures	22,000	10,000	12,000	2,000	10,000
6.2	Convene policy dialogues to exchange best practices to implement the GEPMPs	70,000	48,000	22,000	10,000	12,000
6.3	Convene training workshops on the use of GEPMPs	24,000	16,000	8,000	4,000	4,000
6.4	Best practice demonstrations of community approaches to meet GESDP	46,000	34,000	12,000	4,000	8,000
6.5	Resource mobilization strategy (activity 3.3) includes focus on the Prefecture	5,000	3,000	2,000	1,000	1,000
6.6	Prefecture resource mobilization workshops	22,000	10,000	12,000	4,000	8,000
Component 3	Enhancing commitment to decentralized governance of the global environment	283,000	149,000	134,000	24,000	110,000
Output 7	Broad-based awareness campaign	184,000	102,000	82,000	15,000	67,000
7.1	Carry out survey of government staff's awareness of Rio Conventions	32,000	22,000	10,000	2,000	8,000
7.2	Develop an over-arching environmental awareness, education and training plan	13,000	7,000	6,000	2,000	4,000
7.3	Organize and convene a one-day Kick-Off Conference	22,000	9,000	13,000	2,000	11,000
7.4	Organize and convene a one-day Project Results Conference	17,000	7,000	10,000	2,000	8,000
7.5	Develop high school competition plan on the Rio Conventions and implement	10,000	5,000	5,000	1,000	4,000
7.6	Prepare and integrate a global environmental education module for high schools	10,000	5,000	5,000	1,000	4,000
7.7	Organize and convene journalist awareness workshops	17,000	6,000	11,000	1,000	10,000
7.8	Create a Facebook page on Rio Convention mainstreaming	3,000	1,000	2,000	-	2,000
7.9	Convene eight (8) public dialogues on decentralized governance	60,000	40,000	20,000	4,000	16,000
Output 8	Disseminating lessons learned	99,000	47,000	52,000	9,000	43,000
8.1	Analytical framework for best practice for local environmental governance	12,000	7,000	5,000	2,000	3,000
8.2	Convene three (3) best practice panel discussions targeted to the private sector	62,000	32,000	30,000	5,000	25,000
8.3	Set up a best practice database	15,000	5,000	10,000	2,000	8,000
8.4	Improve MERF website on decentralized governance for the global environment	10,000	3,000	7,000	-	7,000

Project Management		250,000	70,000	180,000	35,000	145,000
A	Locally recruited personnel: Project Manager (1)	92,000	37,000	55,000	-	55,000
B	Locally recruited personnel: Project Assistant	60,000	-	60,000	-	60,000
C	Audit fee	10,000	10,000	-	-	-
D	Office facilities and communications (3)	51,000	1,000	50,000	35,000	15,000
E	Travel	22,000	7,000	15,000	-	15,000
F	UNDP Cost Recovery Charges	15,000	15,000	-	-	-
Total		1,720,000	770,000	950,000	350,000	600,000

Annex 5: Provisional Work Plan

		Month											
Activity	Description	1	2	3	4	5	6	7	8	9	10	11	12
A	Project start-up: Organize project team and review work plan	█											
B	Project Steering Committee meetings	█			█			█			█		
Output 1 CNDD Operational Plan													
1.1	Establish expert working group (GEDD)		█	█	█								
1.2	Analysis on CNDD according to Rio Conventions				█	█	█						
1.3	Prepare and validate Rio Convention interpretation of SNDD						█	█	█		█		
1.4	Dialogues on SNDD and its implementation plan for senior policy-makers							█	█	█			
1.5	Reconcile and harmonize mandates and operational plans through workshops							█	█	█			
1.6	Draft and approve regulation to operationalize CNDD as coordinator for Rio Conventions												█
1.7	Staff the permanent secretariat of the CNDD											█	█
1.8	Develop and pilot implementation of CNDD Operational Plan										█	█	
1.9	Convene four (4) public dialogues on the CNDD												
Output 2 Guidelines for decentralized management of the global environment													
2.1	Undertake institutional assessment of ANGE			█	█	█	█						
2.2	Convene expert working on the global environment						█	█	█	█			
2.3	Prepare a targeted capacity development plan for training to ANGE						█	█	█	█			
2.4	National system for environmental evaluation feasibility study										█	█	█
2.5	Training workshops on environmental evaluation										█	█	█
2.6	ANGE secures hardware requirements for data and information management										█	█	
Output 3 Resource mobilization strategy													
3.1	Prepare feasibility study on the operationalization of the FNE						█	█	█				
3.2	Launch conference of the FNE												█
3.3	Preparation and approval of resource mobilization strategy									█	█	█	
3.4	Develop procedures to operationalize the FNE												
Output 4 Business Plan for Decentralized Decision-Making													
4.1	Institutional analysis of the three Rio Convention committees,		█	█	█								
4.2	Business plan for CNCC integrated national-regional decision-making							█	█	█			
4.3	Facilitate validation of restructured CNCC												█
4.4	Fully operationalize restructured CNCC												

Output 5 Integrated Global Environmental and Sustainable Development	
5.1	Analysis of prefectures' capacities for decentralized environmental governance
5.2	Convene stakeholder workshops to revise local and regional authority mandates
5.3	Develop eight (8) prefecture management plans (GEPMP)
5.4	Wide distribution of environmental regulation, codes and standards
5.5	Learn-by-doing review and approval of environmental/forestry plans
Output 6 Strengthened decentralized global environmental governance capacities	
6.1	Develop training programme in the pilot prefectures
6.2	Convene policy dialogues to exchange best practices to implement the GEPMPs
6.3	Convene training workshops on the use of GEPMPs
6.4	Best practice demonstrations of community approaches to meet GESDP
6.5	Resource mobilization strategy (activity 3.3) includes focus on the Prefecture
6.6	Prefecture resource mobilization workshops
Output 7 Broad-based awareness campaign	
7.1	Carry out survey of government staff's awareness of Rio Conventions
7.2	Develop an over-arching environmental awareness, education and training plan
7.3	Organize and convene a one-day Kick-Off Conference
7.4	Organize and convene a one-day Project Results Conference
7.5	Develop high school competition plan on the Rio Conventions and implement
7.6	Prepare and integrate a global environmental education module for high schools
7.7	Organize and convene journalist awareness workshops
7.8	Create a Facebook page on Rio Convention mainstreaming
7.9	Convene eight (8) public dialogues on decentralized governance
Output 8 Disseminating lessons learned	
8.1	Analytical framework for best practice for local environmental governance
8.2	Convene three (3) best practice panel discussions targeted to the private sector
8.3	Set up a best practice database
8.4	Improve MERF website on decentralized governance for the global environment
C Project final evaluation and wrap-up	

Activity	Description	Month											
		13	14	15	16	17	18	19	20	21	22	23	24
A	Project start-up: Organize project team and review work plan												
B	Project Steering Committee meetings	■			■			■			■		
Output 1	CNDD Operational Plan												
1.1	Establish expert working group (GEDD)												
1.2	Analysis on CNDD according to Rio Conventions												
1.3	Prepare and validate Rio Convention interpretation of SNDD				■	■							
1.4	Dialogue on SNDD and its implementation plan for senior policy-makers	■	■	■	■	■							
1.5	Reconcile and harmonize mandates and operational plans through workshops	■	■	■	■	■			■				
1.6	Draft and approve regulation to operationalize CNDD as coordinator for Rio Conventions	■	■	■	■	■			■				
1.7	Staff the permanent secretariat of the CNDD												
1.8	Develop and pilot implementation of CNDD Operational Plan		■	■	■	■				■			
1.9	Convene four (4) public dialogues on the CNDD			■	■	■					■	■	
Output 2	Guidelines for decentralized management of the global environment												
2.1	Undertake institutional assessment of ANGE												
2.2	Convene expert working on the global environment												
2.3	Prepare a targeted capacity development plan for training to ANGE	■	■	■	■	■							
2.4	National system for environmental evaluation feasibility study				■	■	■	■	■				
2.5	Training workshops on environmental evaluation											■	■
2.6	ANGE secures hardware requirements for data and information management		■	■	■	■							
Output 3	Resource mobilization strategy												
3.1	Prepare feasibility study on the operationalization of the FNE	■	■	■	■	■							
3.2	Launch conference of the FNE	■	■	■	■	■							
3.3	Preparation and approval of resource mobilization strategy			■	■	■							
3.4	Develop procedures to operationalize the FNE	■	■	■	■	■				■		■	
Output 4	Business Plan for Decentralized Decision-Making												
4.1	Institutional analysis of the three Rio Convention committees,												
4.2	Business plan for CNCC integrated national-regional decision-making	■	■	■	■	■			■				
4.3	Facilitate validation of restructured CNCC	■	■	■	■	■							
4.4	Fully operationalize restructured CNCC				■	■							■

Output 5	Integrated Global Environmental and Sustainable Development	
5.1	Analysis of prefectures' capacities for decentralized environmental governance	
5.2	Convene stakeholder workshops to revise local and regional authority mandates	
5.3	Develop eight (8) prefecture management plans (GEPMP)	
5.4	Wide distribution of environmental regulation, codes and standards	
5.5	Learn-by-doing review and approval of environmental/forestry plans	
Output 6	Strengthened decentralized global environmental governance capacities	
6.1	Develop training programme in the pilot prefectures	
6.2	Convene policy dialogues to exchange best practices to implement the GEPMPs	
6.3	Convene training workshops on the use of GEPMPs	
6.4	Best practice demonstrations of community approaches to meet GESDP	
6.5	Resource mobilization strategy (activity 3.3) includes focus on the Prefecture	
6.6	Prefecture resource mobilization workshops	
Output 7	Broad-based awareness campaign	
7.1	Carry out survey of government staff's awareness of Rio Conventions	
7.2	Develop an over-arching environmental awareness, education and training plan	
7.3	Organize and convene a one-day Kick-Off Conference	
7.4	Organize and convene a one-day Project Results Conference	
7.5	Develop high school competition plan on the Rio Conventions and implement	
7.6	Prepare and integrate a global environmental education module for high schools	
7.7	Organize and convene journalist awareness workshops	
7.8	Create a Facebook page on Rio Convention mainstreaming	
7.9	Convene eight (8) public dialogues on decentralized governance	
Output 8	Disseminating lessons learned	
8.1	Analytical framework for best practice for local environmental governance	
8.2	Convene three (3) best practice panel discussions targeted to the private sector	
8.3	Set up a best practice database	
8.4	Improve MERF website on decentralized governance for the global environment	
C	Project final evaluation and wrap-up	

Activity	Description	Month											
		25	26	27	28	29	30	31	32	33	34	35	36
A	Project start-up: Organize project team and review work plan												
B	Project Steering Committee meetings												
Output 1	CNDD Operational Plan												
1.1	Establish expert working group (GEDD)												
1.2	Analysis on CNDD according to Rio Conventions												
1.3	Prepare and validate Rio Convention interpretation of SNDD												
1.4	Dialogue on SNDD and its implementation plan for senior policy-makers												
1.5	Reconcile and harmonize mandates and operational plans through workshops												
1.6	Draft and approve regulation to operationalize CNDD as coordinator for Rio Conventions												
1.7	Staff the permanent secretariat of the CNDD												
1.8	Develop and pilot implementation of CNDD Operational Plan												
1.9	Convene four (4) public dialogues on the CNDD												
Output 2	Guidelines for decentralized management of the global environment												
2.1	Undertake institutional assessment of ANGE												
2.2	Convene expert working on the global environment												
2.3	Prepare a targeted capacity development plan for training to ANGE												
2.4	National system for environmental evaluation feasibility study												
2.5	Training workshops on environmental evaluation												
2.6	ANGE secures hardware requirements for data and information management												
Output 3	Resource mobilization strategy												
3.1	Prepare feasibility study on the operationalization of the FNE												
3.2	Launch conference of the FNE												
3.3	Preparation and approval of resource mobilization strategy												
3.4	Develop procedures to operationalize the FNE												
Output 4	Business Plan for Decentralized Decision-Making												
4.1	Institutional analysis of the three Rio Convention committees,												
4.2	Business plan for CNCC integrated national-regional decision-making												
4.3	Facilitate validation of restructured CNCC												
4.4	Fully operationalize restructured CNCC												

Output 5	Integrated Global Environmental and Sustainable Development	
5.1	Analysis of prefectures' capacities for decentralized environmental governance	
5.2	Convene stakeholder workshops to revise local and regional authority mandates	
5.3	Develop eight (8) prefecture management plans (GEPMP)	
5.4	Wide distribution of environmental regulation, codes and standards	
5.5	Learn-by-doing review and approval of environmental/forestry plans	
Output 6	Strengthened decentralized global environmental governance capacities	
6.1	Develop training programme in the pilot prefectures	
6.2	Convene policy dialogues to exchange best practices to implement the GEPMPs	
6.3	Convene training workshops on the use of GEPMPs	
6.4	Best practice demonstrations of community approaches to meet GESDP	
6.5	Resource mobilization strategy (activity 3.3) includes focus on the Prefecture	
6.6	Prefecture resource mobilization workshops	
Output 7	Broad-based awareness campaign	
7.1	Carry out survey of government staff's awareness of Rio Conventions	
7.2	Develop an over-arching environmental awareness, education and training plan	
7.3	Organize and convene a one-day Kick-Off Conference	
7.4	Organize and convene a one-day Project Results Conference	
7.5	Develop high school competition plan on the Rio Conventions and implement	
7.6	Prepare and integrate a global environmental education module for high schools	
7.7	Organize and convene journalist awareness workshops	
7.8	Create a Facebook page on Rio Convention mainstreaming	
7.9	Convene eight (8) public dialogues on decentralized governance	
Output 8	Disseminating lessons learned	
8.1	Analytical framework for best practice for local environmental governance	
8.2	Convene three (3) best practice panel discussions targeted to the private sector	
8.3	Set up a best practice database	
8.4	Improve MERF website on decentralized governance for the global environment	
C	Project final evaluation and wrap-up	

Annex 6: Terms of References

The following Terms of Reference outlines the general responsibilities to be carried out by the National Project Director and those of consultants contracted under the project. Full TORs will be developed at the time of procurement.

1. National Project Director (NPD)

The Government of Togo must appoint a national director for this UNDP-supported project. The National Project Director supports the project and acts as a focal point on the part of the Government. This responsibility normally entails ensuring effective communication between partners and monitoring of progress towards expected results.

The National Project Director is the party that represents the Government's *ownership* and *authority* over the project, *responsibility* for achieving project objectives and the *accountability* to the Government and UNDP for the use of project resources.

In consultation with UNDP, the Ministry of Environment and Forest Resources (MERF) as the concerned ministry will designate the National Project Director from among its staff at not lower than the Deputy Minister or Head of Department level. The National Project Director (NPD) will be supported by a full-time National Project Manager (NPM).

Duties and Responsibilities of the NPD

The NPD will have the following duties and responsibilities:

- a. Assume overall responsibility for the successful execution and implementation of the project, accountability to the Government and UNDP for the proper and effective use of project resources)
- b. Serve as a focal point for the coordination of projects with other Government agencies, UNDP and outside implementing agencies;
- c. Ensure that all Government inputs committed to the project are made available;
- d. Supervise the work of the National Project Manager and ensure that the National Project Manager is empowered to effectively manage the project and other project staff to perform their duties effectively;
- e. Select and arrange, in close collaboration with UNDP, for the appointment of the National Project Manager (in cases where the NPM has not yet been appointed);
- f. Supervise the preparation of project work plans, updating, clearance and approval, in consultation with UNDP and other stakeholders and ensure the timely request of inputs according to the project work plans;
- g. Represent the Government institution (national counterpart) at the tripartite review project meetings, and other stakeholder meetings.

Remuneration and entitlements:

The National Project Director may not receive monetary compensation from project funds for the discharge of his/her functions.

2. Project Manager

The Project Manager and be recruited for the duration of the project, and be responsible for the day-to-day execution of project activities. The Project Manager will work closely with the National Project Director, keeping him informed regularly of project progress, and seek the NPD's guidance to facilitate and catalyze execution of project activities. These include:

1. Ensure overall implementation/delivery of different aspects of the projects
 - Coordinate, systemize, codify and integrate successful approaches, methodologies and tools developed in the relevant area, into a cohesive UNDP framework for supporting the decentralization of Rio Convention governance in Togo
 - Coordinate activities with the national partners, ensuring timely and successful capacity strengthening interventions, promotion of networking and experience/information sharing between stakeholders
 - Conduct regular consultations with other donors that provide assistance in the area of environmental decentralization and support UNDP's partnerships with key development actors and stakeholders
 - Advise UNDP on strategic matters related to environmental decentralization in Togo
 - Assist in identifying relevant sources of expertise for project/activity implementation
 - Recommend approaches to donors in terms of resource mobilization
2. Manage day-to-day project activities:
 - Prepare implementation action plans, organize project team and assign tasks, monitor progress on a regular basis
 - Assist in identifying relevant sources of expertise for project/activity implementation
 - Review official documents and communications
 - Advise respective Team Leader on potential adjustments of actions and procedures in light of changing requirement and needs
 - Regular monitoring of the relevant events and/or subject in the local media
3. Supervise delivery of inputs provided by the project and ensure quality and timelines of reporting and data production:
 - Ensure that work plans are prepared and updated on time and reflect project objectives and outputs
 - Ensure timely coordination and implementation of recruitment and deployment of experts to support project implementation
 - Manage procurement of goods and services under the project, and ensure on-time delivery to recipient institutions
 - Monitor implementation progress and ensure quality and timely reporting to project partners
 - Promote project visibility

The National Project Manager will have a post-graduate degree in a field related to the public administration of natural resources, and have a minimum of ten (10) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning. In addition, the NPD should also have the following qualifications:

- Previous experience in communicating with ministries, private sector, NGOs, etc.
- Self-starting, independent and responsible personality;
- Demonstrated ability to manage and motivate people in a complex environment and achieve set goals under time pressure;
- Proven ability to think strategically, express ideas clearly and concisely, work both independently and in teams, and demonstrate self-confidence combined with sensitivity to gender and culture.
- Strong resource mobilization, communication and negotiation skills;

- Knowledge of change management and institutions at national and prefecture levels would be an advantage;
- Fluency in French with good command of English an asset; Excellent writing and advocacy skills; and
- Computer proficiency (MS Office package, Internet).

3. Project Assistant

The Project Assistant will support the Project Manager in the carrying out of his/her duties, which will include:

- Organizational and logistical issues related to project execution per UNDP guidelines and procedures
- Record keeping of project documents, including financial in accordance with audit requirements
- Ensure all logistical arrangements are carried out smoothly
- Assist Project Manager in preparation and update of project work plans in collaboration with the UNDP Country Office
- Facilitate timely preparation and submission of financial reports and settlement of advances, including progress reports and other substantial reports
- Report to the Project Manager and UNDP Programme Officer on a regular basis
- Identification and resolution of logistical and organizational problems, under the guidance of the Project Manager

The Project Assistant will have at least five (5) years' experience in supporting the implementation of UNDP implemented projects, with preference in environment and natural resource management projects.

4. Public Administration Expert

The Public Administration Expert will be responsible for undertaking the drafting of a number of technical assessments, policies, and plans that will be peer reviewed and serve as a basis of working group consultations, workshops, and dialogues. He/she will work under the supervision of the National Project Manager and collaborative with the other consultants and project team. The Public Administration Expert will serve as a facilitator for the technical discussions of the collaborative development of these strategy and programme documents. The Expert will contribute to the following activities:

- The harmonization of mandates and operational plans (Lead consultant for the drafting of the Sustainable Development Strategy (activity 1.5))
- Institutional analysis of the three Rio Convention committees (activity 4.1)
- Analysis of prefectures' capacities for decentralized environmental governance (activity 5.1)
- Facilitating stakeholder workshops to revise local and regional authority mandates (activity 5.2)
- Drafting prefecture management plans (activity 5.3)
- Facilitating the learn-by-doing review of environmental and forestry plans (activity 5.5)
- Drafting training programmes in the pilot prefectures (activity 6.1)
- Facilitating policy dialogues to exchange best practices to implement prefecture management plans (activity 6.2)
- Supporting the best practice demonstrations of community approaches to achieve global environmental and sustainable development priorities (activity 6.4)
- Facilitating prefecture resource mobilization workshops (activity 6.6)
- Providing technical inputs to the activities for broad-based awareness and the preparation of lessons learned (outputs 7 and 8)

The Public Administration Expert will have a post-graduate degree in a field related to the public administration of natural resources, and have a minimum of ten (10) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning.

5. Natural Resource Expert

The Natural Resource Expert is one of a number of technical specialists that will contribute to the drafting, development, and facilitation of assessments, policies and plans that will be peer reviewed and serve as a basis of working group consultations, workshops, and dialogues. He/she will work under the supervision of the National Project Manager and collaborative with the other consultants and project team. The Expert will contribute to the following activities:

- a. Analysis of CNDD according to Rio Conventions (activity 1.2)
- b. Draft an interpretation of the SNDD according to the Rio Conventions, working with the thematic experts (activity 1.3)
- c. The harmonization of mandates and operational plans (Lead consultant for the drafting of the Sustainable Development Strategy (activity 1.5)
- d. Preparation of a feasibility study on a national system for environmental evaluation (activity 2.4)
- e. Facilitating stakeholder workshops to revise local and regional authority mandates (activity 5.2)
- f. Facilitating the learn-by-doing review of environmental and forestry plans (activity 5.5)
- g. Drafting training programmes in the pilot prefectures (activity 6.1)
- h. Supporting the best practice demonstrations of community approaches to achieve global environmental and sustainable development priorities (activity 6.4)
- i. Providing technical inputs to the activities for broad-based awareness and the preparation of lessons learned (outputs 7 and 8)

The Natural Resource Expert will have a post-graduate degree in natural resource management or environmental sociology, preferably a PhD, with demonstrated experience in analyzing natural resource management programmes and policies. He/she will have experience in facilitating expert and stakeholder working groups in the collaborative drafting of sector policies.

6. Environmental Sociologist

The Environmental Sociologist is one of a number of technical specialists that will contribute to the drafting, development, and facilitation of assessments, policies and plans that will be peer reviewed and serve as a basis of working group consultations, workshops, and dialogues. He/she will work under the supervision of the National Project Manager and collaborative with the other consultants and project team. The Expert will contribute to the following activities:

- a. Undertake an institutional assessment of the ANGE (activity 2.1)
- b. Facilitating stakeholder workshops to revise local and regional authority mandates (activity 5.2)
- c. Facilitating the learn-by-doing review of environmental and forestry plans (activity 5.5)
- d. Drafting training programmes in the pilot prefectures (activity 6.1)
- e. Supporting the best practice demonstrations of community approaches to achieve global environmental and sustainable development priorities (activity 6.4)
- f. Providing technical inputs to the activities for broad-based awareness and the preparation of lessons learned (outputs 7 and 8)

The Environmental Sociologist will have a post-graduate degree in environmental sociology, preferably a PhD, with demonstrated experience in constructing and implementing surveys, as well as their statistical analysis on trends in environmental values and attitudes.

7. Environmental Education Specialist

The Environmental Education Specialist is one of a number of technical specialists that will contribute to the drafting, development, and facilitation of assessments, policies and plans that will be peer reviewed and serve as a basis of working group consultations, workshops, and dialogues. He/she will work under the supervision of the National Project Manager and collaborative with the other consultants and project team. The Expert will contribute to the following activities:

- a. Develop a training module to pilot the implementation of the CNDD operational plan (activity 1.8)
- b. Preparation of a targeted capacity development plan (activity 2.3)
- c. Facilitating stakeholder workshops to revise local and regional authority mandates (activity 5.2)
- d. Facilitating the learn-by-doing review of environmental and forestry plans (activity 5.5)
- e. Facilitating prefecture resource mobilization workshops (activity 6.6)
- f. Providing technical inputs to the activities for broad-based awareness and the preparation of lessons learned (outputs 7 and 8)

The Environmental Education Specialist will have a post-graduate degree in K-12 education, preferably a PhD, with demonstrated experience in developing national education policies, programmes, and plans as well as the development of high school curricula on environmental studies. He/she will have experience in facilitating expert and stakeholder working groups in the collaborative drafting of sector policies.

8. Finance Expert

The Finance Expert is one of a number of technical specialists that will contribute to the drafting, development, and facilitation of assessments, policies and plans that will be peer reviewed and serve as a basis of working group consultations, workshops, and dialogues. He/she will work under the supervision of the National Project Manager and collaborative with the other consultants and project team. The Expert will contribute to the following activities:

- a. Prepare feasibility study on the operationalization of the FNE (activity 3.1)
- b. Convene public dialogue on the FNE (activity 3.2)
- c. Preparation and approval of resource mobilization strategy (activity 3.3)
- d. Develop procedures to operationalize the FNE (activity 3.4)
- e. Facilitating stakeholder workshops to revise local and regional authority mandates (activity 5.2)
- f. Facilitating the learn-by-doing review of environmental and forestry plans (activity 5.5)
- g. Providing technical inputs to the activities for broad-based awareness and the preparation of lessons learned (outputs 7 and 8)

The Finance Expert will have a post-graduate degree in finance or accounting, with preference being a certified or chartered public accountant. He/she will have five years or more experience with the accounting, financial management and auditing of environmental, as well as with the fiscal administration of the government's agencies that have an environmental stake. He/she will also have experience in research government statutes, legislation, regulation, and directives that govern public finance management.

9. Biodiversity Expert

The Biodiversity is one of a number of technical specialists that will contribute to the drafting, development, and facilitation of assessments, policies and plans that will be peer reviewed and serve as a basis of working group consultations, workshops, and dialogues. He/she will work under the supervision of the National Project Manager and collaborative with the other consultants and project team. The Expert will contribute to the following activities:

- a. The harmonization of mandates and operational plans (Lead consultant for the drafting of the Sustainable Development Strategy (activity 1.5))
- b. Institutional analysis of the three Rio Convention committees (activity 4.1)
- c. Analysis of prefectures' capacities for decentralized environmental governance (activity 5.1)
- d. Facilitating stakeholder workshops to revise local and regional authority mandates (activity 5.2)
- e. Drafting prefecture management plans (activity 5.3)
- f. Facilitating the learn-by-doing review of environmental and forestry plans (activity 5.5)
- g. Providing technical inputs to the activities for broad-based awareness and the preparation of lessons learned (outputs 7 and 8)

The Biodiversity Expert will have a post-graduate degree in natural resource management, environmental policy, public administration or other field related to the management of biodiversity. He/she will have five or more years of technical experience with natural resource management projects in Togo, with experience in other countries considered a plus. He/she will also have experience in research government statutes, legislation, regulation, and directives that govern biodiversity conservation as well as working with government, donors, private sector or NGOs.

10. Climate Change Expert

The Climate Change is one of a number of technical specialists that will contribute to the drafting, development, and facilitation of assessments, policies and plans that will be peer reviewed and serve as a basis of working group consultations, workshops, and dialogues. He/she will work under the supervision of the National Project Manager and collaborative with the other consultants and project team. The Expert will contribute to the following activities:

- a. The harmonization of mandates and operational plans (Lead consultant for the drafting of the Sustainable Development Strategy (activity 1.5))
- b. Institutional analysis of the three Rio Convention committees (activity 4.1)
- c. Analysis of prefectures' capacities for decentralized environmental governance (activity 5.1)
- d. Facilitating stakeholder workshops to revise local and regional authority mandates (activity 5.2)
- e. Drafting prefecture management plans (activity 5.3)
- f. Facilitating the learn-by-doing review of environmental and forestry plans (activity 5.5)
- g. Providing technical inputs to the activities for broad-based awareness and the preparation of lessons learned (outputs 7 and 8)

The Climate Change Expert will have a post-graduate degree in the atmospheric sciences, environmental policy, public administration or other field related to climate change. He/she will have five or more years of technical experience with climate change mitigation and/or adaptation projects in Togo, with experience in other countries considered a plus. He/she will also have experience in research government statutes, legislation, regulation, and directives that govern energy policy and development as well as working with government, donors, private sector or NGOs.

11. Land Degradation Expert

The Land Degradation is one of a number of technical specialists that will contribute to the drafting, development, and facilitation of assessments, policies and plans that will be peer reviewed and serve as a basis of working group consultations, workshops, and dialogues. He/she will work under the supervision of the National Project Manager and collaborative with the other consultants and project team. The Expert will contribute to the following activities:

- a. The harmonization of mandates and operational plans (Lead consultant for the drafting of the Sustainable Development Strategy (activity 1.5))
- b. Institutional analysis of the three Rio Convention committees (activity 4.1)
- c. Analysis of prefectures' capacities for decentralized environmental governance (activity 5.1)
- d. Facilitating stakeholder workshops to revise local and regional authority mandates (activity 5.2)
- e. Drafting prefecture management plans (activity 5.3)
- f. Facilitating the learn-by-doing review of environmental and forestry plans (activity 5.5)
- g. Providing technical inputs to the activities for broad-based awareness and the preparation of lessons learned (outputs 7 and 8)

The Land Degradation Expert will have a post-graduate degree in natural resource management, environmental policy, public administration or other field related to the management of soil and land management. He/she will have five or more years of technical experience with natural resource management projects in Togo, with experience in other countries considered a plus. He/she will also have experience in research government statutes, legislation, regulation, and directives on land management as well as working with government, donors, private sector or NGOs.

12. Environmental Law Expert

The Environmental Law Expert is one of a number of technical specialists that will contribute to the drafting, development, and facilitation of assessments, policies and plans that will be peer reviewed and serve as a basis of working group consultations, workshops, and dialogues. He/she will work under the supervision of the National Project Manager and collaborative with the other consultants and project team. The Expert will contribute to the following activities:

- a. The harmonization of mandates and operational plans (Lead consultant for the drafting of the Sustainable Development Strategy (activity 1.5))
- b. Draft decree establishing the CNDD as coordinator of the three Rio Conventions (activity 1.6)
- c. Facilitating stakeholder workshops to revise local and regional authority mandates (activity 5.2)
- d. Facilitating the learn-by-doing review of environmental and forestry plans (activity 5.5)

The Environmental Law Expert will have a Law degree, with a specialization in environmental law, environmental policy, or public administration or related. He/she will have five or more years of legal experience with natural resource management projects in Togo, with experience in other countries considered a plus. He/she will also have experience in research government statutes, legislation, regulation, and directives on environment and natural resource management as well as working with government, donors, private sector or NGOs.

13. International Evaluation Consultant

The international evaluation consultant will be an independent expert that is contracted to assess the extent to which the project has met project objectives as stated in the project document and produced cost-effective deliverables. The consultant will also rate capacities developed under the project using the Capacity Development Scorecard.

The Final Evaluation will focus on determining progress being made towards the achievement of outcomes and will identify effectiveness, efficiency and timeliness of project implementation; highlight issues requiring decisions and actions; and present initial lessons learned about project design, implementation and management. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The evaluation will also collate and analyze specific lessons and best practices pertaining to the strategies employed, and implementation arrangements, which may be of relevance to other projects in the country and elsewhere in the world.

The evaluation will also evaluate the strengths and weaknesses of project design, implementation, monitoring, adaptive collaborative management, and sustainability of project outcomes, including the project exit strategy. The evaluation covers the entire project including non-GEF financed components.

The Terms of Reference for the International Evaluation Consultant will be developed at the time that this position is needed, and will follow the UNDP/GEF policies and procedures. The TORs will also be developed in line with the final agenda will be agreed upon by the UNDP/GEF RCU, UNDP Country Office and the Project Team. The final report will be cleared and accepted by UNDP (Country Office and Regional Coordination Unit) before being made public.

The international consultant would have the following qualifications:

- Post-graduate degree in natural resource or related environmental management field
- Minimum 5 years of relevant professional experience
- Knowledge of UNDP and GEF
- Previous experience with results-based monitoring and evaluation methodologies
- Experience on strategic planning will be considered an asset
- Experience in the Togo and the sub-region
- Technical knowledge in devolution of power, decentralized environmental governance, and institution building
- Excellent communication, writing and analytic skills
- Fluency in French and English both written and spoken is essential
- Good interpersonal skills (especially important, as the evaluator will be in constant contact with civil society and other actors and stakeholders)

14. International Technical Specialist

An international technical specialist will be retained on a part-time basis to provide necessary technical advisory services on the implementation of key project activities, in particular the preparation of technical analyses and drafting of the Rio Convention decentralization policies, programmes, plans and/or legislation, as appropriate. These services will be provided over the course of the three-year implementation period to provide technical backstopping to help ensure the timely and high quality project delivery. The detailed TORs will be developed during project implementation.

Annex 7: Environmental and Social Review Criteria

QUESTION 1:

Has a combined environmental and social assessment/review that covers the proposed project already been completed by implementing partners or donor(s)?

Select answer below and follow instructions:

- NO** → Continue to Question 2 (do not fill out Table 1.1)
- YES** → No further environmental and social review is required if the existing documentation meets UNDP’s quality assurance standards, and environmental and social management recommendations are integrated into the project. Therefore, you should undertake the following steps to complete the screening process:
 1. Use Table 1.1 below to assess existing documentation. (It is recommended that this assessment be undertaken jointly by the Project Developer and other relevant Focal Points in the office or Bureau).
 2. Ensure that the Project Document incorporates the recommendations made in the implementing partner’s environmental and social review.
 3. Summarize the relevant information contained in the implementing partner’s environmental and social review in Annex A.2 of this Screening Template, selecting Category 1.
 4. Submit Annex A to the PAC, along with other relevant documentation.

TABLE 1.1: CHECKLIST FOR APPRAISING QUALITY ASSURANCE OF EXISTING ENVIRONMENTAL AND SOCIAL ASSESSMENT Yes/No

1. Does the assessment/review meet its terms of reference, both procedurally and substantively?
2. Does the assessment/review provide a satisfactory assessment of the proposed project?
3. Does the assessment/review contain the information required for decision-making?
4. Does the assessment/review describe specific environmental and social management measures (e.g., mitigation, monitoring, advocacy, and capacity development measures)?
5. Does the assessment/review identify capacity needs of the institutions responsible for implementing environmental and social management issues?
6. Was the assessment/review developed through a consultative process with strong stakeholder engagement, including the view of men and women?
7. Does the assessment/review assess the adequacy of the cost of and financing arrangements for environmental and social management issues?

Table 1.1 (continued) For any “no” answers, describe below how the issue has been or will be resolved (e.g., amendments made or supplemental review conducted).

QUESTION 2:

Do all outputs and activities described in the Project Document fall within the following categories?

- Procurement (in which case UNDP’s [Procurement Ethics](#) and [Environmental Procurement Guide](#) need to be complied with)
- Report preparation
- Training
- Event/workshop/meeting/conference (refer to [Green Meeting Guide](#))
- Communication and dissemination of results

Select answer below and follow instructions:

NO → Continue to Question 3

YES → No further environmental and social review required. Complete Annex A.2, selecting Category 1, and submit the completed template (Annex A) to the PAC.

QUESTION 3:

Does the proposed project include activities and outputs that support *upstream* planning processes that potentially pose environmental and social impacts or are vulnerable to environmental and social change (refer to Table 3.1 for examples)? (Note that *upstream* planning processes can occur at global, regional, national, local and sectoral levels)

Select the appropriate answer and follow instructions:

NO → Continue to Question 4.

YES → Conduct the following steps to complete the screening process:

1. Adjust the project design as needed to incorporate UNDP support to the country(ies), to ensure that environmental and social issues are appropriately considered during the upstream planning process. Refer to Section 7 of this Guidance for elaboration of environmental and social mainstreaming services, tools, guidance and approaches that may be used.
2. Summarize environmental and social mainstreaming support in Annex A.2, Section C of the Screening Template and select "Category 2".
3. If the proposed project ONLY includes upstream planning processes then screening is complete, and you should submit the completed Environmental and Social Screening Template (Annex A) to the PAC. If downstream implementation activities are also included in the project then continue to Question 4.

TABLE 3.1 EXAMPLES OF UPSTREAM PLANNING PROCESSES WITH POTENTIAL DOWNSTREAM ENVIRONMENTAL AND SOCIAL IMPACTS	Check appropriate box(es) below
1. Support for the elaboration or revision of global-level strategies, policies, plans, and programmes. <i>For example, capacity development and support related to international negotiations and agreements. Other examples might include a global water governance project or a global MDG project.</i>	
2. Support for the elaboration or revision of regional-level strategies, policies and plans, and programmes. <i>For example, capacity development and support related to transboundary programmes and planning (river basin management, migration, international waters, energy development and access, climate change adaptation etc.).</i>	X
3. Support for the elaboration or revision of national-level strategies, policies, plans and programmes. <i>For example, capacity development and support related to national development policies, plans, strategies and budgets, MDG-based plans and strategies (e.g., PRS/PRSPs, NAMAs), sector plans.</i>	X
4. Support for the elaboration or revision of sub-national/local-level strategies, polices, plans and programmes. <i>For example, capacity development and support for district and local level development plans and regulatory frameworks, urban plans, land use development plans, sector plans, provincial development plans, provision of services, investment funds, technical guidelines and methods, stakeholder engagement.</i>	X

QUESTION 4:

Does the proposed project include the implementation of *downstream* activities that potentially pose environmental and social impacts or are vulnerable to environmental and social change?

To answer this question, you should first complete Table 4.1 by selecting appropriate answers. If you answer “No” or “Not Applicable” to all questions in Table 4.1 then the answer to Question 4 is “NO.” If you answer “Yes” to any questions in Table 4.1 (even one “Yes” can indicated a significant issue that needs to be addressed through further review and management) then the answer to Question 4 is “YES”:

- NO** → No further environmental and social review and management required for downstream activities. Complete Annex A.2 by selecting “Category 1”, and submit the Environmental and Social Screening Template to the PAC.
- YES** → Conduct the following steps to complete the screening process:
 1. Consult Section 8 of this Guidance, to determine the extent of further environmental and social review and management that might be required for the project.
 2. Revise the Project Document to incorporate environmental and social management measures. Where further environmental and social review and management activity cannot be undertaken prior to the PAC, a plan for undertaking such review and management activity within an acceptable period of time, post-PAC approval (e.g., as the first phase of the project) should be outlined in Annex A.2.
 3. Select “Category 3” in Annex A.2, and submit the completed Environmental and Social Screening Template (Annex A) and relevant documentation to the PAC.

TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT

1. Biodiversity and Natural Resources	Answer (Yes/No/ Not Applicable)
1.1 Would the proposed project result in the conversion or degradation of modified habitat , natural habitat or critical habitat ?	No
1.2 Are any development activities proposed within a legally protected area (e.g., natural reserve, national park) for the protection or conservation of biodiversity?	No
1.3 Would the proposed project pose a risk of introducing invasive alien species?	No
1.4 Does the project involve natural forest harvesting or plantation development without an independent forest certification system for sustainable forest management (e.g., <i>PEFC</i> , <i>the Forest Stewardship Council certification systems</i> , or <i>processes established or accepted by the relevant National Environmental Authority</i>)?	No
1.5 Does the project involve the production and harvesting of fish populations or other aquatic species without an accepted system of independent certification to ensure sustainability (e.g., <i>the Marine Stewardship Council certification system</i> , or <i>certifications, standards, or processes established or accepted by the relevant National Environmental Authority</i>)?	No

TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT		
1.6	Does the project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction.</i>	No
1.7	Does the project pose a risk of degrading soils?	No
2.	Pollution	Answer (Yes/No/ Not Applicable)
2.1	Would the proposed project result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and transboundary impacts?	No
2.2	Would the proposed project result in the generation of waste that cannot be recovered, reused, or disposed of in an environmentally and socially sound manner?	No
2.3	Will the propose project involve the manufacture, trade, release, and/or use of chemicals and hazardous materials subject to international action bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Convention on Persistent Organic Pollutants, or the Montreal Protocol.</i>	No
2.4	Is there a potential for the release, in the environment, of hazardous materials resulting from their production, transportation, handling, storage and use for project activities?	No
2.5	Will the proposed project involve the application of pesticides that have a known negative effect on the environment or human health?	No
3.	Climate Change	
3.1	Will the proposed project result in significant ²⁶ greenhouse gas emissions? <i>Annex E provides additional guidance for answering this question.</i>	No
3.2	Is the proposed project likely to directly or indirectly increase environmental and social vulnerability to climate change now or in the future (also known as maladaptive practices)? You can refer to the additional guidance in Annex C to help you answer this question. <i>For example, a project that would involve indirectly removing mangroves from coastal zones or encouraging land use plans that would suggest building houses on floodplains could increase the surrounding population's vulnerability to climate change, specifically flooding.</i>	No

²⁶ Significant corresponds to CO₂ emissions greater than 100,000 tons per year (from both direct and indirect sources). Annex E provides additional guidance on calculating potential amounts of CO₂ emissions.

TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT	
4. Social Equity and Equality	Answer (Yes/No/ Not Applicable)
4.1 Would the proposed project have environmental and social impacts that could affect indigenous people or other vulnerable groups?	No
4.2 Is the project likely to significantly impact gender equality and women's empowerment ²⁷ ?	No
4.3 Is the proposed project likely to directly or indirectly increase social inequalities now or in the future?	No
4.4 Will the proposed project have variable impacts on women and men, different ethnic groups, social classes?	No
4.5 Have there been challenges in engaging women and other certain key groups of stakeholders in the project design process?	No
4.6 Will the project have specific human rights implications for vulnerable groups?	No
5. Demographics	No
5.1 Is the project likely to result in a substantial influx of people into the affected community (ies)?	No
5.2 Would the proposed project result in substantial voluntary or involuntary resettlement of populations? <i>For example, projects with environmental and social benefits (e.g., protected areas, climate change adaptation) that impact human settlements, and certain disadvantaged groups within these settlements in particular.</i>	No
5.3 Would the proposed project lead to significant population density increase which could affect the environmental and social sustainability of the project? <i>For example, a project aiming at financing tourism infrastructure in a specific area (e.g., coastal zone, mountain) could lead to significant population density increase which could have serious environmental and social impacts (e.g., destruction of the area's ecology, noise pollution, waste management problems, greater work burden on women).</i>	No
6. Culture	
6.1 Is the project likely to significantly affect the cultural traditions of affected communities, including gender-based roles?	No
6.2 Will the proposed project result in physical interventions (during construction or implementation) that would affect areas that have known physical or cultural significance to indigenous groups and other communities with settled recognized cultural claims?	No
6.3 Would the proposed project produce a physical "splintering" of a community? <i>For example, through the construction of a road, powerline, or dam that divides a community.</i>	No

²⁷ Women are often more vulnerable than men to environmental degradation and resource scarcity. They typically have weaker and insecure rights to the resources they manage (especially land), and spend longer hours on collection of water, firewood, etc. (OECD, 2006). Women are also more often excluded from other social, economic, and political development processes.

TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT	
7. Health and Safety	
7.1 Would the proposed project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions? <i>For example, development projects located within a floodplain or landslide prone area.</i>	No
7.2 Will the project result in increased health risks as a result of a change in living and working conditions? In particular, will it have the potential to lead to an increase in HIV/AIDS infection?	No
7.3 Will the proposed project require additional health services including testing?	No
8. Socio-Economics	
8.1 Is the proposed project likely to have impacts that could affect women’s and men’s ability to use, develop and protect natural resources and other natural capital assets? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their development, livelihoods, and well-being?</i>	Yes
8.2 Is the proposed project likely to significantly affect land tenure arrangements and/or traditional cultural ownership patterns?	No
8.3 Is the proposed project likely to negatively affect the income levels or employment opportunities of vulnerable groups?	No
9. Cumulative and/or Secondary Impacts	Answer (Yes/No/ Not Applicable)
9.1 Is the proposed project location subject to currently approved land use plans (e.g., roads, settlements) which could affect the environmental and social sustainability of the project? <i>For example, future plans for urban growth, industrial development, transportation infrastructure, etc.</i>	N/A
9.2 Would the proposed project result in secondary or consequential development which could lead to environmental and social effects, or would it have potential to generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested land will generate direct environmental and social impacts through the cutting of forest and earthworks associated with construction and potential relocation of inhabitants. These are direct impacts. In addition, however, the new road would likely also bring new commercial and domestic development (houses, shops, businesses). In turn, these will generate indirect impacts. (Sometimes these are termed “secondary” or “consequential” impacts). Or if there are similar developments planned in the same forested area then cumulative impacts need to be considered.</i>	Yes

ANNEX A.2: ENVIRONMENTAL AND SOCIAL SCREENING SUMMARY

Annex 8: Total GEF Budget and Work Plan

Award ID:	00077674
Award Title:	Strengthening National and Decentralized Management for Global Environmental Benefits
Business Unit:	TGO10
Project Title:	Strengthening National and Decentralized Management for Global Environmental Benefits
PIMS No:	4460
Implementing Partner (Executing Agency)	Ministry of Environment and Forest Resources

GEF Outcome/Atlas Activity	Implementing Agent	Fund ID	Donor Name	Atlas Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)			
COMPONENT 1: The national institutional framework for environmental management	MERF	62000	GEF	71300	Natural Resource Expert	25,820	10,180	0	36,000			
				71300	Environmental Sociologist	10,000	0	0	10,000			
				71300	Environmental Education Specialist	11,000	8,000	3,000	22,000			
				71300	Finance Expert	12,160	13,840	0	26,000			
				71300	Public Administration Expert	12,000	0	0	12,000			
				71300	Biodiversity Expert	8,000	0	0	8,000			
				71300	Climate Change Expert	5,320	2,680	0	8,000			
				71300	Land Degradation Expert	5,320	2,680	0	8,000			
				71300	Environmental Law Expert	5,070	13,930	0	19,000			
				71300	Expert Review fees	5,000	5,000	0	10,000			
				71200	International Technical Specialist	6,000	5,000	5,000	16,000			
				72100	Contractual services: Working group consultations to draft the SNDD implementation plan (1.3)	10,000	0	0	10,000			
				72100	Contractual services: Working group consultations to reconcile and harmonize mandates (1.5)	10,000	0	0	10,000			
				72100	Contractual services: Working group consultations to draft reports (1.6, 1.8, 2.3, 3.1, 3.3, 3.4, 4.2)	10,000	14,000	0	24,000			
				72100	Contractual services: Training workshops (1.8, 2.5)	4,000	6,000	1,000	11,000			
				72100	Contractual services: Public dialogues and official presentations (1.4, 1.9, 3.2, 4.3, 4.4)	4,000	6,000	4,000	14,000			
				72100	Contractual services: Working group consultations on global environment/prefectures (2.2)	5,000	0	0	5,000			
				72100	Contractual services: Computer systems company updates MIS hardware (2.6)	8,000	0	0	8,000			
								Sub-total GEF	156,690	87,310	13,000	257,000
								Total Outcome 1	156,690	87,310	13,000	257,000

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
COMPONENT 2: Decentralization of global environment governance	MERF	62000	GEF	71300	Natural Resource Expert	4,000	9,360	2,640	16,000
				71300	Environmental Sociologist	4,000	9,360	2,640	16,000
				71300	Environmental Education Specialist	4,000	6,680	1,320	12,000
				71300	Finance Expert	4,000	8,680	3,320	16,000
				71300	Public Administration Expert	13,320	24,680	6,000	44,000
				71300	Biodiversity Expert	13,320	12,000	2,680	28,000
				71300	Climate Change Expert	13,320	12,000	2,680	28,000
				71300	Land Degradation Expert	13,320	12,000	2,680	28,000
				71300	Environmental Law Expert	4,000	2,680	1,320	8,000
				71200	International Technical Specialist	6,000	5,000	5,000	16,000
				72100	Contractual services: Working group consultations on decentralized environmental governance (5.1, 5.3, 6.1)	5,000	18,000	0	23,000
				72100	Contractual services: Stakeholder workshops (5.2, 5.5, 6.6)	8,000	11,000	8,000	27,000
				72100	Contractual services: Public dialogues and official presentations (5.4, 6.2, 6.5)	3,000	3,000	3,000	9,000
				72100	Contractual services: Training workshops (6.3, 6.4)	6,000	6,000	6,000	18,000
				74200	Printing and publication (5.4)	0	5,000	0	5,000
					Sub-total GEF	101,280	145,440	47,280	294,000
					Total Outcome 2	101,280	145,440	47,280	294,000

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
COMPONENT 3: Enhancing awareness and long-term commitment to decentralized governance of the global environment	MERF	62000	GEF	71300	Natural Resource Expert	3,000	2,000	1,000	6,000
				71300	Environmental Sociologist	10,150	1,650	10,200	22,000
				71300	Environmental Education Specialist	15,990	990	2,020	19,000
				71300	Finance Expert	1,000	0	1,000	2,000
				71300	Public Administration Expert	6,320	6,320	2,360	15,000
				71300	Biodiversity Expert	3,320	2,320	2,360	8,000
				71300	Climate Change Expert	3,320	2,320	2,360	8,000
				71300	Land Degradation Expert	3,320	2,320	2,360	8,000
				71300	Environmental Law Expert	1,990	1,990	2,020	6,000
				71300	Website designer and software programmer (8.3, 8.4)	0	8,000	0	8,000
				71200	International Technical Specialist	4,000	4,000	4,000	12,000
				72100	Contractual services: Conference services for Kick-Off and Project Results Conferences (7.3, 7.4)	7,000	0	5,000	12,000
				72100	Contractual Services: Sub-contract survey (7.1)	4,000	0	4,000	8,000
				72100	Contractual Services: Working group consultations on environmental awareness plan (7.2)	5,000	0	0	5,000
				72100	Contractual services: Public dialogues (7.9)	4,000	0	0	4,000
				72100	Contractual Services: Journalist awareness workshops (7.7)	2,000	2,000	2,000	6,000
					Sub-total GEF	74,410	33,910	40,680	149,000
					Total Outcome 3	74,410	33,910	40,680	149,000

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
Project Management	MERF	62000	GEF	74100	Professional Services	3,000	3,000	4,000	10,000
				71600	Travel	500	1,000	5,500	7,000
				71400	Contractual Services - Individual	12,000	12,000	13,000	37,000
				72500	Supplies	350	350	300	1,000
				74599	UNDP cost recovery chrgs-Bills	5,000	5,000	5,000	15,000
					Sub-total GEF	20,850	21,350	27,800	70,000
					Total Outcome 4	20,850	21,350	27,800	70,000

Total Project					Total Project	353,230	288,010	128,760	770,000
					Percentage allocated per year	45.9	37.4	16.7	100
					GEF Agency fee (10%)				77,000

Annex 9: PDF/PPG Status Report

STATUS OF IMPLEMENTATION OF PROJECT PREPARATION ACTIVITIES AND THE USE OF FUNDS

A. PROVIDE DETAILED FUNDING AMOUNT OF THE PPG ACTIVITIES FINANCING STATUS IN THE TABLE BELOW:

The activities undertaken within the framework of PPG were directed towards the design and development of the medium size project “Strengthening National and Decentralized Management for Global Environmental Benefits.”

The Project Preparation Stage envisioned preparation of three strategies: on institutional capacities, organizational capacities and public awareness raising. These strategies comprise a targeted and in-depth analysis of the baseline situation and needs; assessment of international best practices and training needs for institutionalizing integration of Rio Conventions into sectoral policies; and design of strategies regarding institutional capacities, set up of a coordination mechanism and raising of public awareness. In addition, the preparation stage included development of monitoring and evaluation plan and project sustainability plan. These all feed in the draft project document and Request for CEO Endorsement, which came out as final products of the Project Preparation Stage.

At the time of the strategies preparation, consultative meetings were held with all relevant stakeholders. During this time, government commitment was received. Letters of co-financing were received from the Ministry of Environment and Forest Resources and UNDP.

At a later stage, a validation workshop was organized to validate the findings of the preparatory findings and re-affirm the approach that the project will take upon its approval. The Finalized Project Document and GEF Request for CEO Endorsement are drafted and presented.

A.1: DESCRIBE FINDINGS THAT MIGHT AFFECT THE PROJECT DESIGN OR ANY CONCERNS ON PROJECT IMPLEMENTATION, IF ANY:

The findings obtained during the preparatory phase confirmed that the approach identified during the PIF stage remains valid. Moreover, during the project preparation stage national partners at the highest level confirmed their adherence to the principles of sustainable development, which makes the project even more topical and important.

PPG Grant approved at PIF:			
<i>Project Preparation Activities Implemented</i>	<i>GEF Amount (\$)</i>		
	<i>Budgeted Amount (\$)</i>	<i>Amount Spent to date(\$)</i>	<i>Amount Committed (\$)</i>
Background analysis of CNDD, ANDE, FNE, CNCC and strategy development (1.1 and 1.2).	7,500	6,274	1,225
Background analysis of decentralized capacity to manage global environment in 8 communes (1.3).	7,500	6,675	825
Project strategy, detailed budget, workplan, and logical framework: costs will be basically one international expert for five weeks (2.1 - 2.9)	5,000	5,000	0
PPG Management : costs will be basically one national expert for four months, plus one validation workshop, plus communications, printing (all activities).	5,000	5,000	0
Total	25,000	22,950	2,050

Annex 10: Standard letter of agreement between UNDP and Government of Togo
for the provision of support services

Project Title: Strengthening National and Decentralized Management for Global Environmental Benefits
Project number 4460 (PIMS)

Excellency,

1. Reference is made to consultations between officials of the Government of *Togo* (hereinafter referred to as “the Government”) and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:

- (a) Identification and/or recruitment of project and programme personnel;
- (b) Identification and facilitation of training activities;
- (a) Procurement of goods and services;

4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

5. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Authorities of the Government of Togo and the United Nations Development Programme (UNDP), signed by the Parties on *Date* (the SBAA) including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

Signed on behalf of UNDP

XXXXXX

Country Director

For the Government

XXXXXX

Ministry of _____

[Date]

Attachment: Description of UNDP Country Office Support Services

1. Reference is made to consultations between the Ministry of Environment and Forest Resources, the institution designated by the Government of Togo and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project titled Strengthening National and Decentralized Management for Global Environmental Benefits, PIMS project number 4460.

2. In accordance with the provisions of the letter of agreement signed and the programme support document (*project document*), the UNDP country office shall provide support services for the Programme as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
<p>Services related to human resources (including but not limited to):</p> <p>1. Identification, selection and recruitment of project personnel (including advertising, short-listing and recruiting):</p> <ul style="list-style-type: none"> ○ Project Manager ○ Project Assistant <p>2. HR & Benefits Administration & Management:</p> <ul style="list-style-type: none"> ○ issuance of a contract; ○ closing the contract <p>3. Personnel management services: Payroll & Banking Administration & Management</p>	<p>Jan. – Feb. 2014</p> <p>Jan. – Feb. 2014</p> <p>On-going throughout project implementation when applicable</p> <p>On-going throughout project implementation when applicable</p>	<p>As per the pro-forma costs:</p> <ul style="list-style-type: none"> ○ 13 days over 36 months of GS5 HR Assistant: \$ 1,739.99 ○ 5 days over 36 months of NOA HR Manager: \$1,114.79 	<p>UNDP will directly charge the project upon receipt of request of services from the Implementing Partner (IP)</p>
<p>Services related to procurement (including but not limited to):</p> <p>Procurement of goods</p> <p>Procurement of services</p> <ul style="list-style-type: none"> ○ Consultant recruitment ○ Advertising ○ Short-listing & selection ○ Contract issuance 	<p>Throughout project implementation when applicable</p>	<p>As per the pro-forma costs:</p> <ul style="list-style-type: none"> ○ 15 days over 36 months of GS6 Procurement Associate: \$2,389.14 ○ 5 days over 36 months of NOB Procurement Manager: \$1,371.19 	<p>As above</p>

Services related to finance (including but not limited to): ○ Payments	Ongoing throughout implementation when applicable	As per the pro-forma costs: ○ 30 days over 36 months of GS6 Finance Associate: \$ 4,778.27 ○ 5 days over 36 months of NOB Finance Manager: \$ 1,371.19	As above
Services related administration (including but not limited to): ○ Travel authorization ○ Ticket requests (booking, purchasing, etc.) ○ F10 settlements ○ Asset management	Ongoing throughout implementation when applicable	As per the pro-forma costs: ○ 8 days over 36 months of GS5 Administration Assistant: \$1,070.76 ○ 2 days over 36 months of GS7 Administration Manager: \$385.44	As above
Services related to ICT (including but not limited to): ○ Email box maintenance ○ ICT and office equipment installation and maintenance ○ Internet channel use ○ Mobile telephony contracting and use	Ongoing throughout implementation when applicable	As per the pro-forma costs: ○ 4 days over 36 months of GS5 IT Assistant: \$ 535.38 ○ 1 day over 36 months of GS7 IT Manager: \$ 192.72	As above
Total		\$ 15,000	

4. Description of functions and responsibilities of the parties involved:

UNDP will conduct the full process while the role of the Implementing Partner (IP) will be as follows:

- The Implementing Partner will send a timetable for services requested annually/ updated quarterly
- The Implementing Partner will send the request to UNDP for the services enclosing the specifications or Terms of Reference required
- For the hiring staff process: the IP representatives will be on the interview panel,
- For Hiring CV: the IP representatives will be on the interview panel, or participate in CV review in case an interview is not scheduled

PART III: GEF LETTERS OF ENDORSEMENT AND CO-FINANCING

[Letters are attached in a separate attachment.]

Annex 11: GEF Endorsement Letter

Annex 12: Letters of Co-Financing