

(Sinsin & Owolabi, 2000) specifically addresses issues of protected areas, sustainable use and indigenous knowledge and as critical tools for protecting Benin's biodiversity. The biodiversity theme is also discussed in the Growth and Poverty Reduction Strategy, the Second Government Plan of Action, not least also within the framework of Benin's decentralization policies and practices. The decentralization process has been ongoing in Benin since 1999, and among other activities, it has devolved responsibility for natural resources management (in particular for forests, soils and fauna) to the administrative level of municipalities (*communes*). By working with local stakeholders, including municipal-level resource managers, tribal and village chiefs, and other local dignitaries, the proposed project responds to Benin's attempts to decentralize authority and management activities in the natural resources sector.

82. Finally, the DGFRN is coordinating a number of relevant projects which share with this one some of the objectives, methods and even geographic area of influence. This government entity has expressed the desire –and demonstrated the political will, to address the conservation and sustainable use of sacred forests specifically to complement the scope and impact of the other projects (PAGEFCOM, PGFTR, ProCGRN, PAMF) and to take advantage of possibly, the last window of opportunity to protect some very valuable biodiversity resources and forest areas of Benin.

COUNTRY OWNERSHIP: COUNTRY ELIGIBILITY AND COUNTRY DRIVENNESS

83. Benin is a signatory to seven international conventions: the Convention on International Trade in Endangered Species; United Nations Convention to Combat Desertification; RAMSAR Convention on Wetlands; Stockholm Convention on Persistent Organic Pollutants (POPs Convention); Convention on Biological Diversity (CBD); UN Framework Convention on Climate Change (UNFCCC), and the Convention for the Conservation of Migratory Species of Wild Animals. Benin is also a signatory to the Kyoto and Montreal protocols. The country has produced its first National Communication as required by the UNFCCC and the Biodiversity Conservation Strategy and Action Plan as required by the CBD, and is finalizing its National Plan for the Implementation of the POPs Convention. These international commitments are legally binding.

SUSTAINABILITY AND REPLICABILITY

84. *Environmental sustainability:* Major environmental sustainability issues related to sacred forest are addressed directly by project activities: demarcation and controlled access to sacred forests will prevent forest clearing, bush fires, exposure of soil and subsequent erosion; establishment of buffer zones and connectivity corridors will enhance the sustainability of forest patches as viable ecosystems to continue producing environmental services; connectivity corridors will facilitate species movement and migrations thus contributing to habitat restoration and rehabilitation; sustainable activities in the buffer zones of sacred forests and within them will be closely monitored by forest authorities and the community-based management units so as to

allow extraction within carrying capacities and below yield thresholds (medicinal plants, *Garcinia kola*, fuel wood), and most importantly, sustainable use methods and technologies will extend beyond the sacred forest and onto the surrounding rural landscape, providing substantial environmental benefits in terms of forest protection, water conservation, prevention of soil erosion, protection of wildlife and preservation of fragile ecosystems. Demonstrating that specific forest management practices can also produce tangible benefits to the surrounding communities (environmental products and services) will go a long way towards protecting other forest patches, controlling brush fires and implementing better farming and grazing methods in the rural landscape around sacred forests. Ecotourism for example (which the project can help leverage towards the end through feasibility studies and as a sustainability measure), will produce improved water management (supply and treatment) and solid waste disposal systems in the surrounding communities as demand for adequate services reaches into the villages and small towns around sacred forests. Establishing and sustainably managing buffer zones and connectivity corridors will enhance the resilience of ecosystems and improve adaptive conditions in face of climate change regimes.

85. *Financial sustainability:* This project will demonstrate that protecting sacred forests can produce tangible benefits for the surrounding communities while maintaining the flow of environmental services. The results and impacts on local communities of sustainable economic activities carried out within sacred forests and in the buffer zones will provide stimulus to create new businesses and enterprises, increase demand for public and private services and promote the establishment of new artisanal industries. These investments will strengthen local financial institutions including micro-lending and credit institutions and provide investment security and financial services needed for sustained investments from public and private sources. Conservation and sustainable management of sacred forest resources will set the stage for developing carbon credit opportunities both through REDD and CDM mechanisms which are likely to generate substantial economic resources for the participating communities. Under such conditions, international donor organizations and NGO are likely to invest in carbon sequestration and reforestation and thus expand the reach and impact of this project way beyond a sample of sacred forests.

86. *Socio-cultural sustainability:* The engagement of traditional authorities in the implementation of this project will strengthen their role as guardians and stewards of sacred forests. Moreover, the design of any sustainable resource use packages will have to be negotiated within the social and cultural context of the communities involved. During the PPG exercise (in workshops and in the field) traditional authorities, municipal authorities, special interest groups have expressed the desire to participate in the sacred forest project providing a strong basis for optimism in terms of the social and cultural sustainability of this initiative. In any case, given the often complex interactions between religious beliefs, social status, administration of authority and various business interests, the project will pay special attention to training involving conflict resolution and consensus building exercises. The project will invest in training and capacity building in order to implement participatory conservation management arrangements involving traditional authorities, municipal entities, NGO, community organizations and special interest groups. The effects of such training and capacity building will certainly be felt across the communities involved and contribute towards more effective participatory practices, improved

self-governance and more efficient planning and decision making in areas beyond natural resources management.

87. *Institutional sustainability*: The DGFRN has clearly shown to be fully committed to this project and most importantly has publicly committed to enlist as partners other projects involving natural resources which the DGFRN coordinates. Recognizing that lack of biological and ecological knowledge on sacred forest contributes to their vulnerability and increasing degradation, the DGFRN has also committed to strengthen data collection and information systems on these forest resources. The National Forest Inventory of 2007 –used as basis for analysis during the PPG, constitutes an excellent starting point to focus data collection on sacred forests, identifying knowledge gaps and organize management systems based on accurate data and updated information. Finally, the Ministry of Environment and Nature Protection as the GEF Focal Point is fully behind this initiative and provides the necessary political support eventually needed for project approval and implementation.

88. *Replicability*: Conservation and sustainable management initiatives to be carried out in 10 clusters involving 58 sacred forests across the country will send an important message and set the precedent that sacred forests are indeed a priority for environment and forest entities in Benin. Such a message will almost certainly translate into greater attention by local and national authorities on other sacred forests and spur local initiatives to conserve and sustainably manage these forest resources. This project will also test a number of community-based management arrangements that could be extrapolated or used as models elsewhere. Because so much of the proposed initiative will be generated by the community through participatory planning exercises and because activities of this project tend to strengthen confidence of traditional authorities, user associations and local organizations, other local groups around sacred forests will be motivated to initiate conservation and sustainable management actions on their own or with support from other projects. And finally, if this MSP project is successful, the DGFRN will propose follow-ups and promote national and international initiatives to include as many sacred forests as possible into the national system of PAs.

PART III: PROJECT MANAGEMENT ARRANGEMENTS

89. The project will be implemented by the United Nations Development Programme (UNDP), as the GEF Agency entrusted with funds, under its National Execution (NEX) modality over a period of four years, counting from the date of PRODOC signature (indicatively in Nov 2010) till Dec 2014. The lead executing agency will be the Directorate General of Forest and Natural Resources (DGFRN), which is institutionally linked to the Ministry of Environment and Nature Protection (MEPN) of Benin.

90. The DGFRN will establish collaboration agreements with key institutions, organisations and individuals that can play a key role in the implementation of the project, as defined within this project document. These may be at the local, national or international level, all according to UNDP procedures.

91. The project will receive policy guidance and oversight from a Project Steering Committee (PSC), which will be chaired, by default, by either the Director General (DG) for the DGFRN, or by the UNDP Resident Coordinator (RC), or by someone duly designated by each of them. The project's National Project Coordinator (NPC) will function as secretary to the PSC. Members of the PSC will include not only the DGFRN and UNDP representatives (including UNDP's Environment and Energy Group) but also any other institution (national or local), organisation or partner that have a financial stake in the project. Project co-financiers will by default be invited into the PSC. The PSC, which will function as the Project Board, is responsible for making management decisions, preferably on a consensus basis, including approving project work plans and budgetary and substantive revisions. Project assurance reviews will be made by this group at designated decision points throughout the course of the project, or as necessary when raised by the NPC through the chair.

92. The NPC will be responsible for the outputs being delivered by the project team, including of any agency engaged to deliver specific products under the project, on time, on scope and on budget. The NPC is also responsible for the application of all UNDP administrative and financial procedures, and for the efficient use of funding from UNDP and the GEF. The NPC will be supported by a project support team and a technical advisory team. The Project Management Unit (PMU) will be housed within the DGFRN premises (Cotonou) in order to reduce transaction costs and to build synergy and linkages with other relevant programs at the national level. The PMU will consist of the NPC, an administrative/finance assistant and a driver. In addition, the PMU will count on a core of technical staff, including a GEF Chief Technical Advisor (CTA), a senior national Finance & HR officer and several consultants, both national and international, who will hold contracts of varying duration and who will support the NPC with substantive implementation, as indicatively defined under 'Section IV - PART IV: Terms of References for key project staff'.

93. The CTA will be critical in terms of providing technical support to the PMU. He/she will be an expert in monitoring and evaluation, with demonstrated GEF experience and should preferably have primary technical expertise in the area of natural resource management with proven skills and experience in biodiversity conservation and protected areas management. The CTA will provide technical guidance to the NPC, project staff and other government counterparts in the areas of project management and planning, management of site activities, monitoring, and impact assessment. The CTA will assist with compiling lessons learned and sharing experiences internationally. Finally, the CTA will help coordinate the work of all consultants and sub-contractors, ensuring technical quality, timely delivery of expected outputs, and effective synergy among the various activities, including with other concurring projects. The NPC and the CTA will collaborate with other key development partners such as the European Commission, the African Development Bank and other financing partners (PAGEFCOM, PGFTR, ProCGRN, PAMF) to support a coherent and synergetic approach to biodiversity management in Benin.

94. In order to accord proper acknowledgement to the UNDP-GEF for providing funding, a GEF logo should appear on all relevant project publications, including among others, project hardware and vehicles purchased with UNDP-GEF funds. Any citation on publications regarding projects funded by UNDP-GEF should also accord proper acknowledgment to the GEF. The

UNDP logo should be equally prominent—and separated from the GEF logo if possible, as UN visibility is important for security purposes.

95. **Project Management Unit (PMU):** At the central level, a simple project implementation structure will be established and tasked with both implementing the project but also with the strengthening of the DGFRN's capacity to manage forest areas in general and through community-based arrangements in particular. The proposed structure of the PMU consists of a Program Manager which will also function as National Project Coordinator (NPC) and support staff. The role of the Program Manager is to oversee the implementation of the project. This function will be supported by streamlined secretarial, logistic and administrative support from DGFRN, while the project itself, through the technical assistance that it will mobilize, is expected to reinforce DGFRN capacity to manage Benin's forest resources.

96. More specifically, the role of the PMU will be to: (i) ensure the overall project management and monitoring according to UNDP rules on managing UNDP/GEF projects; (ii) facilitate communication and networking among key stakeholders in Benin; (iii) organize the meetings of the Project Steering Committee (PSC); and (iv) provide support to local stakeholders to realize the project's objective. The NPC shall be recruited through a selective process involving both DGFRN and UNDP. The NPC will be responsible for the administrative and technical coordination of the project and report progress upon feed-back received from the project partners, primarily UNPD's and DGFRN's management.

97. This core executive structure will be supported by the following two consultative structures:

- **Inter-Ministerial Committee** involving the MDGLAAT (*Ministère de la Décentralisation de la Gouvernance Locale, de l'Administration et de l'Aménagement du Territoire*) and the MEPN (*Ministère de l'Environnement et de la Protection de la Nature*), especially set for this project is a high level policy body of the Council of Ministers. It assembles the above mentioned Ministries and the Ministry of Agriculture and Rural Development (MADR) in order to articulate, coordinate, decide and implement measures to integrate biodiversity concerns in particular in the sectorial strategies, policies and programs, favoring sustainable development and the sustainable use of natural and biodiversity resources. This Committee meets in an ad hoc, issue-based manner and may be expanded in specific cases to include the regional, local governments and traditional authorities, as well as professional associations such as the Association of Practitioners of Traditional Medicine active at in and around sacred forests and working in close coordination with the Ministry of Public Health (MSP), if so requested through the chair.
- **Project's Steering Committee (Comite de Pilotage)** made up of different actors directly involved in the decision making process related to the strategic implementation of project activities. At least the following entities should be included, with the possibility of expanding membership in the Steering Committee according to special circumstances:
 - Director General of Forests and Natural Resources (DG/DGFRN);
 - Technical Advisor for Nature Protection of the MEPN (*Conseiller Technique à la Protection de la Nature*);

- Director of Programming and Perspective of the MDGLAAT (*Directeur de la Programmation et de la Prospective du Ministère de la Décentralisation*);
- Director of Programming and Perspective of the MEPN (*Directeur de la Programmation et de la Prospective du Ministère de l'Environnement et de la Protection de la Nature*);
- Resident Representative of UNDP in Benin or his/her Representative;
- Director of the Center for Research and Forestry Training (*Directeur du Centre d'Etude, de Recherche et de Formation Forestières (CERF)*);
- Director of Policy, Monitoring and Evaluation of the DGFRN (*Directeur des Politiques, du Suivi évaluation, et du contrôle de l'exploitation Forestière*);
- Representative of the Government Budget Office (*Ministère délégué Chargé du Budget*);
- Chief of the NEX Office and representative of the MDEPP (*Ministère d'Etat chargé de la Prospective, du Développement, de l'Evaluation des Politiques Publiques et de la Coordination de l'Action Gouvernementale*);
- One (01) representative of the National Council of Kings and Traditional Authorities (*Conseil National des Rois et dignitaires*);
- One (01) representative of the National Association of Municipalities (*Association Nationale des Communes du Bénin-ANCB*);
- One (01) representative of the National Association of Practitioners of Traditional Medicine (*tradithérapeute*);
- One (01) representative of the Non-Governmental Organizations (NGO) and other private entities dedicated to the conservation and sustainable use of forest resources in general and sacred forests in particular;
- Two representatives from village committees involved in the management and sustainable use of sacred forests.

98. The final composition of the PSC and their TOR will be finalized upon project inception.

99. UNDP: The Government of Benin has requested UNDP's assistance for the design and implementation of this MSP due to UNDP's proven record in Africa and globally in developing Protected Areas is one of UNDP's signature programs for its Ecosystems and Natural Resource Management cluster, providing support for the establishment and management of protected area particularly on aspects of policy, governance, institutional capacity and management know-how. Currently, UNDP is supporting a number of projects in West Africa focused on catalyzing the sustainability of protected areas in the region (Cape Verde, Mali, Niger and Senegal, etc.) with a significant impact on protected areas in the region. Project components will be implemented through the PMU established through project funds. In addition to the results and the activities enumerated above, the UNDP will be responsible for: (i) Ensuring professional and timely implementation of the activities and delivery of the reports and other outputs identified in the project document over for the GEF and other project financiers; (ii) Reviewing and make recommendations for reports produced under the project; and (iii) Establishing and endorsing the thematic areas, with a view to ensuring linkage to national policy goals, relevance, effectiveness and impartiality of the decision making process.

IMPLEMENTATION ARRANGEMENTS

100. A key objective of the proposed project is to ensure the participation of local communities and other stakeholders (e.g. traditional authorities, community groups, local NGOs, medicinal plant collectors, producer associations, etc.) in the conservation and management sacred forests and in sustainable resource management of the buffer zones. To this end, local governments, traditional leaders and existing community organizations, women's, producers and farmers' associations, as well as ecotourism and arts & crafts organizations, will be strengthened in their capacity to deal with conservation management issues (e.g. through activities foreseen in Outcome 2. These groups and associations, together with the local governments and traditional leaders will actively participate in the implementation of project activities. This coordination will improve community groups and local governments' capacity to; (i) manage community conservation areas (sacred forests); (ii) participate in natural resource management decisions with municipal and national authorities to affect positively the rural landscape around sacred forests; and (iii) undertake the agreement of traditional leaders, communities groups and municipal governments on proposed interventions in the sacred forests.

101. Training is also an essential component of the proposed project. Long-term training of technical and managerial staff will be carried out and will be aimed at developing community-based management capacity for the conservation and sustainable use of sacred forests at the national level and the local level. Specific targeted training activities will be planned in detail during the implementation phase and will include training activities such as participatory management zoning exercises, environmental M&E, database maintenance and economic analysis and valuation of natural resources. (Refer to specific descriptions under project Outcomes).

102. Voluntarism is equally essential for the operationalization of the Sacred Forest Conservation project. The project will count on an international United Nations Volunteer (UNV) paid by the project. This person will support several aspect linked to community engagement under Outcome 2. Requests for additional fully-funded UNVs will be directed to the UNV Office in Bonn, as gaps in key skills profiles to achieve the project's objectives are identified.

103. An effort will be made to engage people from the communities around sacred forests as volunteers, forest guards and village collaborators. In order to manage the volunteering and guards program at DGFRN¹⁷, the following is foreseen: (i) the international UNV will be tasked with leading the selection of candidates, training them and providing technical guidance on-the-job on ecological monitoring and surveillance of protected forest; and (ii) The Chief Technical Advisor is also expected to provide a contribution to key aspects of sacred forest conservation finance foreseen under the project and to assist with additional resource mobilization.

104. Gender 'mainstreaming' will be promoted and closely monitored. Due to the nature of traditional activities at the project sites, it is expected that women will play an important role in

¹⁷ Financing for such program would still need to be mobilized. But MEPN's letter of co-financing indicates that this can be achieved once the project starts.

all project activities, including management, training and establishment of alternative livelihood related options, enabling them to reach and maintain sustainable levels of resource use.

105. An inception workshop will be held, preferably within 3 months (but not more than 6 months) to ensure an effective project start up. This workshop will serve; (i) to inform all stakeholders of the project's inception; (ii) to familiarize stakeholders with project outputs and goals; (iii) to refine the SRF indicators, the selected outputs and develop activities; (iv) if applicable to develop an M&E framework specific to site-level activities and (v) to finalize TORs for the Steering Committee, subcontracts, other project consultants and long term training.

PROJECT MANAGEMENT

Project Oversight

106. Oversight of project activities will be the responsibility of two committees: the Project Steering Committee (PSC) and an Interministerial Committee involving the MDGLAAT (*Ministère de la Décentralisation de la Gouvernance Locale, de l'Administration et de l'Aménagement du Territoire*) and the MEPN (*Ministère de l'Environnement et de la Protection de la Nature*), especially set for this project. The PSC will also include partner organizations and representatives of international and bilateral aid agencies.

107. Day-to-day operational oversight will be ensured by UNDP, through the UNDP Office in Cotonou, and strategic oversight by the Regional Technical Advisor (RTA) responsible for the project at UNDP's Environment and Energy Group's (EEG) Regional Coordination Unit (RCU).

Project Management at the central level

108. The project activities will be coordinated and implemented by the DGFRN through the Project Management Unit (PMU). This Unit will operate within the DGFRN and will be directed by the Project Coordinator, assisted by the Chief Technical Advisor and consultants, and supported by DGFRN's administrative and logistical staff.

109. The Project Steering Committee (PSC) will meet at least once a year and its members include representatives of all major stakeholders. The PSC's role is to review and provide guidance on plans and budget allocation during project implementation. The Interministerial Committee meets on an ad hoc basis, given that it is a committee of the Council of Ministers and the agenda is defined by the chair. The PSC will be chaired, by default, by either the Director General (DG) for the DGFRN, or by the UNDP Resident Coordinator (RC), or by someone duly designated by each of the two. The project's National Project Coordinator (NPC) will function as secretary to the PSC.

Project Management at the Site Level

110. At the local (sacred forest) level project implementation will be carried out through the establishment of Sacred Forests Management Committees (*Comité Communal de Contrôle et Suivi de Gestion de la forêt sacrée* (SFMC)). The SFMC will be established by the Municipal government through the corresponding Ordinance and will include: three delegates from the local government, two members chosen among traditional authorities (king, village chief, voodoo priest, etc.), two members representing trade and producer associations and two members representing local organizations, NGOs, farmer cooperatives, women's groups, etc. Other relevant stakeholders will be invited depending on each case and the socio-cultural and economic context of each sacred forest. This Committee will oversee project implementation and will be the conduit of decision-making at the local level. It will also serve as a forum for debate and conflict resolution and mediation.

PART IV: MONITORING AND EVALUATION PLAN AND BUDGET

MONITORING AND REPORTING

111. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Country Office (UNDP-CO) with support from the UNDP/GEF Regional Coordination Unit in Dakar. The Logical Framework Matrix (see SRF chapter) provides performance and impact indicators for project implementation along with their corresponding means of verification. The METT tool (in Annex 5) and Capacity Assessment Scorecard (Annex 4) will all be used as instruments to monitor progress in PA management effectiveness. The M&E plan includes: inception report, project implementation reviews, quarterly and annual review reports, a mid-term and final evaluation. The following sections outline the principle components of the Monitoring and Evaluation Plan and indicative cost estimates related to M&E activities. The project's Monitoring and Evaluation Plan will be presented and finalized in the Project's Inception Report following a collective fine-tuning of indicators, means of verification, and the full definition of project staff M&E responsibilities.

Inception Phase

112. A Project Inception Workshop will be conducted with the full project team, relevant government counterparts, co-financing partners, the UNDP-CO and representation from the UNDP-GEF Regional Coordinating Unit, as well as UNDP-GEF (HQs) as appropriate. A fundamental objective of this Inception Workshop will be to assist the project team to understand and take ownership of the project's goal and objective, as well as finalize preparation of the project's first annual work plan on the basis of the logframe matrix. This will include reviewing the logframe (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise, finalizing the Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project. Additionally, the purpose and objective of the Inception Workshop (IW) will be to: (i) introduce project staff with the UNDP-GEF team which will support the project during its

implementation, namely the CO and responsible Regional Coordinating Unit staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and RCU staff vis à vis the project team; (iii) provide a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, the Annual Review Report (ARR), as well as mid-term and final evaluations. Equally, the Inception Workshop will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews, and mandatory budget rephasings. The IW 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 project staff and 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.

Monitoring responsibilities and events

113. A detailed schedule of project review meetings will be developed by the project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Project Board Meetings and (ii) project related Monitoring and Evaluation activities. 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. The Project Manager will fine-tune the progress and performance/impact indicators of the project in consultation with the full project team at the Inception Workshop with support from UNDP-CO and assisted by the UNDP-GEF Regional Coordinating Unit. Specific targets for the first year implementation progress indicators together with their means of verification will be developed at this 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.

114. Measurement of impact indicators related to global biodiversity benefits will occur according to the schedules defined in the Inception Workshop, using METT scores. The measurement of these will be undertaken through subcontracts or retainers with relevant institutions. Periodic monitoring of implementation progress will be undertaken by the UNDP-CO through quarterly meetings with the Implementing Partner, or more frequently as deemed necessary. This 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.

115. Annual Monitoring will occur through the Project Board Meetings (PBM). This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to PBMs two times a year. The first such meeting will be held within the first six months of the start of full implementation.

116. The Project Manager in consultations with UNDP-CO and UNDP-GEF RCU will prepare a UNDP/GEF PIR/ARR and submit it to PBM members at least two weeks prior to the PBM for review and comments. The PIR/ARR will be used as one of the basic documents for discussions in the PB meeting. The Project Manager will present the PIR/ARR to the Project Board, highlighting policy issues and recommendations for the decision of the PBM participants. The Project Manager also informs the participants of any agreement reached by stakeholders during the PIR/ARR preparation on how to resolve operational issues. Separate reviews of each project component may also be conducted if necessary. The Project Board has the authority to suspend disbursement if project performance benchmarks are not met. Benchmarks will be developed at the Inception Workshop, based on delivery rates, and qualitative assessments of achievements of outputs.

117. The terminal PBM is held in the last month of project operations. The Project Manager is responsible for preparing the Terminal Report and submitting it to UNDP-CO and UNDP-GEF RCU. It shall be prepared in draft at least two months in advance of the terminal PBM in order to allow review, and will serve as the basis for discussions in the PBM. The terminal meeting 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. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation or formulation.

118. UNDP Country Offices and UNDP-GEF RCU as appropriate, will conduct yearly visits to project sites based on an agreed upon schedule to be detailed in the project's Inception Report/Annual Work Plan to assess first hand project progress. Any other member of the Project Board can also accompany. A Field Visit Report/BTOR will be prepared by the CO and UNDP-GEF RCU and circulated no less than one month after the visit to the project team, all Project Board members, and UNDP-GEF.

Project Reporting

119. The Project Manager in conjunction with the UNDP-GEF extended team will be responsible for the preparation and submission of the following reports that form part of the monitoring process. The first six reports are mandatory and strictly related to monitoring, while the last two have a broader function and the frequency and nature is project specific to be defined throughout implementation.

120. A Project Inception Report will be prepared immediately following the Inception Workshop. It will include a detailed First Year/ Annual Work Plan divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of the project. This Work Plan will include the dates of specific field visits, support missions from the UNDP-CO or the Regional Coordinating Unit (RCU) or consultants, as well as time-frames for meetings of the project's decision making structures. 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. The

Inception 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 effect project implementation. When finalized, the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the IR, the UNDP Country Office and UNDP-GEF's Regional Coordinating Unit will review the document.

121. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As a self-assessment by the project management, it does not require a cumbersome preparatory process. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Project Progress Report (PPR) covering the whole year with updated information for each element of the PPR as well as a summary of results achieved against pre-defined annual targets at the project level. As such, it can be readily used to spur dialogue with the Project Board and partners. An ARR will be prepared on an annual basis prior to the Project Board meeting 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 ARR should consist of the following sections: (i) project risks and issues; (ii) project progress against pre-defined indicators and targets and (iii) outcome performance.

122. The Project Implementation Review (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 ongoing projects. Once the project has been under implementation for a year, a Project Implementation Report must be completed by the CO together with the project team. The PIR should be participatorily prepared in July and discussed with the CO and the UNDP/GEF Regional Coordination Unit during August with the final submission to the UNDP/GEF Headquarters in the first week of September.

123. Quarterly progress reports: Short reports outlining main updates in project progress will be provided quarterly to the local UNDP Country Office and the UNDP-GEF RCU by the project team.

124. UNDP ATLAS Monitoring Reports: A Combined Delivery Report (CDR) summarizing all project expenditures, is mandatory and should be issued quarterly. The Project Manager should send it to the Project Board for review and the Implementing Partner should certify it. The following logs should be prepared: (i) The Issues Log is used to capture and track the status of all project issues throughout the implementation of the project. It will be the responsibility of the Project Manager to track, capture and assign issues, and to ensure that all project issues are appropriately addressed; (ii) the Risk Log is maintained throughout the project to capture potential risks to the project and associated measures to manage risks. It will be the responsibility of the Project Manager to maintain and update the Risk Log, using Atlas; and (iii) the Lessons Learned Log is maintained throughout the project to capture insights and lessons based on good and bad experiences and behaviours. It is the responsibility of the Project Manager to maintain and update the Lessons Learned Log.

125. Project Terminal Report: During the last three months of the project the project team will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the Project, lessons learnt, objectives met, or not achieved, structures and systems implemented, etc. and will be the definitive statement of the Project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the Project's activities.

126. Periodic Thematic Reports: As and when called for by UNDP, UNDP-GEF or the Implementing Partner, the project team will prepare Specific Thematic Reports, focusing on specific issues or areas of activity. The request for a Thematic Report will be provided to the project team in written form by UNDP and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of lessons learnt exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered. UNDP is requested to minimize its requests for Thematic Reports, and when such are necessary will allow reasonable timeframes for their preparation by the project team.

127. Technical Reports are detailed documents covering specific areas of analysis or scientific specializations within the overall project. As part of the Inception Report, the project team will prepare a draft Reports List, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the Project, and tentative due dates. Where necessary this Reports List will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by external consultants and should be comprehensive, specialized analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels.

128. Project Publications will form a key method of crystallizing and disseminating the results and achievements of the Project. These publications may be scientific or informational texts on the activities and achievements of the Project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of these Reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these Publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

INDEPENDENT EVALUATIONS, AUDITS AND FINANCIAL REPORTING

129. The project will be subjected to at least two independent external evaluations as follows: An independent Mid-Term Evaluation will be undertaken at exactly the mid-point of the project lifetime. The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and

actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the UNDP-GEF Regional Coordinating Unit.

130. An independent Final Evaluation will take place three months prior to the terminal Project Board meeting, and will focus on the same issues as the mid-term evaluation. 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 Final Evaluation should also provide recommendations for follow-up activities. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the UNDP-GEF Regional Coordinating Unit.

LEARNING AND KNOWLEDGE SHARING

131. Results from the project will be disseminated within and beyond the project intervention zone through a number of existing information sharing networks and forums. In addition, the project will participate, as relevant and appropriate, in UNDP/GEF sponsored networks, organized for Senior Personnel working on projects that share common characteristics. UNDP/GEF Regional Unit has established an electronic platform for sharing lessons between the project coordinators. 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 through lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identify and analyzing lessons learned is an on-going process, and the need to communicate such lessons as one of the project's central contributions is a requirement to be delivered not less frequently than once every 12 months. UNDP/GEF shall provide a format and assist the project team in categorizing, documenting and reporting on lessons learned.

AUDIT CLAUSE

132. The Government will provide the Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in the Programming and Finance manuals. The Audit will be conducted according to UNDP financial regulations, rules and audit policies by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government.

Table 7. M&E Activities, Responsibilities, Budget and Time Frame

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop	Project Coordinator UNDP CO UNDP GEF	8,000	Within first two months of project start up
Inception Report	Project Team UNDP CO	None	Immediately following IW
Measurement of Means of Verification for Project Purpose Indicators	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. Indicative cost: 5,000.	Start, mid and end of project
Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis)	Oversight by Project Manager Project team	To be determined as part of the Annual Work Plan's preparation. Indicative cost: 5,000 (annually); total: 15,000	Annually prior to ARR/PIR and to the definition of annual work plans
ARR and PIR	Project Team UNDP-CO UNDP-GEF	None	Annually
Quarterly progress reports	Project team	None	Quarterly
CDRs	Project Manager	None	Quarterly
Issues Log	Project Manager UNDP CO Programme Staff	None	Quarterly
Risks Log	Project Manager UNDP CO Programme Staff	None	Quarterly
Lessons Learned Log	Project Manager UNDP CO Programme Staff	None	Quarterly
Mid-term Evaluation	Project team UNDP- CO UNDP-GEF Regional Coordinating Unit External Consultants (i.e. evaluation team)	25,000	At the mid-point of project implementation.
Final Evaluation	Project team, UNDP-CO UNDP-GEF Regional Coordinating Unit External Consultants (i.e. evaluation team)	25,000	At the end of project implementation
Terminal Report	Project team UNDP-CO	0	At least one month before the end of the project

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
	local consultant		
Lessons learned	Project team UNDP-GEF Regional Coordinating Unit (suggested formats for documenting best practices, etc.)	1,000 (average 250 per year x 4)	Yearly
Audit	UNDP-CO Project team	3,000	Yearly
TOTAL indicative COST <i>Excluding project team staff time and UNDP staff and travel expenses</i>		US\$ 82,000	

PART V: LEGAL CONTEXT

133. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Benin and the United Nations Development Programme, signed by the parties on **June 2007**. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

134. The UNDP Resident Representative in Cotonou is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by the UNDP-EEG Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision of, or addition to, any of the annexes to the Project Document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d) Inclusion of additional annexes and attachments only as set out here in this Project Document.

SECTION II: STRATEGIC RESULTS FRAMEWORK (SRF) AND GEF INCREMENT

PART I: STRATEGIC RESULTS FRAMEWORK, SRF (FORMERLY GEF LOGICAL FRAMEWORK) ANALYSIS

INDICATOR FRAMEWORK AS PART OF THE SRF

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and Assumptions
Objective – To promote the sustainable use of Benin's Sacred Forests as a network of community- managed conservation areas incorporated into the national system of protected areas.	1. Sacred forests distributed across Benin are protected and legally established as community- managed conservation areas	0 sacred forests are legally recognized as protected areas within Benin's protected areas system	58 sacred forests are legally recognized as protected areas within Benin's PA system	Official documents and National Gazette (Forestry Code revised)	Risks: Political priorities change and support for the conservation of sacred forests diminishes; Institutional capacity is inadequate and monitoring and evaluation capacity insufficient. Community groups, traditional and municipal authorities do not participate in decision making and invalidate the conservation planning process.
	2. Status of emblematic species (plant or animal) within each sacred forest cluster	No sacred forest has established a baseline for emblematic species of plants (<i>Coccoloba</i> <i>kola</i>) and animal species (<i>Parotacus</i> <i>erithacus</i> and <i>Colobus</i> <i>vellicosus</i>)	A baseline of emblematic and/or rare species of plants and/or animal will be established within each one of the 10 sacred forest clusters at the start of project activities.	Biological inventories and baseline studies, project monitoring and progress reports	Assumption: Political support for the conservation of sacred forests remain a priority of the GoB and cooperation with communities and partner organizations is effectively consolidated around project components and activities; Technical and monitoring capacity is established and maintained throughout project execution; Communities and village authorities collaborate fully with the project and actively participate in decision making
	3. Number of forest management and conservation committees established at the village level	Few sacred forests are managed under informal arrangements involving traditional authorities and villages councils	58 sacred forests are managed using formal conservation management plans and village committees supervised by forest authorities	Sacred forest conservation plans and project monitoring and progress reports and DGFRN annual reports	

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and Assumptions
Outcome 1 – Degradation and encroachment of Sacred Forests halted	1. Increased scores on the GEF4's PA Management Effectiveness Tracking Tool "METT" for all five target sites within the [10] sacred forest clusters <i>Refer to Annex 5 for the complete Tracking Tool</i>	[1] 29 [2] 29 [3] 29 [4] 34 [5] 29 [6] 28 [7] 29 [8] 30 [9] 36 [10] 29	All scores \geq 40 by the MTE All scores are \geq 50 by end of project	Application of the GEF4's PA Management Effectiveness Tracking Tool "METT" for all [10] sacred forest clusters vetted by mid-term and final evaluations	Risk: Different interests and cultural perceptions (sacred forests and their uses) impede development of effective partnerships and make collaboration among key stakeholders difficult; conflict resolution ineffective; external pressures to continue depredation of sacred forest resources increases; Climate change exacerbates habitat fragmentation in terrestrial ecosystems and reduces connectivity Assumption: Communities, traditional authorities and public entities collaborate effectively and efficiently to implement conservation and sustainable use measures in sacred forests and buffer zones; protected ecosystems regenerate from degradation and are resilient enough to withstand the most immediate climate change effects
Outcome 2 – Biodiversity is conserved and sustainably used in 6 clusters of Sacred Forests	1. Increased scores on the UNDP's Capacity Development Scorecard for Protected Areas Management over the baseline 2. Visible boundaries established around sacred forests	Systemic 14 / 30 (44%) Institutional 24 / 45 (54%) Individual 10 / 21 (46%) (General avg. 49%) <i>Refer to Annex 3 for summarized and detailed scores.</i>	Scores, expressed in absolute terms, increase by at least 20%	Application of UNDP's Capacity Development Scorecard through CEO Endorsement, mid-term and final evaluations Project reports BTORs of supervisory missions	Risks: Different interests and cultural perceptions (sacred forests and their uses) impede development of effective partnerships and make collaboration among key stakeholders difficult. Institutional instability on the part of forestry authorities at the central and local levels; External pressures to continue depredation of sacred forest resources increases; Climate change exacerbates habitat fragmentation in terrestrial ecosystems and reduces connectivity. Assumptions: Communities, traditional authorities and public entities collaborate effectively and efficiently to implement

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and Assumptions
	<p>3. Number of community-based institutions are functioning in sites within sacred forest clusters.</p> <p>4. Partnerships agreements reached between different levels of government authorities, traditional religious groups and other stakeholders.</p>	<p>No functioning institutions are functioning in sites.</p> <p>Only a few ad hoc partnerships</p>	<p>Institutions are functioning in at least 30 sites within 6 sacred forest clusters.</p> <p>Tools and technical assistance support for the development of these partnerships are in place and they are effective in at least 5 sites.</p>	<p>MTE and FEV reports</p> <p>Project reports</p> <p>BTORs of supervisory missions</p> <p>MTE and FEV reports</p> <p>Project reports</p> <p>BTORs of supervisory missions</p>	<p>conservation and sustainable use measures in sacred forests and buffer zones; protected ecosystems regenerate from degradation and are resilient enough to withstand the most immediate climate change effects.</p>
<p>Outcome 3 – Sustainable use models around sacred forests are implemented on a demonstration basis</p>	<p>1. Number of forest resources exploited in sustainable use regimes around sacred forests</p>	<p>Resources from sacred forests are not necessarily being exploited in a sustainable manner</p>	<p>Programmes are in place in 10% of sites for the implementation of (a) MHP production, (b) sustainable NTFP (including <i>Garcinia kola</i>, <i>Khaya senegalensis</i>), small animal husbandry (grasscutters), apiculture, heliculture and mushrooms, and (c) ecotourism and cultural tourism.</p>	<p>MTE and FEV reports</p> <p>Project reports</p> <p>BTORs of supervisory missions</p>	<p><u>Risks:</u> Technical, organizational and economic variables change over time making planned interventions and investments less relevant and profitable; Institutional/political support weakens, partnerships disband, financial resources diminish and communities lose faith in GoB interventions.</p> <p><u>Assumption:</u> pilot experiences in sustainable use of forest resources focus the attention of GoB entities and communities, participation remains strong and actual market conditions and economic assumptions are correct.</p>

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and Assumptions
	<p>2. Communities' perception of their livelihood stake in the good stewardship of sacred forest resources, measured through the periodic and independent application of the 'Most Significant Change' (MSC) technique</p>	<p><u>Not Applicable</u></p> <p>The MSC technique is to be applied once the project has been launched and some form of change has occurred. The baseline corresponds to all assessments that corroborate the situation analysis for this project, particularly with respect to land-uses and livelihoods.</p>	<p>Changes in livelihoods are perceived through the independent application of the MSC technique</p>	<p>Results and analysis from the application of the MSC technique by mid-term and final evaluators</p>	

LIST OF OUTPUTS PER OUTCOME AS PART OF THE SRF

Project's Development Goal: To conserve globally significant biodiversity in Benin by protecting and sustainably managing biologically and culturally significant forest resources	
Project Objective: To promote the sustainable use of Benin's Sacred Forests as a network of community-managed conservation areas incorporated into the national system of protected areas	
Outcomes	Outputs
(1) Degradation and encroachment of Sacred Forests halted	<ul style="list-style-type: none"> 1.1 Policy and legal framework to allow for PA expansion through the incorporation of sacred forest as community conservation areas 1.2 Institutional changes facilitating the adoption of a new management structure for sacred forests with the participation of the community and traditional authorities 1.3 Sacred forest participatory planning exercises to enable conservation management and sustainable use of buffer zones 1.4 Policies and initiatives create and support incentives for good forest stewardship in Sacred Forests
(2) Biodiversity is conserved and sustainably used in 6 clusters of Sacred Forest	<ul style="list-style-type: none"> 2.1 Local forest management institutions are created and sustainably maintained 2.2 Buffer zones and connectivity corridors are demarcated and the corresponding sustainable management plans prepared. 2.3 Partnerships agreements reached between different levels of government authorities, traditional religious groups and other partners. 2.4 Biodiversity monitoring systems developed and data contributing towards a "Sacred Forests Knowledge Repository"
(3) Sustainable use models around sacred forests are implemented on a demonstration basis	<ul style="list-style-type: none"> 3.1 Sustainable use regimes defined in partnership with research institutions and through participatory planning processes. 3.2 Sustainable production kits for NTFP, medicinal plants and ecotourism services developed in partnership with research institutions, community groups and NGO 3.3 Implementation on a pilot basis of sustainable use packages in 10 sacred

135. A detailed activity list and a chronogram of activities per output is under development and will be finalised upon project inception.

SECTION III: Total Budget and Work Plan

Award ID:	L.b.d.	Business Unit:	B0340
Project ID:	L.b.d.	Project Title:	Incorporation of Sacred Forests into the Protected Areas System of Benin
Award Title:	PIMS 2823 Benin Sacred Forest	(UNDP's Executing Agency)	General Directorate of Forests and Natural Resources

GEF Outcome/Atlas Activity	Resp. Party/ Impl. Agent	Fund ID	Donor Name	ATLAS Budget Code	Atlas Budget Description	TOTAL Amount (USD)	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Notes
(1) Degradation and encroachment of Sacred Forests halted	NEX	62000	GEF-10003	71200	International Consultants	36,000	12,000	12,000	12,000	a
	NEX	62000	GEF-10003	71400	Contractual Services - Individ	180,000	60,000	90,000	30,000	b
	NEX	62000	GEF-10003	71600	Travel	16,000	5,333	5,333	5,333	c
	NEX	62000	GEF-10003	72100	Contractual Services-Companies	6,500	2,167	2,167	2,167	d
	NEX	62000	GEF-10003	72800	Information Technology Equipmt	5,000	5,000			e
	GEF Subtotal Atlas Activity 1 (Outcome 1)						243,500	84,500	109,500	49,500
Forests halted	NEX	04000	UNDP TRAC - 00012	71300	Local Consultants	12,000	10,000	2,000		f
	NEX	04000	UNDP TRAC - 00012	71400	Contractual Services - Individ	120,000	40,000	60,000	20,000	g
TRAC Subtotal Atlas Activity 1 (Outcome 1)						132,000	50,000	62,000	20,000	
TOTAL ACTIVITY 1 (Outcome 1)						375,500	134,500	171,500	69,500	
(2) Biodiversity is conserved and sustainably used in 6 clusters of Sacred Forest basis	NEX	62000	GEF-10003	71200	International Consultants	36,000	12,000	12,000	12,000	h
	NEX	62000	GEF-10003	71400	Contractual Services - Individ	75,000	15,000	30,000	30,000	i
	NEX	62000	GEF-10003	71500	UN Volunteers	75,000	15,000	30,000	30,000	j
	NEX	62000	GEF-10003	71600	Travel	32,000	10,667	10,667	10,667	k
	NEX	62000	GEF-10003	72100	Contractual Services-Companies	70,000	20,000	40,000	10,000	l
	NEX	62000	GEF-10003	72800	Information Technology Equipment	5,000	4,000		1,000	e
	NEX	62000	GEF-10003	73200	Premises Alternations	35,000	35,000			m
	NEX	62000	GEF-10003	74100	Professional Services	42,000	14,000	14,000	14,000	n
	NEX	62000	GEF-10003	74500	Miscellaneous Expenses	1,500	500	500	500	o
	GEF Subtotal Atlas Activity 2 (Outcome 2)						371,500	126,167	137,167	108,167
Sacred Forest basis	NEX	04000	UNDP TRAC - 00012	72200	Equipment and Furniture	50,000	50,000		0	p
	TRAC Subtotal Atlas Activity 2 (Outcome 2)						50,000	50,000	0	0
TOTAL ACTIVITY 2 (Outcome 2)						421,500	176,167	137,167	108,167	
(3) Sustainable use models around sacred forests are implemented	NEX	62000	GEF-10003	72100	Contractual Services-Companies	80,000	26,667	26,667	26,667	q
	NEX	62000	GEF-10003	72500	Supplies	10,000	3,333	3,333	3,333	r
	NEX	62000	GEF-10003	72600	Grants	145,000	48,333	48,333	48,333	s
	NEX	62000	GEF-10003	72800	Information Technology Equipment	5,000	5,000			e
GEF Subtotal Atlas Activity 3 (Outcome 3)						240,000	83,333	78,333	78,333	

GEF Outcome/Atlas Activity	Resp. Party/ Impl. Agent	Fund ID	Donor Name	ATLAS Budget Code	Atlas Budget Description	TOTAL Amount (USD)	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Notes
on a demonstration	NEX	04000	UNDP TRAC - 00012	71300	Local Consultants	76,000	25,333	25,333	25,333	t
TRAC: Subtotal Atlas Activity 3 (Outcome 3)						76,000	25,333	25,333	25,333	
TOTAL ACTIVITY 3 (Outcome 3)						316,000	108,667	103,667	103,667	
	NEX	62000	GEF-10003	71400	Contractual Services - Individ	72,000	24,000	24,000	24,000	u
	NEX	62000	GEF-10003	71600	Travel	5,000	1,667	1,667	1,667	v
	NEX	62000	GEF-10003	74100	Professional Services	16,000	5,333	5,333	5,333	w
	NEX	62000	GEF-10003	74500	Miscellaneous Expenses	2,000	667	667	667	o
GEF Subtotal Atlas Activity 4 (Project Management)						95,000	326,000	311,000	311,000	
	NEX	04000	UNDP TRAC - 00012	71200	International Consultants	30,000		15,000	15,000	x
	NEX	04000	UNDP TRAC - 00012	71300	Local Consultants	10,000		5,000	5,000	y
	NEX	04000	UNDP TRAC - 00012	71400	Contractual Services - Individ	114,000	38,000	38,000	38,000	z
	NEX	04000	UNDP TRAC - 00012	71600	Travel	25,000	8,333	8,333	8,333	aa
	NEX	04000	UNDP TRAC - 00012	72200	Equipment and Furniture	50,000	50,000			bb
	NEX	04000	UNDP TRAC - 00012	72500	Supplies	11,000	3,667	3,667	3,667	cc
	NEX	04000	UNDP TRAC - 00012	74500	Miscellaneous Expenses	2,000	667	667	667	o
TRAC: Subtotal Atlas Activity 4 (Project Management)						242,000	100,667	70,667	70,667	
TOTAL ACTIVITY 4 (Project Management)						337,000	426,667	381,667	381,667	
TOTAL GEF						950,000	629,000	636,000	547,000	
TOTAL TRAC						500,000	226,000	158,000	116,000	
GRAND TOTAL						1,450,000	846,000	794,000	663,000	

Budget Notes
a Short term Int. Consultant (retainer): Protected Areas Planning and Management specialist (12 weeks).
b Int. Consultants: Chief Technical Advisor (2-3 years on a retainer basis).
c Travel in connection with missions and project activities
c Travel in connection with missions and project activities
d Consultations, including inception workshop
e IT equipment for project activities (Cotonou and Parakou offices): (\$5K): Acquisition of Laptops (3@1200), software licenses (3@5300) and printer (1@200) and
f Short-term national consultants: Traditional medicine Market Chain specialist (12 weeks) - development of legal and policy frameworks for sacred forests.
g Project Core team: Socio-economist/Community Development Specialist (2 years); Institutional Development specialist (2 years).
h Short term Int. Consultant (retainer): Ecotourism specialist (12 weeks).
i Project Core team: Ecological Monitoring Forestry specialist (2.5 years)
j UNV - Finance and Human Resources Expert (2.5 years)
k Various travel costs in connection with activities, workshops and consultations.
l Services: (1) Forest Rangers and Park Rangers at least 5 community rangers complementing government financed rangers (\$20K); (2) Int. Specialist Services bundled (50%): (2a) Forest Ecologist/Survey specialist; (2b) Alternative Livelihoods - NTFP specialist; (2c) Training of Community Rangers (\$50K)
m Recuperating essential sacred forest management infrastructures and site office.

Budget Notes	
n	Driver (site level) (3 years)
o	Misc costs: may include Insurance, bank charges, repairs, communication costs and other sundries for the project activities.
p	Two all-terrain project vehicles
q	Services: (1) Site Level Consultations (\$30K); (2) Int. Specialist Services bundled (50%): (2a) Forest Ecologist/Survey specialist; (2b) Alternative Livelihoods - NTFP specialist; (2c) Training of Community Rangers (\$50K)
r	Fuel, tires, etc. and other supplies
s	Small Grants Program for NGO in NTFP and sustainable production pilot projects to achieve the following outputs: 2.1 Local forest management institutions are created and sustainably maintained; 2.2 Buffer zones and connectivity corridors are demarcated and the corresponding sustainable management plans prepared; 2.3 Partnerships agreements reached between different levels of government authorities, traditional religious groups and other partners; and 2.4 Biodiversity monitoring systems developed and data contributing towards a "Sacred Forests Knowledge Repository".
t	National Short-term consultant (retainers): Alternative Livelihoods / Community Development specialist (20 weeks); Landscape Management specialist (20 weeks); Sustainable Resource Use specialist (12 weeks); Forest Ecologist (12 weeks); Remote sensing and forest cover monitoring (12 weeks)
u	Project core team: National Project Coordinator (2 years - costs shared btw GEF and UNDP)
v	Domestic travel in connection with monitoring visits: road travel to visit sites by Project Coord. And CTA.
w	Web development; Audit; Translations and editorial services.
x	Project Evaluation (int) (10 weeks)
y	Project Evaluation (nat) (10 weeks)
z	Project core team: (1) National Project Coordinator (1.5 years - costs shared btw GEF and UNDP); (2) Project Assistant / HR and finance (3 years)
aa	Various travel costs
bb	Vehicles UNDP (with driver, insurance and maintenance) (\$40K); Office furniture and other costs (\$10K).
cc	Various supplies, including stationary etc.

SECTION IV: ADDITIONAL INFORMATION

PART I: OTHER AGREEMENTS

CO-FINANCING LETTERS

[Refer to separate file for letters]

Letter Number/ Ref.	Name of Co-financier	Date	Language	Amounts mentioned in letters	Amounts considered as project co-financing (in USD)
1	DEPARTEMENT DES COLLINES – Commune de Ouèssè	18-May-10	French	15,000,000 XOF	\$27,921
2	DEPARTEMENT DU BORGOU – Commune de Parakou	12-Apr-10	French	12,500,000 XOF	\$23,268
3	DEPARTEMENT DU COUFFO – Commune d'Aplahoué	23-Mar-10	French	25,000,000 XOF	\$46,535
4	DEPARTEMENT DES COLLINES – Commune de Bantè	23-Mar-10	French	25,000,000 XOF	\$46,535
5	DEPARTEMENT DU ZOU – Commune de Bohicon	15-Mar-10	French	25,000,000 XOF	\$46,535
6	DEPARTEMENT DU COUFFO – Commune de Djakotomé	16-Mar-10	French	25,000,000 XOF	\$46,535
7	DEPARTEMENT DE L'OUEME – Commune d'Adjara	26-Apr-10	French	25,000,000 XOF	\$46,535
8	DEPARTEMENT DES COLLINES – Commune de Glazoué	22-Mar-10	French	25,000,000 XOF	\$46,535
9	DEPARTEMENT DE L'ALIBORI – Commune de Bankosara	17-Mar-10	French	25,000,000 XOF	\$46,535
10	DEPARTEMENT DES COLLINES – Commune de Savalou	15-Mar-10	French	25,000,000 XOF	\$46,535
11	DEPARTEMENT DE LA DONGA – Commune de Djougou	19-Mar-10	French	25,000,000 XOF	\$46,535
13	DEPARTEMENT DE L'ATACORA ET DE LA DONGA – Commune de Coby	19-Apr-10	French	25,000,000 XOF	\$46,535
14	DEPARTEMENT DE LA DONGA – Commune de Bassila	29-Apr-10	French	25,000,000 XOF	\$46,535
15	DEPARTEMENT DE L'ATACORA – Commune de Kérou	18-Mar-10	French	5,000,000 XOF	\$9,307
16	DEPARTEMENT DU ZOU – Commune de Zogbodomey	07-May-10	French	25,000,000 XOF	\$46,535
17	DEPARTEMENT DU BORGOU – Commune de Bemberké	05-May-10	French	25,000,000 XOF	\$46,535
18	DEPARTEMENT DU BORGOU – Commune de Tchaourou	10-May-10	French	25,000,000 XOF	\$46,535
19	DEPARTEMENT DE L'OUEME – Commune d'Avrankou	25-Mar-10	French	25,000,000 XOF	\$46,535
20	DEPARTEMENT DE L'ALIBORI – Commune de Ségbana	12-May-10	French	25,000,000 XOF	\$46,535
21	DEPARTEMENT DE PLATEAU – Commune de Adja-Ouèrè	20-May-10	French	25,000,000 XOF	\$46,535
22	CEBEDES-Xudodo. ONG – Centre Béninois pour le Développement Economique et Social	10-Jun-10	French	50,000,000 XOF	\$93,070
23	DEPARTEMENT DE L'OUEME – Commune des Aguégus	09-Jun-10	French	25,000,000 XOF	\$46,535
24	ONG NATURE TROPICALE	14-Jun-10	French	25,000,000 XOF	\$70,000
25	DEPARTEMENT DU COUFFO – Commune de Dogbo	18-May-10	French	25,000,000 XOF	\$46,535
26	DEPARTEMENT DU MONO – Commune de Bopa	10-May-10	French	25,000,000 XOF	\$46,535
27	DEPARTEMENT DE L'ATACORA – Commune de Toncountouna	17-May-10	French	25,000,000 XOF	\$46,535
28	GRABÉ-BENIN ONG (Groupe de Recherche et d'Action pour le Bien-Etre au Bénin)	11-Jun-10	French	35,000 EURO	\$42,735
29	DEPARTEMENT DU ZOU – Commune de Zagnanado	11-Jun-10	French	25,000,000 XOF	\$46,535
30	DEPARTEMENT DE L'ATLANTIQUE – Commune d'Abomey	01-Jun-10	French	25,000,000 XOF	\$46,535
Gov.1 & 2	DGFRN - Direction Générale des Forêts et des Ressources Naturelles (includes endorsement)	02-Jul-10	French	1 million USD	\$1,000,000
UNDP	UNITED NATIONS DEVELOPMENT PROGRAMME – UNDP Benin	16-Jun-10	French	500,000 USD* and \$2,800,000 USD**	\$3,300,000
	TOTAL				\$5,636,608

Notes: Exchange rate on June 1 2010: 1USD = 537,229 XOF and 1EURO = 0.819 USD. Letter #12 was suppressed.

* This is an in-cash contribution to be managed by UNDP in connection with the project under the same budgetary award. **UNDP Co-financing through PAPEJ and PA3D UNDP financed projects

PART IV: TERMS OF REFERENCES FOR KEY PROJECT STAFF

Table 8. Overview of Project Teams by Financier, including envelopes for budgeting purposes

	GEF	UNDP	DGFRN	quant	at \$	rate	duration	Time unit	total
Project Core									
N			x	1	30,000	per year for	3.5	years	105,000
N	x	x		1	36,000	per year for	3.5	years	126,000
J	x			1	90,000	per year for	2	years	180,000
N			x	1	30,000	per year for	3.5	years	105,000
N		x		1	20,000	per year for	3	years	60,000
N	x			1	30,000	per year for	2.5	years	75,000
J	x			1	30,000	per year for	2.5	years	75,000
N		x		1	30,000	per year for	2	years	60,000
N		x		1	30,000	per year for	2	years	60,000
N	x			2	7,000	per year for	3	years	42,000
Short term international consultants									
J	x			1	3,000	per week for	12	weeks	36,000
J	x			1	3,000	per week for	12	weeks	36,000
J		x		1	3,000	per week for	10	weeks	30,000
Short and medium term national consultants									
N		x		1	1,000	per week for	20	weeks	20,000
N		x		1	1,000	per week for	20	weeks	20,000
N		x		1	1,000	per week for	12	weeks	12,000
N		x		1	1,000	per week for	12	weeks	12,000
N		x		1	1,000	per week for	12	weeks	12,000
N		x		1	1,000	per week for	12	weeks	12,000
N		x		1	1,000	per week for	12	weeks	12,000
N		x		1	1,000	per week for	10	weeks	10,000

*Note: The total figure is for budgeting purposes only. The actual terms and conditions of service for each of these posts will depend on contracting standards of either UNDP or DGFRN.

NATIONAL PROJECT COORDINATOR

Background

National Project Coordinator (NPC), will be a locally recruited national selected based on an open competitive process. He/She will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. The NPC will report to the Director General of DGFRN in close consultation with the UNDP RR in Cotonou (or duly designated UN officer) for all of the project's substantive and administrative issues. From the strategic point of view of the project, the NPC will report on a periodic basis to the Project Steering Committee (PSC). Generally, the NPC will be responsible for meeting government obligations under the project, under the national execution modality (NEX). He/She will perform a liaison role with the Government, UNDP and other UN Agencies, NGOs and project partners, and maintain close collaboration with other donor agencies providing co-financing.

Duties and Responsibilities

- Supervise and coordinate the production of project outputs, as per the project document;
- Mobilize all project inputs in accordance with UNDP procedures for nationally executed projects;
- Supervise and coordinate the work of all project staff, consultants and sub-contractors;
- Coordinate the recruitment and selection of project personnel;
- Prepare and revise project work and financial plans, as required by DGFRN and UNDP;
- Liaise with UNDP, DGFRN, relevant government agencies, and all project partners, including donor organizations and NGOs for effective coordination of all project activities;
- Facilitate administrative backstopping to subcontractors and training activities supported by the Project;
- Oversee and ensure timely submission of the Inception Report, Combined Project Implementation Review/Annual Project Report (PIR/APR), Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF, DGFRN and other oversight agencies;
- Disseminate project reports and respond to queries from concerned stakeholders;
- Report progress of project to the steering committees, and ensure the fulfilment of steering committees directives.
- Oversee the exchange and sharing of experiences and lessons learned with relevant community based integrated conservation and development projects nationally and internationally;
- Ensures the timely and effective implementation of all components of the project;
- Assist community groups, municipalities, NGOs, staff, students and others with development of essential skills through training workshops and on the job training thereby upgrading their institutional capabilities;
- Coordinate and assists scientific institutions with the initiation and implementation of all field studies and monitoring components of the project
- Assists and advises the teams responsible for documentaries, TV spots, guidebooks and awareness campaign, field studies, etc; and
- Carry regular, announced and unannounced inspections of all sites and the activities of the project site management units.

Qualifications

- An advanced university degree (at least at Master's level) in any area relevant for conservation work: i.e. Natural Resource Management (e.g. forestry, water), Ecology, Environmental Sciences, Economics, Social Sciences, etc.;
- At least 10 years of experience in natural resource management and conservation related area;
- At least 5 years of project/programme management experience;
- Working experiences with ministries and national institutions (Forest or Park Service) is a plus, but not a requirement;
- Ability to effectively coordinate a large, multi-stakeholder project;
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project;
- Strong drafting, presentation and reporting skills;
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search; skills with other specific applications is a plus (statistics, GIS, finance);
- Strong knowledge about Benin's political and socio-economic context, in particular at National and Municipal level;
- Excellent writing communication skills in French; and
- A good working knowledge of English is a requirement.

CHIEF TECHNICAL ADVISER

Background

The Chief Technical Adviser (CTA) will be responsible for providing overall technical backstopping to the Project. He/She will render technical support to the National Project Coordinator (NPC), staff and other government counterparts. The CTA will coordinate the provision of the required technical inputs, reviewing and preparing Terms of Reference and reviewing the outputs of consultants and other sub-contractors. The CTA will be an experienced expatriate. He/She will report directly to the National Project Coordinator and may consult with the UNDP RR in case of conflict or delicate issues.

Duties and Responsibilities

- Provide technical and strategic assistance for project activities, including planning, monitoring and site operations, and assuming quality control of interventions;
- Provide hands-on support to the National Project Coordinator, project staff and other government counterparts in the areas of project management and planning, management of site activities, monitoring, and impact assessment;
- Finalize Terms of Reference for consultants and sub-contractors, and assist in the selection and recruitment process;
- Coordinate the work of all consultants and sub-contractors, ensuring the timely delivery of expected outputs, and effective synergy among the various sub-contracted activities;
- Assist the National Project Coordinator in the preparation and revision of the Management Plan as well as Annual Work Plans;

- Coordinate preparation of the periodic Status Report when called for by the National Project Coordinator;
- Assist the National Project Coordinator in the preparation of the Combined Project Implementation Review/Annual Project Report (PIR/APR), inception report, technical reports, quarterly financial reports for submission to UNDP, the GEF, other donors and Government Departments, as required;
- Assist in mobilizing staff and consultants in the conduct of a mid-term project evaluation, and in undertaking revisions in the implementation program and strategy based on evaluation results;
- Assist the National Project Coordinator in liaison work with project partners, donor organizations, NGOs and other groups to ensure effective coordination of project activities;
- Document lessons from project implementation and make recommendations to the Steering Committee for more effective implementation and coordination of project activities; and
- Perform other tasks as may be requested by the National Project Coordinator, Steering Committee and other project partners.

Qualifications

- University education (MS or PhD) with expertise in the area of forestry, protected area management or environmental management in general;
- At least 10 years of professional experience, of which at least eight are at international level
- Strong skills in monitoring and evaluation and experience in implementing environmental projects;
- Previous experience with GEF projects is an added plus;
- Ability to effectively coordinate a large, multidisciplinary team of experts and consultants;
- Be an effective negotiator with excellent oral and presentation skills;
- Excellent writing skills in English,
- A good working knowledge of French is a requirement.

PROJECT ASSISTANT / HR AND FINANCE

Background

The Project Assistant will be locally recruited based on an open competitive process. He/She will be responsible for the overall administration of the project. The Project Assistant will report to the Project Manager. Generally, the Project Assistant will be responsible for supporting the Project Manager in meeting government obligations under the project, under the national execution modality (NEX).

Duties and Responsibilities

- Collect, register and maintain all information on project activities;
- Contribute to the preparation and implementation of progress reports;
- Monitor project activities, budgets and financial expenditures;
- Advise all project counterparts on applicable administrative procedures and ensures their proper implementation;
- Maintain project correspondence and communication;

- Support the preparations of project work-plans and operational and financial planning processes;
- Assist in procurement and recruitment processes;
- Assist in the preparation of payments requests for operational expenses, salaries, insurance, etc. against project budgets and work plans;
- Follow-up on timely disbursements by UNDP CO;
- Receive, screen and distribute correspondence and attach necessary background information;
- Prepare routine correspondence and memoranda for Project Managers signature;
- Assist in logistical organization of meetings, training and workshops;
- Prepare agendas and arrange field visits, appointments and meetings both internal and external related to the project activities and write minutes from the meetings;
- Maintain project filing system;
- Maintain records over project equipment inventory; and
- Perform other duties as required.

Qualifications

- A post-school qualification (diploma, or equivalent);
- At least 5 years of administrative and/or financial management experience;
- Demonstrable ability to administer project budgets, and track financial expenditure;
- Demonstrable ability to maintain effective communications with different stakeholders, and arrange stakeholder meetings and/or workshops;
- Excellent computer skills, in particular mastery of all applications of the MS Office package;
- Excellent writing communication skills in French; and
- A good working knowledge of English is a plus.

INPUTS FROM TECHNICAL ASSISTANCE CONSULTANTS

Indicative TOR for Technical Assistance Consultants

Site Managers at Cotonou and Parakou Offices

Full time seconded from government

Reporting to the NPC in close consultation with the CTA, the incumbent will lead the project's team on sites. Key functions include:

Be primarily responsible for the both administrative and technical implementation of project activities at the level of the two project offices of Cotonou and Parakou. The Site Manager will ensure the planning, reporting and monitoring of activities on sites on time, on scope and on budget.

More specifically, the expert will contribute to the following project outputs:

Output 1.2 Institutional changes facilitating the adoption of a new management structure for sacred forests with the participation of the community and traditional authorities

Output 1.3 Sacred forest participatory planning exercises to enable conservation management and sustainable use of buffer zones.

Output 2.1 Local forest management institutions are created and sustainably maintained.

Output 2.2 Buffer zones and connectivity corridors are demarcated and the corresponding sustainable management plans prepared.

Output 2.3 Partnerships agreements reached between different levels of government authorities, traditional religious groups and other partners.

Output 3.1 Sustainable use regimes defined in partnership with research institutions and through participatory planning processes.

Output 3.2 Sustainable production kits for NTFP, medicinal plants and ecotourism services developed in partnership with research institutions, community groups and NGO.

Output 3.3 Implementation on a pilot basis of sustainable use packages in 10 sacred forest clusters

The incumbent will also:

Serve as Chief Operational Coordinator (or Cluster Manager) of the newly created community conservation areas for the purpose of implementing the management plan;

Work closely with the core team in Cotonou on the development of the ecological monitoring and conservation area surveillance mechanisms for the respective areas under the incumbent's responsibility in the Sacred Forest Clusters;

Establish productive partnerships with local communities and other stakeholders in the conduct of planning, protection and management of the community conservation area;

Whenever feasible, implement a conservation area communication, education and visitor's program;

Integrate the roles of local communities groups and conservation area staff in project implementation and operation;

Document (and communicate) the processes involved in the establishment and management of the sacred forest conservation area;

Provide continuous and regular updating of the PMU on issues and concerns that need their decision.

He/She will also ensure that the PMU in Cotonou and Parakou are responsive to the needs of the conservation area clusters;

Ecological Monitoring Forestry specialist

2.5 years full-time

Reporting to the NPC in close consultation with the CTA, the incumbent will be part of the project's core technical team. Key functions include:

Be primarily responsible for: (1) designing and implementing conservation management arrangements involving sacred forest and the surrounding buffer zones and connectivity corridors, (2) implementing the participatory planning process leading towards the establishment of community-based conservation areas involving sacred forests and (3) design and coordinate implementation of sustainable use systems of forest products and services.

More specifically, the expert will contribute to the following project outputs:

Output 1.3 Sacred forest participatory planning exercises to enable conservation management and sustainable use of buffer zones

Output 2.2 Buffer zones and connectivity corridors are demarcated and the corresponding sustainable management plans prepared.

Output 2.4 Biodiversity monitoring systems developed and data contributing towards a "Sacred Forests Knowledge Repository"

Output 3.1 Sustainable use regimes defined in partnership with research institutions and through participatory planning processes.

Output 3.2 Sustainable production kits for NTFP, medicinal plants and ecotourism services developed in partnership with research institutions, community groups and NGO.

Output 3.3 Implementation on a pilot basis of sustainable use packages in 10 sacred forest clusters

The incumbent will also:

Design a comprehensive zoning and planning strategy to involve traditional authorities, communities and municipalities for the conservation of sacred forests, buffer zones and connectivity corridors.

Develop the conceptual and operational basis for the establishment of a biological baseline and the ecological monitoring of sacred forests (in coordination with the forest ecology expert).

Develop conceptual and operational plans sustainable use packages as a function of forest potentials and socio-cultural context in each of the ten (10) FS clusters

Design and validate (participatory process) a planning strategies to consolidate conservation of sacred forests and expand conservation objectives beyond its boundaries (buffer zones and connectivity corridors)

Assist in the preparation of the Terms of Reference (in coordination with the Project Coordinator) for the recruitment of local consultants who will collaborate in the implementation of biodiversity conservation, forest management and sustainable use components of the project.

Socio-Economist / Community Development

Full time 2 years

Reporting to the NPC in close consultation with the CTA, the incumbent will be part of the project's core technical team. Key functions include:

Be primarily responsible for developing the conceptual and operational framework for (1) Sacred forest business plans and the "economic sustainability case" for community conservation areas within the national context (community-based management vs. large parks); (2) the participatory design and implementation of sustainable use programs in and around sacred forests including NTFP and medicinal plants production systems and ecotourism projects, and (3) oversee the implementation of community development activities ensuring participation and prevention of conflicts of leadership and institutional territoriality.

More specifically, the expert will contribute to the following project outputs:

Output 1.3 Sacred forest participatory planning exercises to enable conservation management and sustainable use of buffer zones.

Output 3.1 Sustainable use regimes defined in partnership with research institutions and through participatory planning processes.

Output 3.2 Sustainable production kits for NTFP, medicinal plants and ecotourism services developed in partnership with research institutions, community groups and NGO.

Output 3.3 Implementation on a pilot basis of sustainable use packages in 10 sacred forest clusters.

The incumbent will also:

Assess existing production practices in the ten (10) sacred forest clusters from a socio-economic point of view, and recommend methods and technologies to achieve sustainable production, viable enterprises and profitable marketing strategies; Formulate a framework for community outreach in the project areas, incorporating mechanisms for adaptation and sustainable production systems based on lessons learned during its implementation of similar projects (partners), including the provision of incentives for conservation work undertaken by the communities;

Coordinate the social and economic monitoring work;

Devise mechanisms for community participation in conservation planning and monitoring, enforcement and conflict resolution, policy formulation and advocacy;

Assist in the formulation and conduction of participatory conservation planning, training program, including conflict resolution skills/mechanism, local community representatives and other project partners;
 Facilitate the conduct of community consultation on the preparation of land use plans, zoning guidelines, policies for community-based conservation, as well as accompanying regulations, allowable activities, penalties and management incentives;
 Maintain and update database on associations active in the area and other social data;
 Assist in the conduct of mid-term project assessment, preparation of management plan, and terminal evaluation, providing inputs on the results of socio-economic impact and findings of monitoring activities.
 Supervise local consultants in charge of community development work and implementation of sustainable use packages at the community level.

Legal, Policy and Institutional Development

Full time 2 years

Reporting to the NPC in close consultation with the CTA, the incumbents will contribute to the following project outputs:

Output 1.1 Policy and legal framework to allow for PA expansion through the incorporation of sacred forest as community conservation areas.

Output 1.2 Institutional changes facilitating the adoption of a new management structure for sacred forests with the participation of the community and traditional authorities

Output 1.4 Policies and initiatives create and support incentives for good forest stewardship in Sacred Forests

Output 2.1 Local forest management institutions are created and sustainably maintained.

Output 2.3 Partnerships agreements reached between different levels of government authorities, traditional religious groups and other partners.

Output 3.1 Sustainable use regimes defined in partnership with research institutions and through participatory planning processes.

Specific TOR will be developed upon project inception.

UNV - Finance and Human Resources

Full time 2.5 years

Reporting to the NPC in close consultation with the CTA, the incumbent will be part of the project's core technical team. Key functions include:

Be primarily responsible for making a pivotal contribution to DGFRN's capacity to mobilize and manage finance and human resources, including the training of DGFRN's more junior finance officers. In addition, the incumbent will collaborate closely with the UNV in the development and implementation of the ecological monitoring and protected area surveillance mechanisms in the Sacred Forest Clusters using volunteers, local Community engagement Agents; Ecological monitoring-Forest Rangers and a wide range of Volunteers/Collaborators.

Output 1.2 Institutional changes facilitating the adoption of a new management structure for sacred forests with the participation of the community and traditional authorities

Output 1.3 Sacred forest participatory planning exercises to enable conservation management and sustainable use of buffer zones.

Output 3.2 Institutional strengthening of local organization and NGOs

Output 2.1 Local forest management institutions are created and sustainably maintained.

Output 2.3 Partnerships agreements reached between different levels of government authorities, traditional religious groups and other partners.

Output 3.1 Sustainable use regimes defined in partnership with research institutions and through participatory planning processes.

Output 3.2 Sustainable production kits for NTFP, medicinal plants and ecotourism services developed in partnership with research institutions, community groups and NGO.

The incumbent will also:

Introduce administration and implementation of operational strategies into DGFRN's processes, providing support in creation of strategic partnerships and implementation of a sound resource mobilization strategy

Assist in managing the project (and of other strategic projects of DGFRN) using principles of cost-effectiveness, sound financial planning & reporting and results-oriented management of HR;
 Support the implementation of DGFRN's resource mobilization strategy and business planning
 Facilitation of knowledge building and knowledge sharing, guidance to all stakeholders on financial matters
 Assist with the financial aspects of work planning and delivery
 Advise the National Project Coordinator and DGFRN's leadership on reporting, in particular, on budgetary issues, overseeing the preparation of financial reports and the application of UNDP's Capacity Building Tools and Financial Sustainability Scorecards for PA Systems among others;
 Ensure the effective administration of human resources in the project in general (e.g. introducing performance-based HR management, maintaining staffing tables, payroll and other HR management systems);
 Make a key contribution to the HR aspects of the development and implementation of the ecological monitoring and protected area surveillance mechanisms in the Sacred Forest Clusters (and other strategic projects of the DGFRN).

Socio-economist/Community Development Specialist

Full time over 3 years

Reporting to the NPC in close consultation with the CTA, the incumbent will be part of the project's core technical team. Key functions include:

Be primarily responsible for developing the conceptual and operational framework for (1) Sacred forest business plans and the "economic sustainability case" for community conservation areas within the national context (community-based management vs. large parks); (2) the participatory design and implementation of sustainable use programs in and around sacred forests including NTFP and medicinal plants production systems and ecotourism projects, and (3) oversee the implementation of community development activities ensuring participation and prevention of conflicts of leadership and institutional territoriality.

More specifically, the expert will contribute to the following project outputs:

Output 1.3 Sacred forest participatory planning exercises to enable conservation management and sustainable use of buffer zones.

Output 3.1 Sustainable use regimes defined in partnership with research institutions and through participatory planning processes.

Output 3.2 Sustainable production kits for NTFP, medicinal plants and ecotourism services developed in partnership with research institutions, community groups and NGO.

Output 3.3 Implementation on a pilot basis of sustainable use packages in 10 sacred forest clusters.

The incumbent will also:

Assess existing production practices in the ten (10) sacred forest clusters from a socio-economic point of view, and recommend methods and technologies to achieve sustainable production, viable enterprises and profitable marketing strategies; Formulate a framework for community outreach in the project areas, incorporating mechanisms for adaptation and sustainable production systems based on lessons learned during its implementation of similar projects (partners), including the provision of incentives for conservation work undertaken by the communities;

Coordinate the social and economic monitoring work;

Devise mechanisms for community participation in conservation planning and monitoring, enforcement and conflict resolution, policy formulation and advocacy;

Assist in the formulation and conduction of participatory conservation planning, training program, including conflict resolution skills/mechanism, local community representatives and other project partners;

Facilitate the conduct of community consultation on the preparation of land use plans, zoning guidelines, policies for community-based conservation, as well as accompanying regulations, allowable activities, penalties and management incentives;

Maintain and update database on associations active in the area and other social data;

Assist in the conduct of mid-term project assessment, preparation of management plan, and terminal evaluation, providing inputs on the results of socio-economic impact and findings of monitoring activities.

Supervise local consultants in charge of community development work and implementation of sustainable use packages at the community level.

Legal, Policy and Institutional Development

<p>Full time 2 years</p> <p>Reporting to the NPC in close consultation with the CTA, the incumbents will contribute to the following project outputs:</p> <p>Output 1.1 Policy and legal framework to allow for PA expansion through the incorporation of sacred forest as community conservation areas.</p> <p>Output 1.2 Institutional changes facilitating the adoption of a new management structure for sacred forests with the participation of the community and traditional authorities</p> <p>Output 1.4 Policies and initiatives create and support incentives for good forest stewardship in Sacred Forests</p> <p>Output 2.1 Local forest management institutions are created and sustainably maintained.</p> <p>Output 2.3 Partnerships agreements reached between different levels of government authorities, traditional religious groups and other partners.</p> <p>Output 3.1 Sustainable use regimes defined in partnership with research institutions and through participatory planning processes.</p>

<p>Site Teams:</p> <ul style="list-style-type: none"> • Forest Rangers and Park Rangers <p>Volunteers/ Collaborators</p> <p>Under the technical leadership of the CTA, and reporting to the relevant site manager, for the implementation of the ecological monitoring and protected area surveillance mechanisms in the Sacred Forest Clusters, the engagement agents, rangers and volunteers / collaborators will contribute significantly to the following project outputs:</p> <p>Output 1.2 Institutional changes facilitating the adoption of a new management structure for sacred forests with the participation of the community and traditional authorities</p> <p>Output 1.3 Sacred forest participatory planning exercises to enable conservation management and sustainable use of buffer zones.</p> <p>Output 2.1 Local forest management institutions are created and sustainably maintained.</p> <p>Output 2.2 Buffer zones and connectivity corridors are demarcated and the corresponding sustainable management plans prepared.</p> <p>Output 2.3 Partnerships agreements reached between different levels of government authorities, traditional religious groups and other partners.</p> <p>Output 2.4 Biodiversity monitoring systems developed and data contributing towards a "Sacred Forests Knowledge Repository".</p> <p>Output 3.1 Sustainable use regimes defined in partnership with research institutions and through participatory planning processes.</p> <p>Output 3.2 Sustainable production kits for NTFP, medicinal plants and ecotourism services developed in partnership with research institutions, community groups and NGO</p> <p>Output 3.3 Implementation on a pilot basis of sustainable use packages in 10 sacred forest clusters.</p>
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<p>Medium-term retainer national consultants:</p> <ul style="list-style-type: none"> • Alternative Livelihoods / Community Development specialist • Landscape Management specialist • Traditional Medicine Market Chain specialist • Sustainable Resource Use specialist • Forest Ecologist • Remote sensing and forest cover monitoring
<p>Reporting to the NPC in close consultation with the CTA, the incumbents will contribute to the following project outputs:</p> <p>Output 1.2 Institutional changes facilitating the adoption of a new management structure for sacred forests with the participation of the community and traditional authorities</p> <p>Output 1.3 Sacred forest participatory planning exercises to enable conservation management and sustainable use of buffer zones.</p> <p>Output 1.4 Policies and initiatives create and support incentives for good forest stewardship in Sacred Forests</p> <p>Output 2.1 Local forest management institutions are created and sustainably maintained.</p> <p>Output 2.2 Buffer zones and connectivity corridors are demarcated and the corresponding sustainable management plans prepared.</p>

Output 2.3 Partnerships agreements reached between different levels of government authorities, traditional religious groups and other partners.

Output 2.4 Biodiversity monitoring systems developed and data contributing towards a "Sacred Forests Knowledge Repository"

Output 3.1 Sustainable use regimes defined in partnership with research institutions and through participatory planning processes.

Output 3.2 Sustainable production kits for NTFP, medicinal plants and ecotourism services developed in partnership with research institutions, community groups and NGO.

Output 3.3 Implementation on a pilot basis of sustainable use packages in 10 sacred forest clusters.

Specific TOR will be developed upon project inception.

Short-term international consultants:

- Protected Areas Planning and Management specialist
- Ecotourism specialist

The objective of engaging technical assistance of international standard and caliber is to assist the national teams in bringing about change which would be difficult if operating only with the installed capacity (professional and methodological) available nationally.

Reporting to the NPC in close consultation with the CTA, the incumbents will contribute to the following project outputs:

Output 1.1 Policy and legal framework to allow for PA expansion through the incorporation of sacred forest as community conservation areas.

Output 1.2 Institutional changes facilitating the adoption of a new management structure for sacred forests with the participation of the community and traditional authorities

Output 1.3 Sacred forest participatory planning exercises to enable conservation management and sustainable use of buffer zones.

Output 1.4 Policies and initiatives create and support incentives for good forest stewardship in Sacred Forests

Output 2.1 Local forest management institutions are created and sustainably maintained.

Output 2.2 Buffer zones and connectivity corridors are demarcated and the corresponding sustainable management plans prepared.

Output 2.3 Partnerships agreements reached between different levels of government authorities, traditional religious groups and other partners.

Output 2.4 Biodiversity monitoring systems developed and data contributing towards a "Sacred Forests Knowledge Repository"

Output 3.1 Sustainable use regimes defined in partnership with research institutions and through participatory planning processes.

Output 3.2 Sustainable production kits for NTFP, medicinal plants and ecotourism services developed in partnership with research institutions, community groups and NGO.

Output 3.3 Implementation on a pilot basis of sustainable use packages in 10 sacred forest clusters

Specific TOR may be developed upon project inception.

Evaluation experts (national and international)

The standard UNDP/GEF project evaluation TOR will be used.

This will include: participate, alongside the international consultant, in the mid-term and final evaluations of the project, in order to assess the project progress, achievement of results and impacts; develop draft evaluation report and discuss it with the project team, government and UNDP; as necessary, participate in discussions to realign the project time-table/logframe at the mid-term stage.

PART IV: COORDINATION AND COLLABORATION WITH RELATED INITIATIVES

136. The PPG phase included consultations with the project's key stakeholders at the national and local levels. Field trips were carried out in at least four opportunities to cover a range of sacred forests contexts from the south to the north of Benin. Approximately 60 sacred forests were visited and surveyed. In all of the sacred forests visited the PPG team consulted local authorities (mayors, village chiefs, local kings and *woudoun* priests), as well as local associations (livestock owners and herders) and trade groups (medicinal plant collectors or *traditherapeutes*). In a number of occasions, public meetings were held involving traditional and municipal authorities from several sacred forests and in one occasion (Bohicon) an informal "survey" of the status of sacred forest under their jurisdiction was carried out (about 30 sacred forests). In all occasions local authorities and community organizations were introduced to the project concept. Two workshops at the national level were also held and the project was thoroughly discussed. Finally, several bilateral meetings were held, mostly with donors and key stakeholders who could not attend the workshops. Generally, project design was a highly participatory process, in line with UNDP's and GEF's requirements.

137. Coordination with other related initiatives will be sought in many different ways. This project is part of the GEF's Strategic Programme for West Africa (Sub-component on Biodiversity) and it will be implemented in coordination with a number of other on-going programs and projects in Benin related to Sacred Forests.

138. The proposed project complements, rather than overlaps with, other ongoing GEF-funded projects for conservation of biodiversity in Benin. One of these is the UNDP-GEF project "Enhancing the Effectiveness and Catalyzing the Sustainability of the W-Arly-Pendjari (WAP) Protected Area System", which is focused on making the buffer zones of Benin's largest protected areas into "managed resource areas"; lessons learned on the use of PA buffer zones and biodiversity conservation will be shared between the two projects. Another relevant project to share lessons with is the WB-GEF project "Community-based Coastal and Marine Biodiversity Management Project", which attempts to reduce the cost of conservation in coastal and marine areas by providing communities with means for deriving benefits from good stewardship practices.

139. The proposed project will draw lessons from the completed WB-GEF project "Benin: Program for the Management of Forests and Adjacent Lands", which developed a holistic ecosystem management approach to forests and their contiguous lands, including restoring and enhancing biodiversity, that should provide useful models for similar activities in this project. The GEF Small Grants Program is supporting a project for protection of endemic species in the Kékélé Sacred Forest, which will share strategies and lessons learned with this project. And finally, the sacred forest clusters bordering the Pendjari and W National Parks project will benefit from the future development of the WB-GEF proposed project "support to protected areas management which will result in a Conservation Trust Fund (CTF).

140. In addition to these GEF-supported projects, other ongoing projects in Benin will provide coordination and co-financing for this project. One such project is GTZ-funded and is under

implementation by the NGOs GRABE and Nature Tropical that is providing environmental education to traditional religious leaders/healers. Another relevant initiative is a French-GEF funded project, implemented by the NGO CERGET, for the conservation and valuation of the Kpinkonzomé Sacred Forest and the Houanvé forested area, which is carrying out inventories of local biodiversity, awareness-raising of local populations on environmental and economic issues related to forests, and development of ecotourism. Finally, the project will coordinate with the AfDB-funded 'Project for Support to the Management of Communal Forests' (PAGEFCOM), particularly with regard to strategies for community forest management (e.g. forest committees) and the mapping of forests, including Sacred Forests, as PAGEFCOM is actually active in two Sacred Forests in South Benin. The stakeholder analysis performed as well as the participatory workshops held during the PPG phase have avoided duplication and selected pilot sites in manner that maximizes the project's impact.

141. A thorough Stakeholder Involvement Plan may be prepared upon project inception.

Table 9. Coordination and collaboration between project and related initiatives

INITIATIVES / INTERVENTIONS	HOW COLLABORATION WITH THE PROJECT WILL BE ENSURED
MDGLAAT - <i>Ministère de la Décentralisation de la Gouvernance Locale, de l'Administration et de l'Aménagement du Territoire</i>	The MDGLAAT is in charge of implementing the national decentralization policy involving capacity building and power sharing with municipal authorities. A number of institutional strengthening initiatives related to land use planning that benefit municipal authorities, will also benefit sacred forest management and conservation. In this context it must be noted that 22 participating municipalities have pledged just over 1 million USD in direct co-financing. The <i>Direction des Collectivités</i> and the <i>Direction d'Aménagement du Territoire</i> will be important players in support of the sacred forest project especially in the role of coordination and strengthening of municipal entities.
MEPN - <i>Ministère de l'Environnement et de la Protection de la Nature</i>	The MEPN as the lead government entity in charge of environmental and natural resources policy in Benin and will have the primary responsibility of supporting legislative and policy action related to the sacred forests project. This Ministry has promoted coordination of activities related to conservation and forest management among the different projects managed by the DGFRN. This Ministry also provides technical and institutional support to the municipal environment protection units.
ABÉ - <i>Agence Béninoise de l'Environnement</i>	This entity is implementing a capacity building program related to environmental management at the municipal level which will be coordinated with the sacred forests project.
DGFRN - <i>General Directorate of Forests and Natural Resources</i>	Under its leadership the DGFRN has started this initiative and has since shown strong support for the project concept and implementation strategy; the DGFRN has committed human and financial resources and has promoted partnering and coordination with natural resources projects with relevant and complementary objectives under its responsibility.
CENAGREF - <i>Centre National de Gestion des Réserves de Faune</i>	As the governmental entity in charge of protected areas it will share experiences and know-how regarding protected areas management as it applies to the management of sacred forests as community-based conservation areas. Although CENAGREF's experience is mainly with large game parks in the north, this entity nevertheless manages conceptual and methodological tools very useful in this project.
CRF - <i>Centre de Recherche Forestière</i>	This governmental entity will support the project in the baselines studies and the design and implementation of ecological monitoring programs. It will also provide support in maintaining the forest inventory and applied research in timber or fuel wood use of sacred forest resources. This entity will work in close coordination with private research and academic institutions.
CENATEL - <i>Centre National de la Télédétection</i>	This Centre –which has already contributed significant mapping tasks during the PPG exercise, will support the project in detailed mapping of sacred forests, their buffer zones and the connecting corridors. It will also maintain a GIS data base on sacred forests and their resources.

INITIATIVES/ INTERVENTIONS	HOW COLLABORATION WITH THE PROJECT WILL BE ENSURED
PAGEFCOM – <i>Programme d'Appui à la Gestion des Forêts Communales</i>	An important partner of the sacred forest project it will share its experience in working with community-owned forests (including some sacred forests), participatory development processes and planning methods and stakeholder engagement in management of forest resources. This BAD (African Development Bank) financed project will also contribute lessons learned in forest rehabilitation, reforestation as well as local level capacity building related to forest resource management.
PAMF - <i>Projet d'Aménagement des Massifs Forestiers d'Agoua, des Monts Kouffé et de Wari-Marô</i>	Operational since 2002 this BAD and IFAD financed project pretends to manage integrally (for conservation and sustainable development) the natural resources of three mountain ranges in the northern part of the country covering 370,000 ha. It focuses on establishing sustainable fuel wood lots in support of community based charcoal making and fuel wood production as well as forest rehabilitation and reforestation with significant results in controlling soil erosion and recovering ground cover and forest protection. In its area of influence (coincidental of selected sacred forests) it will create opportunities to share experiences and complement community development activities.
PBF II - <i>Projet Bois de Feu phase II</i>	Co-financed by OPEP this important project partner will support the sacred forest project in the development of successful fuel wood and charcoal projects in the buffer zones of sacred forests, contribute valuable experience in participatory decision making and management and the development of rural fuel wood markets (based on sustainable forest management near large urban centers).
PGTRN - <i>Programme de Gestion des Terroirs et de Ressources Naturelles</i>	Co-financed by IFAD and the GTZ it will support this project with tested methodologies and planning tools involving community participation, land use planning and natural resources management and lessons learned from their experience since 1992. This project is replaced by the ProCGRN project also through GTZ financing.
PGFTR - <i>Projet de Gestion des Forêts et Terroirs Riverains</i>	World Bank financed, this project will become an important partner to the sacred forest project by contributing experiences in terms of improving livelihoods and village development based on forest resources and NTFP.
ProCGRN - <i>Programme de Conservation et de Gestion des Ressources Naturelles</i>	GTZ financed and DGFRN managed will provide important lessons learned on forest management and sustainable farming and grazing practices in support of community development. Includes two components: (a) environment and natural resources management and (b) policy and farming activities. Coordinated activities will produce synergies in terms of human resources as well as equipment and institutional support by the DGFRN.
FSOA-Fondation des Savanes Ouest- Africaines	This protected area finance project (PA trust fund) in preparation with GEF and KFW funding and World Bank coordination will provide sustainable financing to the large protected areas of the northern region of Benin, bordering with Burkina Faso and Niger. By sharing interests and conservation strategies it will benefit directly the protection of sacred forests connected with the WAP system and the game areas associated with these PAs.
ANAPRAMETRAB - <i>National Association of Practitioners of Traditional Medicine of Benin</i>	This association supported by the WHO and the Ministry of Public Health will contribute its well-developed network of practitioners and medicinal plant collectors with specific knowledge of medicinal plant use and markets. This association is charged with the establishment of botanic gardens (for medicinal plants) near sacred forest to reduce pressure on limited supplies and/or rare or threatened plant species protected within sacred forests. During the PPG consultation process this organization played an important supporting role.
ANARB - <i>National Association of Kings of Benin (Association Nationale des Rois du Bénin</i>	This association which has taken a visible supporting role during the PPG exercise has committed its considerable political support and leverage at the community level in favor of project initiatives leading towards reestablishing some form of management authority (including a strengthened traditional authority) in and around sacred forests.
GTZ PNUD EU BAD BM	Through the programs these organizations finance or co-finance they will provide critical methodological and financial support for the sacred forests project. Synergetic opportunities will be created among different projects and the sacred forest project if adequate coordination and communications is maintained among project financiers, international organizations and development banks.
NATURE TROPICALE	NGO - Local organization has committed USD 70,000 in kind support for this project to be

INITIATIVES / INTERVENTIONS	HOW COLLABORATION WITH THE PROJECT WILL BE ENSURED
	applied in those sacred forests where threatened animal and plant species exist and require community attention. Awareness-raising, environmental education and communication activities will be the main contribution of this organization.
CEBERDES	NGO – Local organization committed to the conservation of Benin's biodiversity and the sustainable development of rural communities especially those near critical biodiversity resources. Has played a visible supporting role during the consultation process carried out during the PPG phase.
ACND	NGO – Local organization of the southwestern part of the country (Athieme) has committed support for the project in this part of the country in coordination with traditional and municipal authorities.

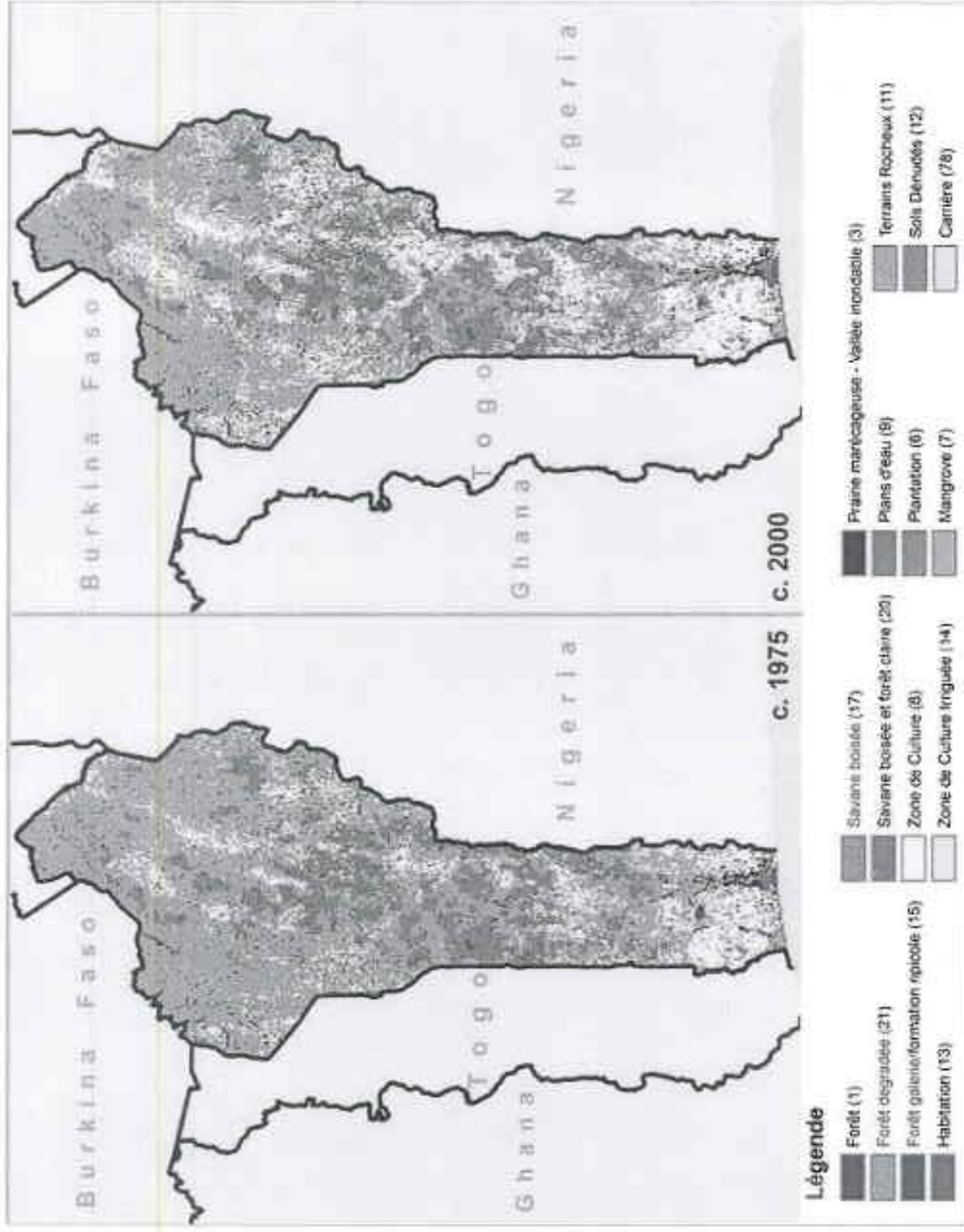
Project Annexes

ANNEX 1. ROLES OF LOCAL GROUPS

Table 10. Local Actors associated with forest resources and sacred forests

Local Actors	Roles and Responsibilities	Mandate	Relations with other actors
Village Chief	Exercises political authority over village forest resources and ensure management/protection of sacred forests	Protection of natural resources (forests)	Take care of political aspects of forest management
Traditional Chief (King/owner of community lands)	Exercises traditional authority over sacred forests. Manages access to sacred forests and maintains cultural and religious heritage of the village	Protection of sacred forests associated with traditional religious practices	Mediate access to forest resources and the responsible of sacred forests (voodoo priest)
Community Chief (religious aspects)	Organizes ceremonies, maintains traditions and respect for ancestral deities and spirits. Manages land tenure issues	Protection of sacred forests and sites for traditional religious rituals	Control access to sacred forests in partnership with the voodoo priests
Voodoo priest (<i>féticheur</i>)/healer/practitioner of traditional medicine (<i>tradithérapeute</i>)	Administers the cult of deities and manages the religious rituals ; consults deities and uses plants to heal people and cure sicknesses	Perpetuate traditions to conserve and manage sacred forests	Inform and coordinates with the « king », local dignitaries and the village chief
Women's groups	Ensure supply of non-timber forest products (NTFP) on the local markets by exploiting local forest resources (fruits, bark, dead wood)	Commercial use of local forest resources to sustain livelihoods and reduce poverty	Manage forest access permits with the forest responsible authority and negotiates compensation
Economic interest groups (ranchers, farmers, tree nurseries, traditional healers and medicine men (<i>tradithérapeute</i>))	Promote the local availability of NTFP by exploiting local forest resources, facilitate the access to sacred forests and other local resources	Commercial use of local forest resources to sustain livelihoods and reduce poverty	Manage forest access permits with the forest responsible authority and negotiates compensation
Hunter's Committee	Manage local game resources (within forest reserves, community property and sacred forests) and provide bush meat to local markets	Commercial use of local forest resources to sustain livelihoods and reduce poverty	Manage forest access permits with the forest responsible authority and negotiates compensation
Medicinal plant collectors/merchants of medicinal plants	Ensure the availability of medicinal plants and other NTFP extracted from sacred forests on the local market	Commercial use of local forest resources to sustain livelihoods and reduce poverty	Manage forest access permits with the forest responsible authority and negotiates compensation

ANNEX 2. GROUND AND FOREST COVER IN BENIN IN 1975 AND 2000 (CENATEL)



ANNEX 3. PROGRAMMES AND PROJECTS UNDER IMPLEMENTATION IN THE FORESTRY AND NATURAL RESOURCES SECTOR IN BENIN (BY MID 2010)

Dénomination	Tutelle	Partenaires	Objectif de projet /programme	Zone d'intervention	Durée / phase
Programme de Conservation et de Gestion des Ressources naturelles (ProCGRN)	MEPN – MAEP	- GTZ - KFW	La population tire davantage de bénéfices de l'exploitation durable des ressources naturelles	National Région Atacora - Donga	2004 – 2014
Programme de Gestion des Forêts et Terroirs Riverains (PGFTR)	DGFRN / MEPN	- BM, - FEM - BENIN	Freiner, voire inverser le processus de dégradation du patrimoine forestier national, en mettant en œuvre des mécanismes visant à responsabiliser les communautés à la base et à les orienter vers des sources alternatives de revenus	16 Forêts classées & terroirs riverains 2 Terroirs villageois 4 Périmètres de reboisement	2002 – 2011
Projet d'Appui à la Gestion des Forêts Communales (PAGEFCOM)	DGFRN / MEPN	- FAD (BAD) - BENIN (CAA, PIP, Trésor)	Contribuer à la gestion durable des ressources forestières et à l'amélioration des revenus et des conditions de vie des populations	23 communes des départements de l'Atlantique, Zou et Collines	2007 – 2012
Projet Bois de Feu phase II (PBF II)	DGFRN / MEPN	- FAD (BAD) - BADEA - BENIN (CAA, PIP, Trésor)	Le bilan offre-demande des combustibles ligneux est amélioré et la promotion de sources d'énergie alternatives est assurée	National Plantations domaniales de bois de feu au Sud Bénin (Sèmé, Pahou, Ouèdo, Lama, Toffo-Itchède)	2004 - 2010
Projet de Fourniture de Services d'Énergie (GERBES / PFSE)	DNE / MMEE	- BM, - FEM - BENIN	Contribuer à l'offre effective de possibilités élargies de choix et de confort en énergies domestiques aux ménages urbains et ruraux, à la rationalisation de la consommation des combustibles domestiques, et à la réduction de la pression sur les ressources naturelles, à travers la réforme du secteur et le renforcement du rôle du secteur privé	- National - 5 Communes spécifiques : Dassa-Zoumè, Glazoué, Savalou, Savè et Tchaourou	xxx
Programme Spécial de Reboisement et de Restauration des Terres (PSRRT)	DGFRN / MEPN	Budget National	Contribuer à la réduction de la pauvreté à travers une gestion rationnelle et durable de l'environnement et des ressources naturelles, source de création de richesse et de bien-être aux populations	National	2007 - 2009

Dénomination	Tutelle	Partenaires	Objectif de projet / programme	Zone d'intervention	Durée / phase
Projet d'aménagement des massifs forestiers d'Agoua, Monts Kouffé et Wari-Marou (PAMF)	DGFRN / MEPN	FAD (BAD) BADEA BENIN (CAA, PIP, Trésor)	L'aménagement intégré et durable des massifs forestiers d'Agoua, Mts Kouffé et Wari-Marou est réalisé Les revenus des populations riveraines sont améliorés à travers des activités économiques connexes	Forêts classées d'Agoua, Monts Kouffé et Wari-Marou	2001 - juin 2008
Projet de Gestion Communautaire de la Biodiversité Marine et Côtière (PGCBMC)	ABE / MEPN	FEP, IDA (FEM), Coopération Française (FFEM) UNDPA Bénin	Contribuer à une gestion durable de la biodiversité et écologique (d'intérêt national et international) des zones humides côtières et autres écosystèmes associés de l'espace côtier, dans l'optique du développement durable au Bénin, à travers la création d'outils juridiques, économiques et techniques, et de conditions socio-politiques favorables	Zones humides du Sud - Bénin	5 ans (Convention de projet non encore signée)
Programme de Conservation et de Gestion des Parcs Nationaux (PCGPN)	CENAGR EF / MEPN	UE (ECOPAS-W) BMW (ProCGRN)	Inverser les processus de dégradation des ressources naturelles et préserver la biodiversité dans les parcs nationaux de la Pendjari et du W du Bénin	PNW PNP	2000 - 2008
Projet d'Appui au Développement des Aires Protégées (PAP-AP)	CENAGR EF / MEPN	Bénin	Créer des réserves de faune des forêts classées d'Agoua, des Monts Kouffé, de Wari-Marou et de la Lama	Collines, Zou et Atlantique	2009 - 2013
Autres projets importants dans le secteur					
Programme National de gestion de l'environnement (PNGE)	MEPN	FEM SCAC GTZ PNUF PNUD FAO FMLPM VENEZUELA FNUAP CANADA COMMUNES UICN JICA BENIN	Contribuer au développement économique durable par la baisse des coûts de dégradation environnementale et la promotion d'emplois à travers la promotion de meilleures pratiques de gestion et de production	Territoire national : zone côtière, métropoles urbaines, zone soudano-sahélienne	2006-2011

ANNEX 4. RESULTS OF THE UNDP CAPACITY DEVELOPMENT SCORECARD FOR PA MANAGEMENT

Table 11. Summary Results of the UNDP Capacity Development Scorecard for PA Management

Strategic Areas of Support	Systemic			Institutional			Individual			Average %
	Project Scores	Total possible score	%	Project Scores	Total possible score	%	Project Scores	Total possible score	%	
(1) Capacity to conceptualize and develop sectoral and cross-sectoral policy and regulatory frameworks	3	6	50%	2	3	67%	N/A	NA	NA	56%
(2) Capacity to formulate, operationalise and implement sectoral and cross-sectoral programmes and projects	3	9	33%	13	27	48%	5	12	42%	44%
(3) Capacity to mobilize and manage partnerships, including with the civil society and the private sector	4	6	67%	3	6	50%	2	3	67%	60%
(4) Technical skills related specifically to the requirements of the SPs and associated Conventions	1	3	33%	1	3	33%	1	3	33%	33%
(5) Capacity to monitor, evaluate and report at the sector and project levels	2	6	33%	2	6	33%	1	3	33%	33%
TOTAL Score and average for %'s	13	30	43%	21	45	46%	9	21	44%	45%

Table 12. Numeric Scores for the UNDP Capacity Development Scorecard for PA Management

Capacity Level	Outcome	Numeric Indicator Score	Outcome Indicator
Systemic	The protected area agenda is being effectively championed / driven forward	2	There are a number of protected area champions that drive the protected area agenda, but more is needed
	There is a strong and clear legal mandate for the establishment and management of protected areas	1	There is a partial legal framework for protected areas but it has many inadequacies
Institutional	There is an institution responsible for protected areas able to strategize and plan	2	Protected area institutions have some sort of mechanism to update their strategies and plans, but this is irregular or is done in a largely top-down fashion without proper consultation
Systemic	There are adequate skills for protected area planning and management	1	Some skills exist but in largely insufficient quantities to guarantee effective planning and management
	There are protected area systems	1	Protected area system is patchy both in number and geographical coverage and has many gaps in terms of representativeness
	There is a fully transparent oversight authority for the protected areas institutions	1	There is some oversight, but only indirectly and in an untransparent manner

Capacity Level	Outcome	Numeric Indicator/Score	Outcome Indicator
<i>Institutional</i>	Protected area institutions are effectively led	2	Some protected area institutions have reasonably strong leadership but there is still need for improvement
	Protected areas have regularly updated, participatorially prepared, comprehensive management plans	1	Some protected areas have up-to-date management plans but they are typically not comprehensive and were not participatorially prepared
	Human resources are well qualified and motivated	1	Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated
	Management plans are implemented in a timely manner effectively achieving their objectives	1	Management plans are poorly implemented and their objectives are rarely met
	Protected area institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	1	Protected area institutions have some funding and are able to mobilize some human and material resources but not enough to effectively implement their mandate
	Protected area institutions are effectively managed, efficiently deploying their human, financial and other resources to the best effect	2	The institution is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way
	Protected area institutions are highly transparent, fully audited, and publicly accountable	2	Protected area institutions are regularly audited and there is a fair degree of public accountability but the system is not fully transparent
	There are legally designated protected area institutions with the authority to carry out their mandate	2	There are one or more institutions or agencies dealing with protected areas, the responsibilities of each are fairly clearly defined, but there are still some gaps and overlaps
	Protected areas are effectively protected	1	Some enforcement of regulations but largely ineffective and external threats remain active
	Individuals are able to advance and develop professionally	1	Career tracks are weak and training possibilities are few and not managed transparently
<i>Individual</i>	Individuals are appropriately skilled for their jobs	1	Individuals have some or poor skills for their jobs
	Individuals are highly motivated	2	Many individuals are motivated but not all
	There are appropriate systems of training, mentoring, and learning in place to maintain a continuous flow of new staff	1	Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed
<i>Systemic</i>	Protected areas have the political commitment they require	2	Reasonable political will exists, but is not always strong enough to fully support protected areas
	Protected areas have the public support they require	2	There is general public support for protected areas and there are various lobby groups such as environmental NGO's strongly pushing them

Capacity Level	Outcome	Numeric Indicator Score	Outcome Indicator
<i>Institutional</i>	Protected area institutions are mission oriented	1	Institutional mission poorly defined and generally not known and internalized at all levels
	Protected area institutions can establish the partnerships needed to achieve their objectives	2	Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives
<i>Individual</i>	Individuals carry appropriate values, integrity and attitudes	2	Many individuals carry appropriate values and integrity, but not all
<i>Systemic</i>	Protected area institutions have the information they need to develop and monitor strategies and action plans for the management of the protected area system	1	Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access
<i>Institutional</i>	Protected area institutions have the information needed to do their work	1	Some information exists, but is of poor quality and of limited usefulness and difficult to access
<i>Individual</i>	Individuals working with protected areas work effectively together as a team	1	Individuals interact in limited way and sometimes in teams but this is rarely effective and functional
<i>Systemic</i>	Protected area policy is continually reviewed and updated	1	Policy is only reviewed at irregular intervals
	Society monitors the state of protected areas	1	There is some dialogue going on, but not in the wider public and restricted to specialized circles
<i>Institutional</i>	Institutions are highly adaptive, responding effectively and immediately to change	1	Institutions do change but only very slowly
	Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	1	There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak
<i>Individual</i>	Individuals are adaptive and continue to learn	1	Performance is irregularly and poorly measured and there is little use of feedback



ANNEX 5. SOI TRACKING TOOLS “METT”

PA Management Effectiveness Tracking Tool – “METT” *for the project*

SPWA Incorporation of Sacred Forests into the Protected Areas System of Benin

Government of Benin
Executing Agency: Ministry of Environment and Nature Protection (MEPN)
General Directorate of Forests and Natural Resources (DGFRN)
Additional partners: local NGO partners

United Nations Development Programme

UNDP GEF PIMS 2823

Section One: Project General Information

Name of reviewers completing tracking tool and completion dates
Project coverage in hectares
Protected areas that are the target of the GEF intervention

Section Two: Management Effectiveness Tracking Tool for Protected Areas

Reporting Progress at Protected Area Sites:

Data Sheet 1 for [METT Target Site 1]
Data Sheet 1 for [METT Target Site 2]
Data Sheet 1 for [METT Target Site 3]
Data Sheet 1 for [METT Target Site 4]
Data Sheet 1 for [METT Target Site 5]
Data Sheet 1 for [METT Target Site 6]
Data Sheet 1 for [METT Target Site 7]
Data Sheet 1 for [METT Target Site 8]
Data Sheet 1 for [METT Target Site 9]
Data Sheet 1 for [METT Target Site 10]
Data Sheet 2 for all sites
Assessment Form for all sites