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Project title: Sustainable Management of Drylands in Northern Togo		
Country(ies): Togo	**Implementing Partner (GEF Executing Entity):** Direction des Ressources Forestières, under the Ministère de l'Environnement et des Ressources Forestières (MERF)	**Execution Modality***:* Full NIM
Contributing Outcome (UNDAF/CPD, RPD, GPD)*:* **UNDAF Outcome 2:** By 2023, populations in vulnerable areas have increased resilience to climate change and disaster risks and have equitable access to decent living environment and sustainable natural and energy resources. **CPD Output 3.1:** National institutions have increased capacities to formulate, implement and mobilize resources for waste management, climate, disaster, and risk informed gender responsive sectoral development plans/policies. **CPD Output 3.3:** Vulnerable communities in areas highly exposed to natural hazards prone enabled to adapt to future disaster and climate change impacts		
UNDP Social and Environmental Screening Category: Substantial Risk	**UNDP Gender Marker:** 2	
Atlas Award ID: 00117918	**Atlas Project/Output ID:** 00115037	
UNDP-GEF PIMS ID number: 6425	**GEF Project ID number:** 10416	
LPAC meeting date: 14 July 2022		
Latest possible date to submit to GEF: 31 December 2021		
Latest possible CEO endorsement date: 3 June 2022		
Planned start date: 7 December 2022	**Planned end date:** 7 June 2027	
Expected date of Mid-Term Review: 7 December 2024	**Expected date of Terminal evaluation:** 7 March 2027	

Brief project description:

Taken together, project efforts within four landscapes will restore 22,000 ha of highly degraded forest areas, 20,000 ha of highly degraded crop land and 17,000 ha of highly degraded pastureland; promote sustainable management of 37,000 ha of agro-sylvo-pastoral lands including wildlife corridors (equivalent to about 2.5% of the total degraded area of Togo) and contribute to improved management of Protected Areas (total of 210,450 ha).

The project objective will be achieved through four inter-related components. Component 1 will address gaps in national-level capacities and policy frameworks. The enabling environment for sustainable management of land and forest resources and biodiversity conservation will be strengthened and effective upscaling of successful interventions enabled. In addition, gender-sensitive participatory processes for land use planning in surrounding landscapes, including for habitat conservation and corridors, will contribute to mobilising stakeholder support (in particular of women and girls) and improving PA management. Component 2 will reduce pressures through SFM/SLM and ecosystem restoration, including of agroforestry, agricultural and pasture areas. Component 3 will support environmentally sustainable, nature-based income-generating options, with high potential for enhancing the resilient economic development of women, in target areas identified under Component 2, including by improving value chains of agricultural/agroforestry commodities to sustain local livelihoods. Component 4 will support gender-related actions, lesson learning and knowledge management in order to ensure a wide range of project benefits.

(1) FINANCING PLAN	
GEF Trust Fund	5,448,173 USD
UNDP TRAC resources	3,000,000 USD
(1) Total Budget administered by UNDP	**8,448,173 USD**
(2) Total confirmed co-financing	**11,870,000 USD**
(3) Grand-Total Project Financing (1)+(2)	**20,318,173 USD**

SIGNATURES:		
Signature: *print name below* **Mme Ablamba Ahoéfavi JOHNSON** For the Ministry of Planning Development and Cooperation The Minister, Secretary General of the Presidency Of the Republic	**Agreed by Government Development Coordination Authority[1]**	**Date/Month/Year:** *within 25 days of GEF CEO endorsement* 02 NOV 2022
Signature: *print name below* **M. Katari FOLI BAZI** Minister of the Environment and Forest Resources	**Agreed by Implementing Partner[2]**	**Date/Month/Year:** *within 25 days of GEF CEO endorsement* 02 NOV 2022
Signature: print name below **M. Aliou Mamadou DIA** Resident Representative	**Agreed by UNDP[3]**	**Date/Month/Year:** *within 25 days of GEF CEO endorsement* 02 NOV 2022

1 *Other evidence of government agreement may be accepted in lieu of a signature, unless the programme country government requires a signature.*

2 *Not required when UNDP is the implementing partner (i.e. DIM implementation modality). If a UN Agency is the implementing partner, and has signed a SBEAA with UNDP, then the Government Development Coordination Authority, UNDP and UN Agency sign the project document. If an IGO is the implementing partner, and has signed a SBEAA with UNDP, then the Government Development Coordination Authority, UNDP and IGO sign the project document. If a CSO/NGO is the implementing partner, the Government Development Coordination Authority and UNDP sign the project document and attached it to the Project Cooperation Agreement to be signed by the CSO/NGO and UNDP.*

3 *For NIM projects this is the Resident Representative. For DIM projects in a single country this is the Resident Representative. For global, regional DIM projects this is BPPS.*

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ACRONYMS AND ABBREVIATIONS

ADAPT	Projet d'Adaptation de la Production Agricole au Changement Climatique
AFR100	African Forest Restauration Initiative
ANGE	Environmental Management Agency
CSIGERN	Strategic Investment Framework for the Management of the Environment and Natural Resources
FMNP	Fazao-Malfakassa National Park
GDP	Gross domestic product
GEF	Global Environmental Facility
GIS	Geographic Information Systems
GNI	Gross national income
ITRA	Togo Institute for Agricultural Research
IUCN	International Union for Conservation of Nature
LDN	Land Degradation Neutrality
M&E	Monitoring and Evaluation
MEDDPN	Ministry of Sustainable Development and Environmental Protection
MERF	Ministry for the Environment and Forestry Resources
METTs	Management Effectiveness Tracking Tools
NGO	Non-governmental Organization
NPP	Net Primary Productivity
ODEF	Office for Forest Development and Exploitation
OKM	The Oti-Keran Mandouri Complex
PA	Protected Area
PAPEBA	Projet d'Appui à la Préservation des Ecosystèmes et de la Biodiversité grâce à l'Agropastoralisme
PGICT	Projet de Gestion Intégrée des Catastrophes et des Terres
PNIASAN	Programme National d'Investissement Agricole, de Sécurité Alimentaire et Nutritionnelle
PRAPT	Projet de Renforcement du rôle de conservation du système National d'Aires Protégées du Togo
ProCIV	Programme Centre d'Innovations Vertes
ProDRA	Programme pour le développement rural et l'agriculture au Togo
ProREDD	Programme Appui au REDD+ readiness et réhabilitation de forêts au Togo
SFM	Sustainable Forest Management
SLM	Sustainable Land Management
SOC	Soil Organic Carbon
TE	Terminal Evaluation
UGBDC	Unité de Gestion de Bases de Données Cartographiques
UNCCD	United Nations Convention to Combat Desertification
UNICEF	United Nations International Children's Emergency Fund
WOCAT	World Overview of Conservation Approaches and Technologies

I. DEVELOPMENT CHALLENGE

Geography & socio-economic development context

1. Located in West Africa on the Gulf of Guinea, Togo is one of the smallest countries in Africa, spanning an area of 56,600 km^2. The country is crossed in the centre from southwest to northeast by the Atakora mountains, a chain of hills averaging about 700 m in altitude. The peneplain[1] at the east of the Atakora chain has an average elevation that decreases from 450 m to 50 m from north to south. In the far north of the country, the average altitude is around 300 m. The south of the country has a hot and humid tropical climate with two rainy seasons (March-July and September-October), while the north has a Sudano-Sahelian climate with one rainy season (April-August, average 100 cm/y). The average rainfall total is 800 mm on the coast, 1,600 mm in the Plateaux region, 1,400 mm in the Central region, 1,500 mm in the Kara region and 1,090 mm in the Savanes region located at the extreme north of the country. Annual average temperatures are 27.1 ° C; however, they vary with altitude, latitude and land use. Thus, the plains regions are between 19 ° C and 34 ° C, while the mountain and forest areas register between 18 ° C and 29 ° C.

2. Togo spans three sets of hydrographic basins, including: 1) the coastal basins of Zio and Haho and Lake Togo, which cover an area of 8,000 km^2, or 16% of the national territory; 2) the Mono basin, which covers nearly 37.5% of the surface of Togo extending over a large part of the Precambrian peneplain between Sokodé and the coastal area, and; 3) the Oti basin, which occupies all of northern Togo (47%). The Oti basin is drained by various rivers, including the Oti, which is 167 km long. The Oti River is fed by several tributaries, including the Koumongou and the Kara, with abundant flows during the rainy season. The Savanes region is part of the transboundary catchment of the Oti River, which flows through Oti-Kéran National Park and crosses the savanna ecosystems in the north of Togo, where it runs through a 40-50 km wide valley with gallery forests that flood periodically during the rainy season.

3. The rate of human population increase in Togo is high, with an average annual growth rate in recent years of 2.3%. With an estimated total population of 7,352,000 in 2018, Togo is one of the most densely populated countries in the world[2]. The country is divided into five regions (from north to south): Savanes, Kara, Central, Plateau, and Maritime. The coastal region is the most densely populated area of the country, clustering around the capital, Lomé. The Savanes and Kara regions targeted by the present project are less densely populated (Savanes 13.4% and Kara 12.4% of total population).[3]

4. One of the poorest countries in Sub-Saharan Africa, Togo's average per GNI per capita is estimated at US $540[4]. An estimated 90% of people in the Savanes region and 75% of people in the Kara region lives below the poverty line, and an estimated 64.2% of the total population of Togo as a whole is affected by undernourishment.[5] Poverty is intrinsic for the rural areas of the country. Around 56.4% of the population is rural. Agriculture is the main source of income for 97% of the rural population, which derives its income

[1] Defined as a more or less level land surface produced by erosion over a long period, undisturbed by crustal movement.

[2] Source: https://www.cia.gov/library/publications/the-world-factbook/geos/print_to.html

[3] INSEED, 2011

[4] Source: World Bank, 2018. World Development Indicators. https://databank.worldbank.org/source/world-development-indicators NB: Low-income countries average US $650 and Sub-Saharan Africa average is US $842.

[5] Ibid.

from agriculture. However, 73% of the rural population is poor, and this poverty is more common among women than among men. This is a key underlying factor for the vulnerability of women to climate change as limited financial resources are a barrier for long-term adaptive planning. Additional factors contributing to gender inequality remain a substantial challenge. For example, female adult literacy rate is only 51.2%. Although approximately 75% of women are income earners—employed either through the formal or informal sector—they are underpaid compared to men.[6]

5. While Togo is considered a least developed country, its GDP growth rate has averaged 5.5% over the past five years, higher than that of most sub-Saharan African countries. Economic growth has been driven mainly by public procurement, as well as agricultural production, extractive industries and trade. Togo's agricultural sector accounts for nearly 40% of GDP, and agriculture is the main economic activity in the Kara and Savanes regions, where it employs more than 80% of the working population. Most of the rural poor in Togo rely for their livelihoods and food security on some combination of climate-sensitive, rain-fed subsistence or small-scale farming, pastoral herding and direct harvesting of natural resources.

6. Togo's economically strategic sectors are cocoa, coffee, cotton, staple crops (rice, maize, manioc) and phosphate mining. Livestock raising is also an important activity for a large proportion of the population. However, a lack of investment in sustainable agriculture, including appropriate equipment, capacity building and other inputs, has contributed to low rates of agricultural productivity.

7. Agriculture is a key sector securing income to rural population and women constitute 60% of the agricultural workforce. Women have a role in all phases of agricultural value chains, being responsible for plowing, weeding and harvesting. Women have a major role in sowing and agricultural processing activities. However, their works and responsibilities are not fully recognized, their importance and contributions are less acknowledged[7] and, as such, they are usually undervalued[8]. This is because of the socially constructed gender norms, which assigned different roles to men and women in agriculture. The gender division of labour in agriculture means that women and men farmers usually have different needs for extension services. Despite their important contribution, women earn only 10% of the monetary income derived from the agriculture labour. The reasons for this situation are attributable to inequality in access to land and assets (land, inputs, equipment, supervision and credit) and control over resources.

Key ecosystems & biodiversity in Northern Togo

8. Togo is situated within the Eastern Guinean Forest biome and includes the Dahomey gap[9] savannah corridor, which is a break in the West African tropical forest. The country harbours 3,085 plant, 196 mammal, 708 bird, 107 reptile, 10 amphibian, 82 fish and 1,300 insect species, of which 43 are included in the IUCN Red List of endangered species. Intensive human encroachment and poaching in the 1990s resulted in decimation of some of the country's most emblematic mammals, including the

[6] UNICEF 2019

[7] Fletschner, D., & Kenney, L. (2014). Rural women's access to financial services: Credit, savings, and insurance. *Gender in Agriculture*, 187–208. https://doi.org/10.1007/978-94-017-8616-4_8

[8] Beevi, C. N. A., Wason, M., Padaria, R. N., & Singh, P. (2018). Gender sensitivity in agricultural extension. *Current Science*, 115(6), 1035–1036. https://doi.org/10.18520/cs/v115/i6/1035-1036

[9] The Dahomey Gap was established at the onset of the late Holocene due to an abrupt climatic change between c. 4500 and 3400 cal. yr BP. Drier climatic conditions led to a rapid deterioration of the rain forest and subsequent spread of Sudano-Guinean savannas (see Salzmann and Hoelzmann, 2005).

chimpanzee (*Pan troglodytes)*, red-bellied monkey (*Cercopythecus erythrogaster*), Diana monkey (*Cercopithecus diana*), lion *(Panthera leo*) and African wild dog (*Lycaon pictus*).[10]

9. The Sudano-Sahelian savanna and dry forests (*Anogeissus* spp.) in the northern lowlands and mountain areas of the Savanes and Kara regions of northern Togo are of particular ecological significance, as they include several sites that are important for biodiversity conservation, as well as for providing ecosystem services. The area supports migratory routes (corridors) for endangered West African Elephants (*Loxodonta africana*), and harbours populations of lions, leopards, buffalo and other wildlife.

10. The floodplains of the Oti river are used for small-scale crop growing and game hunting, while also supporting cattle grazing during the dry season. In this region, vegetation is dominated by Sudanian savanna; the main woody species are from *Fabaceae* (*Acacia* spp) and *Combretaceae* (*Combretum* spp., *Teminalia* spp) families. There are also dry forests with *Anogeissus*, gallery forests and meadows around temporary or permanent ponds that contain *Nymphaea lotus, Nymphaea guineensis, Hygrophila auriculata*, *Oryza longistaminata*, etc. There are large areas of agroforestry production, with *Vitellaria paradoxa*, *Parkia biglobosa, Lannea microcapa, Borassus* spp. and *Adansonia digitata*, which constitute sources of food, fodder, fibre, timber and non-timber forest products with high added value. Finally, the Sudanian savanna and dry forests are of high value in terms of carbon storage.

11. The Kara region supports woodlands with *Isoberlinia doka* and *Isolberlinia tomentosa* and dry forests with *Monotes kerstingii* and *Uapaca togoensis*, or *Anogeissus leiocarpus*. There are also many forest remnants, with *Milicia excelsa. Combretaceae* savanna, agroforestry areas and gallery forests are also well represented.[11]

12. Forests in northern Togo support agroforestry systems of *Vitellaria paradoxa* (shea), *Parkia biglobosa* (néré) and *Adansonia digitata* (baobab), as well as being locally important sources of food, fodder, fibre, timber and non-timber forest products with high added value. In addition, the Sudano-Sahelian savanna and dry forests are of value for carbon storage because of the high degree of long or semi-permanent duration during which carbon is stored in the soil, compared to more humid areas.

Problems of environmental change and degradation in Northern Togo

13. A variety of negative environmental changes are taking place in Togo, leading to loss of natural capital, biodiversity and the ability of lands and ecosystems to support existing, not to mention growing, populations. This environmental degradation takes a variety of forms.

14. Togo has one of the highest deforestation rates in the world. The country lost an average of 5% of its forest cover each year between 1990-2015[12], with only 3.6% of Togo still forested. Deforestation and associated land degradation are of particular concern given the important role that forests play in providing ecosystem services, as well as in supporting the subsistence, social and cultural life of local

[10] K. Kokou, K. Afiademanyo, K. E. Abotsi, H. Segniagbeto, M. Gomina, and K. Amévoin, 2018. Biodiversity in Togo. In : Global Biodiversity, Volume 3 : Selected Countries in Africa. Edited by T. Pullaiah, PhD, Apple Academic Press Inc

[11] MERF, 2011

[12] FAO Food and Agriculture Organization. (2015). Global Resources Assessment 2015: How are the world's forests changing? http://www.fao.org/3/a-i4793e.pdf

communities[13]. The dense tropical rain forests that once covered much of the country are now found only along river valleys and in isolated pockets of the Chaîne du Togo.

15. In addition to the loss of forest habitat, the degradation of land and ecosystems leads to their dysfunction and to loss of biodiversity.[14] The most visible and serious manifestations of environmental challenges in the northern and central parts of Togo are worsening land degradation, soil erosion, declining soil quality (leaching, acidification and compaction), sedimentation, and water scarcity[15]. The ecosystems most threatened by these pressures are gallery forests, dense dry forests, open forests, wooded savannas and shrubby savannas. Impacts include increasing loss of biodiversity and of ecosystem services such as water supply, soil and nutrient retention, availability of arable land, nutrients, timber, non-timber forest products, etc. Degraded environments may show a combination of lower vegetative cover as well as lower *quality* cover, as beneficial species are replaced by weedy ones.

16. High levels of deforestation and land degradation, including in river catchments, are also leaving Togo increasingly vulnerable to desertification and the impacts of climate change and variability[16]. The semi-arid ecosystems in the northern region are particularly vulnerable to climate variability and increasing periods of drought. The area is already witnessing changes in the seasonal calendar, including precipitation patterns—late and heavy rains—that are contributing to increased flooding, landslides and streambank erosion; at other times and in other locations, periods of drought are becoming more common, and waterbodies are drying up. Wind erosion is increasing as are, of course, temperatures. There is evidence too of increased pest incursions as some unwanted species thrive on the changed circumstances.

17. In 2010, the total area of land actually degraded in Togo was estimated at 2,349 km² or 234,900 ha, or 4.14% of the national territory for a period of 10 years (2000 to 2010). This is equivalent to degradation of 23,490 ha / year at the national level. Togo's most degraded areas in the North are the areas which combine a high rural population density with a sharp reduction in fallow times. Approximately 5.8% of the land area in Savanes and 2.3% in Kara region is considered highly degraded. The Savanes region is furthermore characterised by particularly high rates of soil erosion, up to an estimated rate of 2-3 tons/km^2/year.

18. As a result of degradation, habitat loss and other factors, several taxa are threatened with extinction and several priority habitats for the conservation of flora and fauna are partially or totally invaded, with an occupancy rate ranging from 10 to 100%[17]. Anthropogenic pressures on Togo's protected areas are contributing to the degradation of remaining areas where habitat for biodiversity is still to be found. The Togolese fauna has experienced a sharp reduction in the population of several species, especially among large mammals, over the past twenty years. Several species of vertebrates once common and very abundant in Togo have become very rare or are extirpated due to their

[13] Lynch, L., Kokou, K. and Todd, S. (2018) Comparison of the Ecological Value of Sacred and Non-sacred Community Forests in Kaboli, Togo. Tropical Conservation Science 11: 1–11

[14] MERF, 2018

[15] E.g: Diwediga, B., Wala,K., Folega, F., Dourm, M., Woegan, Y.A., Akpagana, K., Le, Q.B. (2015) Biophysical and anthropogenous determinants of landscape patterns and degradation of plant communities in Mo hilly basin (Togo), Ecological Engineering 85:132–143

[16] See USAID (2018) Climate Risk Profile: West Africa Fact Sheet 27 pp.

[17] MERF, 2013

overexploitation; for example, the elephant population which was 250 individuals in 1990[18] is now reduced to nearly 150 individuals (Franz Weber, 2013). Elephants have completely disappeared from the "Fosses aux Lions" National Park. Some species of large predators (*Panthera leo*, *P. pardus*, etc.) have completely disappeared from protected areas in Togo.

19. The environmental changes being seen in the region are paralleled by a range of economic and socio-economic impacts associated with the reduced flows of ecosystem services. Depending on location, agricultural productivity is either declining outright or at a minimum is failing to increase in line with increased investment and inputs. This leads directly to income losses and increased food insecurity and vulnerability to famine. For example, longer dry seasons, such as in 2021, mean that food stocks from the previous season's harvest need to last longer ('periode de soudure'), in some cases running out before new harvests can be made. Finally, these multiple elements of resource scarcity (land, food, water, etc.) are due to growing populations have long been shown to be causal elements in social conflict which, when it eventually erupts, can only make matters worse for local populations.

Climate risk

20. Climate change is an important factor in this project's development challenge and in determining the viability and sustainability of its proposed interventions.[19] Togo's position in West Africa, between the Atlantic Ocean in the south and the Sahara in the north, and the seasonal movement of the Inner-tropical convergence zone (ITCZ) determine the country's climate, with decreasing rainfall from the south to the north and a pronounced seasonal contrast in rainfall between the wet and dry season. The Kara and Savane Regions in the north of the country are the country's driest and hottest regions, characterized by a single rainy season and among the most vulnerable to climate variability and change. Togo's ND-GAIN index was 135 out of 181 in 2020 (with a higher score indicating lower vulnerability), characterizing the country as highly vulnerable to climate change[20]. The dependence of the country on agriculture and livestock increases its vulnerability to climate shocks (droughts, flooding), especially in its northern provinces with its long dry season and very intensive rainfalls during the rainy season. Average temperatures in the country have increased by 1.1ºC since the 1960s, with strongest increases in the north of the country. Heat waves have become common[21]. Under a high-emissions scenario, average temperatures are projected to increase by 2.5 to 5.6ºC until the end of the century, with strongest increases in the north (Kara and Savane Regions). Projections for precipitation, on the other hand, are variable and it is not clear whether average rainfall will increase or decrease; moreover, there has been a pronounced fluctuation of rainfall over the last decades, with high average rainfalls in the 1960, low rainfalls in the 1970s and 1980s, followed by increasing rainfalls. This fluctuation makes it difficult to distinguish climate change trends and to make projections for future climates, as is generally the case in West Africa due to its geographic position between the ocean and the desert. There is however an expectation that the percentage of rain that falls in high-intensity events is likely to increase[22]. In combination, these climate trends make Togo highly vulnerable to droughts, floods and wildfires. While rainfall trends are uncertain, the increasing temperatures especially in the north of the country will make drought events and dry season fires more likely, and increasing rainfall intensities are likely to increase the already prevalent risk of flooding throughout the country, especially if seen in combination with the

[18] IUCN / GSEAF, 1995
[19] See, e.g., UNDP-GEF. 2019. STAP Guidance on climate risk screening.
[20] https://climateknowledgeportal.worldbank.org/sites/default/files/2021-06/15859-WB_Togo%20Country%20Profile-WEB.pdf
[21] https://climateknowledgeportal.worldbank.org/sites/default/files/2021-06/15859-WB_Togo%20Country%20Profile-WEB.pdf
[22] https://climateknowledgeportal.worldbank.org/sites/default/files/2021-06/15859-WB_Togo%20Country%20Profile-WEB.pdf

wide-spread degradation of the vegetation cover through the expansion of agriculture. Climate change is likely to negatively affect agriculture and livestock production through recurrent droughts, wildfires and flooding; could affect the quality and reliability of water resources (e.g., seasonal drying up of wells especially in the north, contamination of water courses through flash floods), and could also lead to the increase of certain human and livestock diseases.

21. The high uncertainty of future climate developments, especially with regard to rainfall, which is typical for large parts of West Africa, implies that land use interventions need to focus on increasing the resilience of the population and ecosystems to a range of climate change scenarios, which may range from drier to wetter future conditions. This is different from regions where future climate developments are more predictable. This general strategy also needs to take into account the interaction of climate with trends in land use and vegetation cover (e.g., high risk of flooding through the degradation of hill slopes and the occupation of lowlands by permanent agriculture). Moreover, it needs to consider the uncertainty even of current climate data, which in part results from the pronounced local variability of rainfall that is characteristic for the West African savanna regions. Local stakeholder consultations in Togo and neighbouring Benin with its very similar climate during two parallel PPG projects have shown that local people already observe an increase in rainfall intensity and resulting flood risks. This project will therefore prioritize interventions that increase the resilience of natural and agricultural ecosystems to a range of climate hazards, and that are identified in consultation with the local population. This will include an emphasis on the restoration of tree cover (including of useful species such as néré, karité (shea), baobab, as well as fuelwood species) especially on hill slopes and erosion-sensitive sites; the management of pasture areas and corridors (for seasonal migration) to conserve a sufficient vegetation cover, e.g. by reducing the use of fire; and the management of agricultural fields for increased water infiltration and storage, e.g. by maintaining soil cover, increasing soil organic matter content and improving soil structure through multiple cropping, the avoidance of fire and the strategic use of trees (agroforestry).

COVID-19

22. According to the African Development Bank[23], despite its not being heavily impacted by COVID-19 infections, the pandemic had a significant effect on Togo's formerly dynamic economic growth. While growth rates surpassed 5% in 2018 and 2019, the economy grew by a mere 0.$% in 2020. Meanwhile, inflation and budget deficits grew. Economic growth is projected to recover to 4.3% in 2021 and 5.6% in 2022.

23. Despite the projected recovery in economic growth, COVID-19 continues to weigh as an element of the development challenge being targeted by the present project. Agricultural production, employment and investment have all been hindered by the pandemic. Several project risks associated with the pandemic have also been identified.

Causal chain analysis

24. As seen in Figure 1, the *direct* or *proximate causes* of land degradation and associated loss of biodiversity in northern Togo include the following:

- Encroachment into protected areas and classified forests for agriculture and gathering of wood products,

[23] See https://www.afdb.org/en/countries-west-africa-togo/togo-economic-outlook

- Inappropriate agricultural cultivation practices (e.g. slash and burn, shortened fallow),
- Expansion of agricultural area onto environmentally fragile, less productive lands—including protected lands—for cash crops (cotton) and /or food crops (maize, sorghum and cassava),
- Overgrazing, uncontrolled foraging and trampling by livestock, sometimes associated with transhumant communities,
- Inappropriate and illegal use of certain fertilizers and pesticides, with effects on both land and aquatic resources,
- Uncontrolled burning (bush fires) set by herders, farmers and hunters,
- Overexploitation of renewable and on-renewable resources, including fuelwood, timber, wildlife and non-timber forest products.

The *root causes* of land degradation and biodiversity loss in northern Togo include:

- Demographic pressures caused by high population growth rates[24]
- Market failures and other economic drivers, including: (i) increasing demand for resources and agricultural products, (ii) poverty, (iii) economic inequality, (iv) poorly developed value chains, (v) failure to assign value to natural capital, including biodiversity and ecosystem services, and (vi) limited availability of economic alternatives
- National and local land management systems, including land tenure systems that incentivize short-term profit over long-term investment
- Historical legacy of local exclusion in decision making regarding conservation and protected areas, with links to political and economic conflict
- Tendency to continue using land use management techniques that have been successful or profitable in the past, despite changing environmental circumstances
- Politicization of natural resource decision making.

Baseline actions and projects

25. A variety of actions have been taken and /or are underway to address the factors that are causing land degradation and loss of biodiversity in Togo, including its northern regions. The project thus builds on a solid baseline of national commitments, strategies and actions. It draws lessons from, and identifies synergies with, past and ongoing interventions aimed at reversing land degradation and biodiversity loss by enabling sustainable land management/use and environmental protection practices in Togo (see **Table 1** below). Several of these initiatives serve as co-financing for the present project.

26. In 2001, as part of its efforts to combat land degradation and desertification, Togo adopted a National Action Plan to Combat Desertification (NAP-CD) to mitigate the adverse effects of drought that are further amplified by climate change. This plan was later reviewed and aligned with new, United

[24] It's worth noting that increasing population may also be beneficial in certain respects, e.g. to stimulate innovation

Nations Convention to Combat Desertification (UNCCD) guidance in 2014. As one of 122 countries which set voluntary LDN targets during UNCCD COP 13, and in compliance with the UNCCD 2018-2030 Strategic Framework, Togo aims to: (i) avoid degradation of productive land; (ii) curb biodiversity loss; and (iii) effectively fight against change climate. By 2030, Togo aims to restore at least 80% of degraded lands (187,920 ha) and limit degradation of presently non-degraded land to 2% (108,802 ha) with reference to the 2010 baseline. The country furthermore aims to increase its forest cover by 3% (43,557 ha) and reduce by one third (73,260 ha) the area of land showing negative trends with regard to net productivity.

27. In 2018, Togo adopted a new land code, which lays the foundation for modernization of the institutional framework for land management. The land code offers a comprehensive response to issues related to land tenure security and land speculation. In addition, Togo adopted an ambitious National Program for Agricultural Investment, Food Security and Nutrition (PNIASAN 2017-2022), which aims to: i) build a modern, environmentally sustainable, and high value-added agricultural sector to enable food- and nutritional security; ii) establish a strong, inclusive and competitive economy; iii) generate decent and stable jobs by 2030, and; iv) reduce poverty and rural vulnerability. PNIASAN will form an important framework within which the present project will operate, together with partners.

28. Since the socio-economic upheaval that took place in Togo in the 1990s, which led to the near collapse of Togo's protected areas, the country has made substantial progress in peacebuilding, promoting social cohesion and restoring functional PA management systems. Support for this recovery has included a GEF-funded project on "Strengthening the Conservation Role of Togo's National System of Protected Areas" (GEF ID 4026; PIMS 4420), which was implemented from 2012-2018 (see **Table 1** below). While the project demonstrated progress towards achieving its two main objectives to strengthen legal and institutional frameworks and increase the effectiveness of PA management, it was rated moderately satisfactory due to a one-year suspension related to socio-political upheaval, and focus on a different PA than initially identified, interrupting on-going efforts in the OKM complex and allowing insufficient time to undertake required collaboration, planning and on-site implementation in the Fazao-Malfakassa NP.

29. While PA demarcation remains weak, the Government of Togo, with support from development partners, has since increased its efforts to improve socio-economic development of rural communities, raise awareness on the values of biodiversity and ecosystem services, and engage local actors in dialogues aimed at facilitating conflict prevention, including in the areas targeted by the present project (see, e.g., projects listed in **Table 1**).

30. Protected areas (PAs) represent one tool that the Government of Togo has tried to employ to ensure, in this case, conservation of remaining biodiversity. Protected areas currently cover approximately 10% of the national territory, or 793,289 ha. In percentage terms and on paper, the northern regions are well protected, with Savanes having 166,906 ha of PAs (21% of total area) and Kara region having 198,143 ha (25% of total area). Among the individual PAs are the Parc National Fosse aux Lions, the Galagashi Wildlife Reserve, the Oti-Kéran National Park and the Oti-Mandouri Faunal Reserve, which together form the OKM complex and Biosphere Reserve in the Savanes region, and Fazao-Malkafassa National Park in the Kara and Central region. The OKM complex represents the largest area of protected lands in Togo and is representative of several of the key terrestrial ecosystems found in the country (savanna, forest, woodland, and wetlands), including *Mytragyna inermis* and *Andropogon gayanus* savanna and *Pterocarpus erinaceus* woodlands. Fazao-Malkafassa National Park encompasses a total of 1,920 km^2), and is composed of shrubby savannah, gallery forests, and hills partially covered with forest. It is home to a very small remaining population of West African elephants (estimated at 50 in 2003). OKM and FMNP

are managed by the Ministry of Environment and Forestry Resources (MERF). Surveillance patrols are mainly conducted by ecoguards recruited from the riparian villages[25]. Overall, protected areas are poorly demarcated and buffer zones are not legally constituted by governmental authorities and therefore have no protection status or management strategy (although patrolling is conducted in some areas where large animals are present)[26].

31. Early in 2021, the Togolese Government adopted a Roadmap ("Feuille de route") in connection with the National Development Program (PND) and the general policy program of the government. The Roadmap was organized around the following strategic axes: (1) strengthening of social inclusion and harmony, (2) revitalization of the labor market by relying on the strengths of the economy, and (3) the modernization of the country by strengthening its structures. Each Ministry was assigned specific responsibilities in terms of implementing the Roadmap. The responsibilities of MERF, which is the lead agency responsible for implementation of the present project, are in the area of sustainable development and crisis prevention, and include two key underlying objectives:

- Commit Togo to a path of sustainable development that respects nature and natural resources;
- Protect the people of Togo from future climate risks, including coastal erosion, floods, desertification and pollution risks.

32. To achieve its objectives, MERF is working on a number of development projects and reforms—in addition to the present project—including the following areas of specific relevance to the GEF project:

- Response to major climate risks (Project 35)
- Reform of environmental legislation (Reform 6), which includes strengthening of key environmental legislation and associated regulations designed, inter alia, to attract investors and incentivize entrepreneurs.

33. In the productive landscape, extension for agriculture and sustainable land management is mainly provided by the Institute of Advice and Technical Support (ICAT), whose responsibilities include: (i) provision of technical support to farmers and producer organizations to improve productivity and increase production, while conserving the environment; (ii) developing and offering training through various technical services and via studies, analyses and expert support; (iii) supporting the establishment of cooperatives to enable greater participation in the definition and monitoring of agricultural policies, and; (iv) contributing to agricultural research, with particular emphasis on development research.

34. ICAT is represented in the project area by its regional offices:

- The Kara Regional Directorate is administered by a regional director who is supported by 3 department heads and assistants, 7 agency heads (One agency per prefecture) and 96 technical advisors in agricultural business management (CTGEA), who are the technical extension agents.
- The Savanes Regional Directorate is headed by a regional director who works with 3 department heads and assistants, 7 agency heads (one agency head per prefecture) and 82 technical advisors in agricultural business management (CTGEA), who are the technical extension agents.

[25] While local communities are informed about management decisions, they do not participate in decision-making mechanisms and are rarely consulted formally. However, since 2013, village associations of participatory management of protected areas (AVGAP) have been organized in many villages and are legally recognized by the national territorial administration.

[26] E.g: Atrsi, K.H. et al. (2019) Ecological challenges for the buffer zone management of a West African National Park. Journal of Environmental Planning and Management. https://doi.org/10.1080/09640568.2019.1603844

35. In both regions, the technical advisors in agricultural business management are field agents who are either agricultural engineers or senior agricultural technicians.

36. The Ministry of the Environment and Forest Resources also operates decentralized services in the two regions, with staff numbers and capacities similar to those of ICAT. Their skills will also contribute to the dissemination of good practices in sustainable forest management under the project baseline.

37. In addition to the above government services, several civil society organizations, including non-governmental organizations (NGOs) and associations present in the two regions covered by the project are active in the area of the environment and agriculture. These NGOs and associations provide SLM/SFM extension and advisory support to agricultural cooperatives. As part of the support to extension activities, several of these NGOs will be selected on a competitive basis to work with the government services to strengthen systems of support to producers related to good agricultural practices, SLM, SFM, IWRM, etc. Among the most active are: **SOUNGOU MAN**, Action Réelle sur l'Environnement, l'enfance et la Jeunesse (**AREJ**), Recherche, Appui et Formation aux Initiatives d'Auto-développèrent (**RAFIA**), Gestion de L'environnement et Valorisation des Produits Agropastoraux et Forestiers (**GEVAPAF**), Complexe Agro-Pastoral Echo des Jeunes Ruraux (**CAP-EJR**), Programme d'Aide pour le Développement Économique et Social (**PADES**), Organisation pour le Développement et l'Incitation à l'Auto Emploi (**ODIAE**), Agronomes et Vétérinaires Sans Frontières (**AVSF**).

38. All of the entities described above, including ICAT, the decentralized services of the Ministry of the Environment, NGOs and associations, have some experience in SLM/SFM and in providing advisory support to cooperatives producing and marketing agricultural products. Together, these structures will provide sufficient staff to carry out the necessary extension and capacity building work during and after the project. Within the framework of this project, their technical and operational capacities will be strengthened in terms of training (i.e. training of trainers) and equipment in order to enable them to carry out their activities while focusing on SLM/SFM, restoration and support to agricultural cooperatives.

39. With regards to baseline coordination platforms, the National Commission for Sustainable Development (CNDD) was created by decree N°2011-016/PR of January 12, 2011. The CNDD is composed of representatives of public and private institutions, local authorities, and civil society. It is placed under the supervision of the Ministry of Environment and Forest Resources and is headed by a Permanent Secretary. CNDD is a consultation body responsible for, among other things (i) monitoring the integration of the environmental dimension into development policies and strategies; (ii) ensuring compliance, synergy and implementation of international conventions relating to the environment ratified by Togo and producing a report every year; (iii) proposing policy guidelines for sustainable development; (iv) issuing opinions on any policy or development strategy likely to affect the environment, natural resources, social equity and economic efficiency; (v) ensure the promotion of sustainable consumption and production patterns and (vi) ensure the involvement of all stakeholders in the sustainable development process. CNDD is represented at regional level by the Regional Commissions for Sustainable Development (CRDD), in the prefectures by the Prefectural Commissions for Sustainable Development (CPDD) and in the communes by the Communal Commissions for Sustainable Development (CCDD). The composition of the commissions at sub-national levels is aligned with the model of the national commission, while considering particularities at each level.

Barriers

40. Despite the above baseline efforts, under the baseline scenario, the following groups of barriers will continue to stand in the way of efforts to address land degradation and biodiversity loss in Togo:

41. *Group 1 – Political, financial, institutional, technical and regulatory barriers to LDN and conservation (Enabling environment)*: While Togo has made substantial progress in strengthening policies and developing strategies relevant to sustainable land and forest resources management, biodiversity conservation and Land Degradation Neutrality, operational tools for policy implementation at site level remains unavailable. Lack of land use planning guidance and insufficient availability of data on land use and land cover hampers adequate land management at both national and local levels. Land use planning processes lack cross-sectoral coordination at the national and local level, and are not inclusive, insufficiently engaging stakeholders at the community level, resulting in missed opportunities in terms of local buy-in and support, as well as in ensuring mainstreaming actions to enable gender equality. Women remain vulnerable and with limited capacities due to the restrictions on land and ownership. In addition, there are many areas in Togo with unclear demarcation (including protected areas) and where land titles are not adequately documented. These factors tend to constrain the amount and effectiveness of investment in sustainable land management practices by the farming community as well as limiting the availability of land for reforestation, despite potentially strong returns. Technical barriers limit capacities to integrate remote sensing data with socio-economic survey data in order to enable assessments of existing farming and cropping systems and identify patterns related to the adoption of sustainable land management practices. Extension capacities are also limited.

42. *Group 2 – Site-level barriers to sustainable use of land and forests, and restoration*: There is insufficient awareness among key local stakeholders, including farmers and investors, regarding the value of the biodiversity and ecosystem services found in northern Togo, including protected areas. Limited awareness and knowledge sharing contribute to a lack of full acceptance by local communities of PA boundaries, high levels of encroachment[27], and hostility towards park management. Extension services in Togo are weak, and are not informed by state-of-the-art GIS and remote sensing information required to establish, inform and monitor land degradation neutrality (LDN) practices. Access to agricultural extension is regarded as important for planning, achieving agricultural development, poverty reduction, and food security. Only an estimated < 3% of farmers in Togo have access to agricultural extension services, which could otherwise play a critical role in supporting action-oriented land use planning, sustainable land management practices and income-generation opportunities. Agricultural services are also key for awareness raising on sustainable farming practices. Approximately 40% of the rural population lacks literacy[28], limiting options for formal knowledge transfer on biodiversity conservation, sustainable land management, reforestation and land degradation neutrality. Limited direct experience or knowledge of successful models hampers adoption of sustainable land management practices such as conservation / regenerative agriculture, climate-smart agriculture and agroforestry, short rotations, management of soil organic matter as well as livestock management, optimal grazing and pasture management. Due to socially defined roles and identities in Togo, women lack access to extension services, land, agricultural inputs and professional opportunities in agricultural extension[29]. These shortcomings contribute to underinvestment, and thus slow adoption, of innovative practices needed to enable SLM and SFM.

[27] A recent study on Oti-Keran reserve indicated that while 80% of local respondents agreed with the existing regulatory structure, many farmers continue to grow crops and graze domestic animals inside the PA. Fandijinou, K, et al. (2020) Assessment of the Protected Areas Strategy in Togo under Sustainable Management: The Case Study of Oti-Keran, Togodo, and Abdoulaye Faunal Reserve. OJE 10:141-159 https://www.scirp.org/journal/oje

[28] Ministère de l'Agriculture, de l'Élevage et la Pêche (2014). 4 Recensement Nationale de l'Agriculture 2011-2014 Volume Vi: Module Complémentaire Principales caractéristiques de l'Agriculture Togolaise

[29] Jafry, T., & Sulaiman, R. (2013). Gender-sensitive approaches to extension programme design. *The Journal of Agricultural Education and Extension*, 19(5), 469–485. https://doi.org/10.1080/1389224X.2013.817345

43. *Group 3 – Barriers to sustainable, nature-based livelihoods*: Value chains for dryland crops and non-timber forest products are currently poorly developed. There is insufficient knowledge of appropriate post-harvest techniques, and marketing channels are inadequate, leave dryland products undervalued and underutilized. While providing key sources of livelihoods for local communities in the Savanes and Kara regions, existing opportunities to produce agroforestry products (cashew nuts, shea butter, Néré, Moringa, Baobab) are not being fully exploited. Equipment and materials for post-harvest processing—which ensure drying, packaging and/or processing and storage of products—are not accessible to local farmers. As a result, many local products are exported in their raw state and undervalued, resulting in a loss of opportunities for local economic growth and sustainable development. Finally, support mechanisms, such as cooperatives or technical and financial partnerships, are lacking.

44. *Group 4 – Barriers to gender equality and diffusion of innovations and knowledge*: In addition to the limited levels of knowledge, skills and awareness that exist among stakeholders as identified under barrier 2, there are insufficient mechanisms to ensure that available data and lessons learned from local initiatives are used to inform similar interventions and processes elsewhere in the country. Lessons learned from implementation of donor-funded projects are not systematically collected, documented in knowledge repositories and made available to—and absorbed by—target stakeholders. While local and indigenous (ethnic groups) knowledge is being synthesized and made accessible to farmers by the Togo Institute for Agricultural Research (ITRA), this information often does not trickle down sufficiently, and there are few linkages with the academic community (e.g. University of Lomé) or the region (e.g. WASCAL West African Science Service Centre on Climate Change and Adapted Land Use[30]). There is no structured system to enable systematic sharing of information on best practices or to facilitate experience sharing among land users and extension services. There is also insufficient investment in outreach and information sharing to enable feedback into policy development, replication and upscaling at the national, regional and global levels. Women, in particular, have limited access to innovations and knowledge due to high gender gap in level of education and a lack of dedicated methodologies and tools to include gender throughout the innovation cycle, as well as limited sharing of knowledge and practices about opportunities and challenges towards a more gender-responsive innovation approach.

Baseline projects being built on

45. **Table 1** below describes recently completed projects which have been taken into account in assessing the baseline situation and lessons learned for the present GEF project.

Table 1: Recently completed baseline projects

Title	Amount and source of financing	Time-frame	Components and activities
Programme Appui au REDD+ readiness et réhabilitation de forêts au Togo (ProREDD)	GIZ: $ 5,560,094	2014-2019[31]	• Improving technical and institutional framework conditions for the implementation of REDD+ and forest rehabilitation in Togo

[30] See: https://wascal.org

[31] Negotiations for a second phase of this project are in an advanced stage, offering opportunities for collaboration and mutual learning during the implementation of the present project, as well as cofinance.

Title	Amount and source of financing	Time-frame	Components and activities
Soutenir une agriculture familiale durable dans la région des Savanes	FFEM: $ 1,068,188 Co-financing: IFAD, EU, WB	2014-2018	• Improving the resilience of farms through soil improvement, diversification of production and capacity building, with focus on Savanes region.
Projet de Renforcement du rôle de conservation du système National d'Aires Protégées du Togo (PRAPT)	GEF: $ 1,210,000 UNDP: $ 499,750 UEMOA: $ 500,000	2012-2017	• Improving Protected Area governance, including at national and local level (by engagement of communities in PA management and sustainable income generating activities). • Demarcation of >60% of the Oti Kran-Mandouri (OKM) PA complex. • Improved management of Fazao Malfakassa PA (with 192,000 ha of protected land) reducing threats to biodiversity caused by poaching, uncontrolled fires and overgrazing. • Promotion of tools including co-management agreement protocols, ecological monitoring, management planning, resource mobilisation.
Projet de Gestion Intégrée des Catastrophes et des Terres (PGICT)	GEF: $ 9,157,407 WB: $ 14,790,000 Govt: $ 500,000	2011-2017	• Institutional strengthening of MERF, ANPC, prefectures, and other key stakeholders on land use management, watershed management and disaster risk management (i.e. flood risk reduction). • Community activities for climate change adaptation and SLM.
Projet d'Adaptation de la Production Agricole au changement Climatique (ADAPT)	GEF $ 5,354,546 IFAD n.a. GEF ID: 4570	2013-2017	• Enabling climate change adaptation in the agricultural sector. • Awareness raising and knowledge building on climate change adaptation.
Projet d'Appui à la Préservation des Ecosystèmes et de la Biodiversité grâce à l'Agropastoralisme (PAPEBA)	EU: $782,703	2013-2016	• Contribution to the sustainable management of protected areas and classified forests, while developing a strategic sector for the national market and for export. • Focus on Savanes, Kara, Central and Plateau regions.
Programme d'Urgence de Développement Communautaire (PUDC)	$ 26,290,122 Government: 18% UNDP: in-kind JICA: $ 10,167,177	2016-2021	• Development of basic socio-economic infrastructure and facilities. • Strengthening institutional capacities of national and local actors. • Creation and enhancement of Planned Agricultural Development Zones (ZAAP) of at least 100 ha each, in all regions. • Development of rural entrepreneurship, enhancement of agricultural production through access to production and processing techniques, and facilitation of access to financial services.

46. **Table 2** below describes projects which will be ongoing during the course of the GEF project. Coordination with these projects is discussed in Section III, under Partnerships (see below, paras. 148-152).

Table 2: Ongoing baseline projects for coordination

Title	Amount and source of financing	Time-frame	Components and activities
(1) Sustainable Forest Management Impact	GEF: $ 6,680,734 IUCN	2020-2025	• Strengthening the enabling environment for the sustainable and inclusive management of drylands

Title	Amount and source of financing	Time-frame	Components and activities
Program: Sustainable management of dryland landscapes in Burkina Faso			• Creating country-specific conditions for innovative and integrated approaches to dryland management, and for scaling-up
(2) Projet d'aménagement des terres agricoles de la plaine de l'Oti (PATA-Oti)	BOAD[32]: $ 39,516,364 BADEA[33]: $ 8,181,818 OFID[34]: $ 9,090,909 Togo Government: $14,185,455	2019-2025	• Hydro-agricultural development of 1,132 ha irrigated agricultural land. • Development of 2,000 ha for rainfed agriculture; provision of agricultural inputs and equipment; support to the livestock keeping and aquaculture sectors; development of marketing infrastructure; extension services and awareness-raising.
(3) Platforme de dialogue communautaire pour le développement local et la cohesion sociale	UNDP: $ 901,017	2019-2022	• Establishment of platforms to enable inclusive dialogue on conflict prevention, peacebuilding and local sustainable development in targeted communities in each region of Togo.
(4) Programme Impact Communautaire 2030	UNDP: $3 000 000 USD	2021-2023	• Creation of innovative infrastructures and services improving the living conditions of the populations, • Improved access of populations to sustainable energy in target localities is improved, • Development of rural and agricultural entrepreneurship for the economic empowerment of women and youth and • Identification and implementation of innovative initiatives and solutions for the digitalization of social services.
(5) Ecovillage Development Project	UNDP: $ 2,500,000	2019-2023	• Development of the transformation of agricultural products from access to energy in rural areas • Strengthening access to drinking water through the construction of boreholes with solar pumps • promotion of community forests and agricultural techniques respecting the sustainable management of natural resources • improving the income of rural populations by developing market gardening activities and diversifying sources of income
(6) AFR100 African Forest Restoration Initiative Mécanisme forêts paysans / Forest Farm Facility (FFF)	FAO, GIZ, IUCN	2018-2022	• Restoration of 1,400,000 ha of landscapes by 2030 with farmers organizations as part of the AFR100 initiative, including around PAs. • Concrete support to farmers' and forestry organizations for the implementation of actions and interventions for landscape restoration.
(7) Biodiversity Businesses in Fazao-Malfakassa National Park: Poverty Reduction, Biodiversity Conservation & Sustainable Development	India-UN Development Partnership Fund: $ 1,000,000 UNESCO: in-kind	2019-2022	• Designation of Fazao-Malfakassa National Park as Biosphere Reserve, and become a model learning site for sustainable development • Training and support to create environmentally sustainable businesses in beekeeping/apiculture, snail rearing, mushroom farming, fish farming and eco-tourism.
(8) Appui à l'élaboration du programme national de gestion durable des Produits Forestiers Non Ligneux (PFNL) et à la mise en œuvre des	FAO: $ 2,820,000	2019-2026	• Develop a national programme for the sustainable management of non-timber forest products in Togo • Strengthen the capacities of actors in the honey and shea sectors • Set up a statistical database on the African locust bean and shea tree

[32] West African Development Bank
[33] Arab Bank for Economic Development in Africa
[34] OPEC Fund for International Development

Title	Amount and source of financing	Time-frame	Components and activities
actions prioritaires au Togo			
(9) Programme pour le développement rural et l'agriculture au Togo (ProDRA)	GIZ: $ 6,116,103 EU: $ 5,226,488	Phase II: 2018-2022	• Development of agri-food entrepreneurship and strengthen capacities of actors in selected agricultural sectors and the wood energy value chain.
(10) Programme Centre d'Innovations Vertes (ProCIV)	GIZ: $ 14,456,244	2016-2022	• Improve small holder incomes, create employment in rural areas, and improve soy, groundnut and cashew nut sectors.
(11) Programme d'Appui à la Lutte contre le Changement Climatique (PALCC)	EU: € 10,600,000 (1st phase) EU: € 30,000,000 (2nd phase)	1)2017-2022 2)2022-2025	• The resilience of populations is increased through sustainable management, rehabilitation and preservation of soils and forest cover • The use of biomass resources and the wood-energy sector is made more efficient to support a transition to a low-carbon economy • The capacities of the main actors in the fight against CC are strengthened, climate change is better integrated into national strategies and public policies.

II. STRATEGY

47. The project builds on a solid baseline of national commitments, strategies and actions. It draws lessons from, and identifies synergies with, past and ongoing interventions aimed at reversing land degradation and biodiversity loss by enabling sustainable land management/use and environmental protection practices in Togo (see **Table 1** above). Several of these initiatives serve as co-financing for the present project.

48. The project aims to build on the successes of the previous GEF project while integrating lessons learned, in particular those related to the need for: i) substantial emphasis on ensuring adherence to FPIC[35] processes; ii) extensive outreach and awareness raising; iii) facilitating dialogue among community members and local and national government representatives as a tool for conflict prevention, and; iv) active engagement of local communities in sustainable forest/land/PA management activities while demonstrating livelihood benefits, and; (v) addressing risks related to increased potential of human-wildlife conflicts (see Section 3 below, and Annex 4, Social & Environmental Screening Procedure).

Alignment with GEF focal areas

49. The project is closely aligned with GEF7 Focal Areas on land degradation and biodiversity conservation, including interventions aimed at achieving Land Degradation Neutrality (LDN) in response to identified national priorities.[36] The project will integrate ecosystem service considerations into prioritisation and planning of SLM and SFM interventions (Component 1; LD 1-1 and 1-3), and will facilitate site-level demonstration of successful practices towards achieving LDN through restoration of degraded forest areas (Component 2; LD 1-3), along with sustainable agricultural / agroforestry production and post-harvest management (Component 3; LD 1-1 and 1-3). The project furthermore aims to mainstream

[35] Free Prior and Informed Consent
[36] See https://knowledge.unccd.int/sites/default/files/ldn_targets/Togo%20LDN%20Country%20Commitments.pdf

biodiversity conservation across sectors as well as landscapes (BD-1-1) by enabling informed spatial and land-use planning within landscapes hosting biodiversity of global significance (Component 1) and mainstreaming of biodiversity considerations in the agricultural sector (Component 1, 2, and 3).

Incremental cost reasoning and expected contributions from the baseline, GEF TF, and co-financing

50. Expected contributions from the baseline: Several planned activities / projects are expected to take place in the absence of the GEF intervention. These baseline activities have been identified and assessed and are expected to be important partners for the GEF intervention. They include:

- ***FAO ($2,820,000 grant)***

  FAO resources will allow the restoration of 3,239 ha of degraded land already mapped, i.e., 987 ha in the Kara region and 2,252 ha in the Savanes region. They will also enable the development of 504 community forest plots, including 268 in the Kara region and 236 in the Savanes region. To achieve this, 100,000 seedlings will be produced in these two regions by 11 cooperatives (4 in the Kara region and 7 in the Savanes region), whose capacities will also be strengthened.

  Capacities of local populations in highly degraded areas will be strengthened in terms of good practices for sustainable land management. Income-generating activities will be initiated for the benefit of these populations. Activities will include market gardening, small family livestock, beekeeping and the processing of agricultural products and non-timber forest products. These income-generating activities will help diversify the population's sources of income and reduce pressure on already weakened soils.

- ***Ministry of Economy and Finance of Togo ($6,550,000 grant; $500,000 in kind)***

  The contribution of the Togolese Government will allow the creation of 23 community forests with a surface area of 12,197 ha, the increase of the surface area of State forests by 738.87 ha and the creation of 21 community forests, together representing 13,009 ha for securing the buffer zones of the protected areas. It also involves reforestation of 239 ha for wood energy and the provision of 67,439 cook stoves and 22,444 kits for the use of butane gas, aimed at reducing the pressure on natural forest resources. In addition, high-yield carbonization techniques will be disseminated with the construction of 500 Casamance kilns for cooperatives and the training of 1,500 individuals, including 200 sheet metal workers.

  Income generating activities will create more than 1000 jobs for 758 women in the fields of market gardening, beekeeping, small-scale livestock farming, etc.

  The project will also strengthen research through the financing of studies (Master, Doctorate in the field of sustainable land and forest management) and the construction and equipment of research infrastructures (research centers, laboratories etc.).

  These funds will also support the assessment of land use, the causes of land use change, the proposal of REDD+ strategy options, the REDD+ implementation framework and the assessment of social and environmental impacts of the REDD+ preparation process and its implementation. It also addresses the development and implementation of a national MRV system for monitoring

emissions and removals of greenhouse gases (GHG) associated with deforestation and forest degradation, enhancement of forest carbon stocks, conservation and sustainable management of forests, and aspects related to governance, benefits, and distribution.

The consultation framework on REDD+ will be strengthened through the facilitation of consultation platforms on REDD+ in Togo, such as:

- The National REDD+ Committee (regional REDD+ committees at the regional level), which is made up of representatives of State institutions, civil society organizations, the private sector, traditional chiefs, and research institutions
- The National REDD+ Working Group: This is a technical support body for the National REDD+ Committee. It is a multidisciplinary team composed of 13 institutions from the State, Civil Society Organizations, and technical and financial partners.

Finally, the government's contribution will strengthen the project's coordination in terms of personnel and equipment as well as the acquisition of goods and services for this coordination.

51. Without the present intervention, high rates of land degradation in Togo resulting from the identified root and immediate causes will lead to accelerated loss of biodiversity and ecosystem services while human populations grow and the need for access to natural resources to support livelihoods increases. Environmentally unsustainable land/forest use and management practices will subsequently increase, resulting in a vicious cycle of poverty and land degradation. The project seeks to address these challenges by taking an incremental approach aimed at: (i) enhancing the national enabling environment for SLM and SFM and PA management to achieve gender-responsive LDN and biodiversity conservation objectives; (ii) facilitating implementation of sustainable land and forest management practices at site level through improved capacities, knowledge, skills, tools and investments, and; (iii) enabling replication and upscaling of good practices at local, national, and global level through participatory M&E, lesson learning, and targeted stakeholder engagement and communication strategies.

Table 2: Overview of incremental cost reasoning and global environmental benefits.

Baseline practices	Alternatives to be put in place	Global Environmental Benefits
- Projections and scenarios based on GIS and remote sensing-based monitoring data are not sufficiently reflected in policy frameworks and /or tools for land use planning. - Lack of cross-sectoral coordination at the national and local level, and insufficient inclusiveness at the community level, hampering progress in adoption of environmentally sustainable land use and management practices as well as equitable benefits for men and women. - Limited practical skills, knowledge, financial and technical resources of land users, in particular women,	- National capacities strengthened, including updated policy frameworks, and improved coordination, knowledge and tools for data-driven, participatory and spatially explicit land use planning processes aimed at fostering an effective enabling environment for sustainable land management and biodiversity conservation, while optimizing the choice of intervention sites - Capacities strengthened at local level to understand the value of biodiversity ecosystem services, and enable demonstration of	- Environmentally sustainable land and forest management practices implemented in a total of 59,000 ha, including: o Restore at least 22,000 ha of highly degraded forest areas, 20,000 ha of highly degraded crop land and 17,000 ha of highly degraded pasture land, including restoration of areas within PA buffer zones and wildlife corridors. o SLM and SFM practices implemented in 32,000 ha of agro-sylvo-pastoral lands, and 5,000 ha in wildlife corridors. - An estimated 6,480,033 tons of CO_2e mitigated over a total accounting period of

Baseline practices	Alternatives to be put in place	Global Environmental Benefits
hampering investments in sustainable agriculture, livestock, and land management practices. - Underdeveloped value chains and insufficient availability and access to appropriate post-harvest techniques and marketing channels, in particular for women farmers, leaving dryland products undervalued and underutilized, limiting opportunities for environmentally sustainable local development. - Insufficient structural knowledge management to enable policy linkages, replication and upscaling of good practices. - Continuation of environmentally unsustainable agro-sylvo-pastoral practices, overgrazing and deforestation, application of herbicides and mineral fertilizers, in combination with wildfires, drought, torrential rains and floods, resulting in high levels of land degradation particularly in drylands. - Increased rates of deforestation, erosion, loss of soil fertility, loss of biodiversity and ecosystem functioning.	gender-responsive SLM and SFM practices (including erosion control, conservation agriculture, improved livestock keeping techniques, agroforestry systems, water harvesting techniques, etc.) at site-level in targeted landscapes in the Savanes and Kara region, which are characterised by particularly high rates of deforestation, land degradation, and rural poverty. - Environmentally sustainable nature-based livelihood options supported, including by improving value chains of agricultural/agroforestry commodities. Successful enterprises, and in particular women-led enterprises, identified and upscaling supported to demonstrate potential for sustainable development while reducing environmental pressures. - Knowledge management and communication processes facilitated to enable replication and upscaling of good practices, including mainstreaming of opportunities to promote gender equality.	20 years (6 years implementation, plus 14 capitalisation). - Improved ecosystem services delivered by drylands and forests under SLM/SFM practices, including water and soil retention. - Reduction of deforestation and land degradation in PAs, their buffer zones and wildlife corridors, selected on the basis of spatial land use planning. - Participatory planning for habitat conservation and corridors and stakeholder engagement to foster local support for PA management contributing to improved conservation of globally significant biodiversity, including endangered West African elephants, lions, leopards and other wildlife. - Local socio-economic development benefits delivered while reducing environmental pressures through sustainable production and value adding of agricultural/agroforestry commodities. - Good practices in environmentally sustainable land and forest management while promoting gender equality and delivering socio-economic development opportunities translated into appropriate format to enable replication and upscaling at the local, national, regional and global levels.

Global environmental benefits

52. As summarized in the table above, the project aims to achieve multiple global environmental benefits. The project is designed to specifically contribute to SDG 15 in its aim to:

- *Achieve sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase reforestation globally*
- *Combat desertification, restore degraded lands and soils, including those affected by desertification, drought and floods, and strive to achieve a neutral world on land degradation*, as also highlighted in the thirteenth session of the Conference of the Parties (COP 13) to UNCCD, which emphasised the crucial role of land degradation neutrality (LDN) transformative projects and programmes in the implementation of the Convention. As per LDN definition, the project contributes to reaching "*a state in which the quantity and quality of land resources required to support ecosystem functions and services and improve food security remain stable or increase within specified temporal and spatial scales and given ecosystems*" (Decision 3/COP.12, UNCCD, 2015a). The project takes the conceptual framework of LDN forward in: (i) avoiding land

degradation before it occurs; (ii) reducing land degradation and its effects, and; (iii) reversing land degradation by restoring ecosystem services.

- *Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and protect and prevent the extinction of threatened species*

53. The project will contribute to multiple GEF7 core indicators. It will contribute to achievement of **Core indicator 1** through **improved management of terrestrial protected areas for conservation and sustainable use.** This includes a target of 210,450 ha, as follows:

- Oti-Kéran National Park (WDPA ID 2339) and Oti-Mandouri Faunal Reserve complex (OKM) covers a total of 179,000 ha (Oti-Kéran NP 69,000 ha and Oti-Mandouri Reserve 110,000 ha, including a core area of 41,914 ha, buffer zone of 57,386 ha, and transition zone of 49,700 ha[37]),
- Fazao-Malfakassa National Park (WDPA ID 2340) covers 250,000 ha as per its current management plan (PAG 2018-2027).[38]

54. The project will contribute to achievement of **Core indicator 3, Area of land restored**, by rehabilitating 59,000 ha of land (Indicator 3). This is expected to include 30,000 ha of degraded agricultural land (Indicator 3.1), 12,000 ha of forest and forest land (Indicator 3.2) and 17,000 ha of natural grass and shrublands (Indicator 3.3).

55. The project will contribute to achievement of **Core Indicator 4, Area of landscape under improved practices**, by ensuring that 37,000 ha within four priority landscapes are under improved practices. This will include 5,000 ha under management to benefit biodiversity (Indicator 4.1) and 32,000 ha under sustainable land management in production systems (Indicator 4.3), including agriculture and agroforestry.

56. The project will contribute to achievement of Core Indicator 6, Greenhouse gas emission mitigated, by ensuring that 21,851,054 tons of CO_2e of emissions will be avoided in the AFOLU sector against a no-project baseline over a period of 20 years (Indicator 6.1). Of these, 4,903,685 tons of CO_2e will result from direct project impacts through the restoration of forest cover on 12,000 ha of riparian forest and forest corridors, the rehabilitation of 10,000 ha of degraded land (including slopes) with tree crops and agroforestry, and the improved management of 20,000 ha of degraded crop land and 17,000 ha of degraded pasture land, respectively.

57. In addition, the project interventions is expected to bring benefits in terms of avoided GHG emissions, including through reduced forest loss and forest degradation as well as reduced frequency of wildfires resulting from increased awareness about their negative implications for ecosystem services and better land use planning. However, these effects are very difficult to predict quantitatively. We have conservatively assumed that the main indirect effects on GHG emissions attributable to this project will result from reduced frequency of wildfires in the Kara and Savane Regions. According to the National Forest Inventory (MERF/DFS/GIZ 2016), the Kara and Savane Regions have 276,448 ha of forest (mostly open and gallery forest) and 684 486 ha of savanna. Konko, Afelu and Kokou (2021)[39] found through the

[37] See: https://en.unesco.org/biosphere/africa/oti-keran_oti-mandouri)

[38]

[39] Konko Y., Afelu B., Kokou K., 2021. Potentialité des données satellitaires Sentinel-2 pour la cartographie de l'impact des feux de végétation en Afrique tropicale : application au Togo. Bois et Forêts des Tropiques, 347: 59-75. Doi : https://doi.org/10.19182/bft2021.347.a36349

analysis of satellite imagery that on average, 33% of the savannas and 14% of the forests burn in every single year, and that in the Savane and Kara provinces 80-90% of those fires are unintentional wildfires. Moreover, the burned area is highly variable from year to year (e.g., 5.65% in 2013/14 vs. 19.70% in 2016/17). Considering the high inter-annual variability and the high percentage of unintentional fires in the northern Regions, we assume that fire frequency (or the area burned in every single year) is subject to management decisions (e.g., the decision to control the spreading of fires set for a specific purpose into adjacent areas of forest and savanna) and will significantly decrease as a result of the awareness building and improved land use planning promoted by this project. We assume conservatively that over a 20-year time horizon, annual fire incidence in the Savane and Kara Regions will progressively decrease by 20%, i.e. from 33% to 26.4% in the savanna and from 14% to 11.2% in forest ecosystems. This decrease would result in reduced GHG emissions of 8,312,512 t CO_2eq, additional to the afore-mentioned project effects of 4,903,685 t CO_2eq in reduced GHG emissions. Any reduced emissions through avoided deforestation and forest degradation outside the project intervention areas would be additional to these estimates. Estimates have been made with the Ex-Act tool version 9.2 of 2021. The project will contribute to achievement of Core Indicator 6, Greenhouse gas emission mitigated, by ensuring that 13,216,197 tons of CO_2e of emissions will be avoided in the AFOLU sector against a no-project baseline over a period of 20 years (Indicator 6.1), of which 4,903,685 tons of CO_2e will result from direct project impacts through the restoration of forest cover on 12,000 ha of riparian forest and forest corridors, the rehabilitation of 10,000 ha of degraded land (including slopes) with tree crops and agroforestry, and the improved management of 20,000 ha of degraded crop land and 17,000 ha of degraded pasture land, respectively (Indicator 6.1), and 8,312,512 t CO_2eq will result from indirect project benefits through reduced use of fire in forest and savanna lands. The EX-ACT calculations file is embedded at p.6 above. The differences from GHG emissions reductions estimated at PIF stage (6,825,651 t CO2eq) are due to minor adjustments in project design and calculation, the use of a more recent version of the Ex-Act tool (9.2), and the inclusion of project effects on fire use in the calculation.

58. The project will contribute to achievement of **Core Indicator 11, Number of beneficiaries disaggregated by gender** (co-benefit) by reaching an expected 128,000 direct beneficiaries, including 51,200 men and 76,800 women.

59. The project will furthermore contribute to **UNCCD 2018-2030 Strategic Framework** Strategic Objective 1: improve the condition of affected ecosystems, combat desertification/land degradation, promote sustainable land management and contribute to land degradation neutrality.

60. The project will likewise contribute to achieving Togo's voluntary **Land Degradation Neutrality**[40] targets through its focus on restoring degraded landscapes and facilitation of sustainable land and forest management. By restoring restore 22,000 ha of highly degraded forest areas, 20,000 ha of highly degraded crop land and 17,000 ha of highly degraded pasture land (11% of the national target) and ensuring SLM over 37,000 ha (34% of the national target of 108,802 ha), the project will contribute substantially to achieving the national LDN targets. LDN is recognized as an accelerator and integrator for the achievement of the Sustainable Development Goals (SDGs) and for playing a critical role in carbon sequestration and the implementation of the Paris Agreement.

61. The reductions in land degradations that the project intends to achieve will contribute to achieving **UNFCC emission reduction targets** by reducing release of greenhouse gases while increasing the ability of ecosystems to act as GHG sinks (for calculations, see Ex-Ante Carbon-balance Tool results annexed to this PIF).

[40] Togo endorsed its voluntary LDN targets in December 2017.

62. By focusing restoration and sustainable land/forest management interventions on areas prioritised based on ecosystem and biodiversity values, as well as through its targeted outreach, knowledge management and capacity enhancement activities, the project will contribute to achieving the following **Aichi Targets**[41]:

- **Target 1:** People are aware of the values of biodiversity [and ecosystems] and the steps they can take to conserve and use it sustainably;
- **Target 4:** Governments, business and stakeholders at all levels have taken steps to achieve or have implemented plans for sustainable production and consumption and have kept the impacts of use of natural resources well within safe ecological limits;
- **Target 5:** The rate of loss of all-natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced;
- **Target 7:** Areas under agriculture, aquaculture and forestry are managed sustainably, ensuring conservation of biodiversity;
- **Target 14:** Ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, ethnic groups and local communities, and the poor and vulnerable; and
- **Target 15:** Ecosystem resilience and the contribution of biodiversity to carbon stocks has been enhanced, through conservation and restoration, including restoration of at least 15% of degraded ecosystems, thereby contributing to climate change mitigation and adaptation and to combating desertification.

Consistency with National Priorities

63. The project is consistent and fully in line with national plans, priorities and policies, and follows recommendations resulting from stakeholder consultations for GEF7 programming as agreed by MERF in November 2018. The project is in line with the National Action Programme to Combat Desertification under the UNCCD as well as with its political commitment to achieve LDN: "*Note Politique sur les Mesures pour Atteindre les Cibles Nationales de la Neutralité en Matière de Dégradation des Terres au Togo*" (December 2017), in supporting sustainable development by reversing the trend of land degradation. The project will contribute substantially to the implementation of the UNCCD 2018-2030 Strategic Framework and its Strategic Objective 1: To improve the condition of affected ecosystems, combat desertification/land degradation, promote sustainable land management and contribute to land degradation neutrality. By 2030 Togo aims to restore at least 80% of degraded lands (187,920 ha) and limit to 2% (108,802 ha) the degradation of non-degraded land, with the aim of reinforcing terrestrial ecosystem preservation with reference to the baseline (2010). By restoring 59,000 ha, the project will contribute to achieving 11% of the national target for land restoration, and by facilitating sustainable land management in over 37,000 ha the project will contribute to an estimated 34% of the national target.

64. Through its participation in the African Forest Restoration Initiative (AFR100), Togo is committed to restoring 1.4 million hectares of landscapes and degraded land by 2030, to which the project will

[41] https://www.cbd.int/sp/targets

contribute. The project will contribute to the implementation of the National Strategy for the Sustainable Management of Protected Areas (2019-2029), which was adopted in 2018 and prioritises: i) improved PA governance by strengthening legal frameworks and increased community engagement in PA management; ii) restoration of protected areas by increasing knowledge of ecosystem services, strengthening ecological monitoring systems and ensuring viability and connectivity; and iii) strengthening the contribution of protected areas to sustainable development by supporting local development efforts, and improving production capacity of neighbouring communities.

65. The project is furthermore in line with Togo's National Biodiversity Strategy and Action Plan (SPANB 2010-2020) which aims, by 2050, to achieve a new balance between economic, social and environmental development through the enhancement, conservation, restoration and sustainable use of the biological diversity of terrestrial and aquatic ecosystems as well as their resilience to all forms of threats, including the negative effects of climate change for the benefit of present and future generations. The project will contribute to the target of reducing the rate of degradation and fragmentation of natural habitats to 2% and reducing the area burned by 2020. The project will furthermore contribute directly to Strategic Directions B, C, D and E of the NBSAP, relating to enhancing the benefits of biodiversity and ecosystem services for all, improving the legal, institutional and governance framework, developing knowledge of national biological resources and building technical and human capacity.

66. The project contributes to the achievement of Axis 3 of the National Development Programme 2018-2022 (2018), which focuses on sustainable management of natural resources and climate change resilience. Axis 1 of the Strategic Investment Framework for the Management of the Environment and Natural Resources (CSIGERN) focuses on development and implementation of the land degradation impact programme. The project is furthermore in line with the National Climate Change Adaptation Plan (2017); National Biodiversity Strategy and Action Plan 2010-2020 (2014); National Environmental Policy (2012) with focus on sustainable use of natural resources and sound environmental management; Forest Policy (2011) with the aim to extend Togo's forest cover to 20% in 2035, protect biodiversity and wildlife habitats; National Land Use Planning Policy (2009) with focus on improvement of environmental governance and restoration of degraded natural resources; Land and State Code Act (2018) on modernization of the institutional land management framework; and the Water Code Act (2010).

Togo's National Determined Contributions (CDN)

67. Togo's contribution to overall mitigation efforts is characterized as follows: In the BAU scenario (implementation of measures already programmed), the overall reduction rate in 2030 s rises to 11.14% compared to the total emissions of Togo in 2030 from the reference year 2010. This reduction in emissions is attributed to the implementation of sectoral efforts. The conditional objective of further reduction of GHG emissions according to the ambitious scenario is estimated at 20% compared to the dynamic BAU. In this regard, Togo's total reduction target would be 31.14% in 2030 compared to SAM projections. Thus Togo, in its NDCs, has opted for an approach allowing to highlight the opportunities for co-benefits in terms of reducing GHG emissions, which result from synergies between adaptation and mitigation. The priority sectors identified are: energy; agriculture; human settlements and health; water resources; coastal erosion and land use, land use change and forestry.

68. The project furthermore supports Togo’s contribution towards achieving Aichi targets (see section above) as well as the following Sustainable Development Goals: 1 No Poverty; 2 Zero Hunger; 5 Gender

Equality; 6 Clean Water & Sanitation; 8 Decent Work & Economic growth; 12 Responsible Consumption & Production; 13 Climate Action; and SDG 15.

Theory of change

69. **Figure 1** below presents the project's theory of change, building on discussions pesented above regarding a chain of causality spanning root, underlying and direct / proximate causes. The Theory of Change may be summarized as follows:

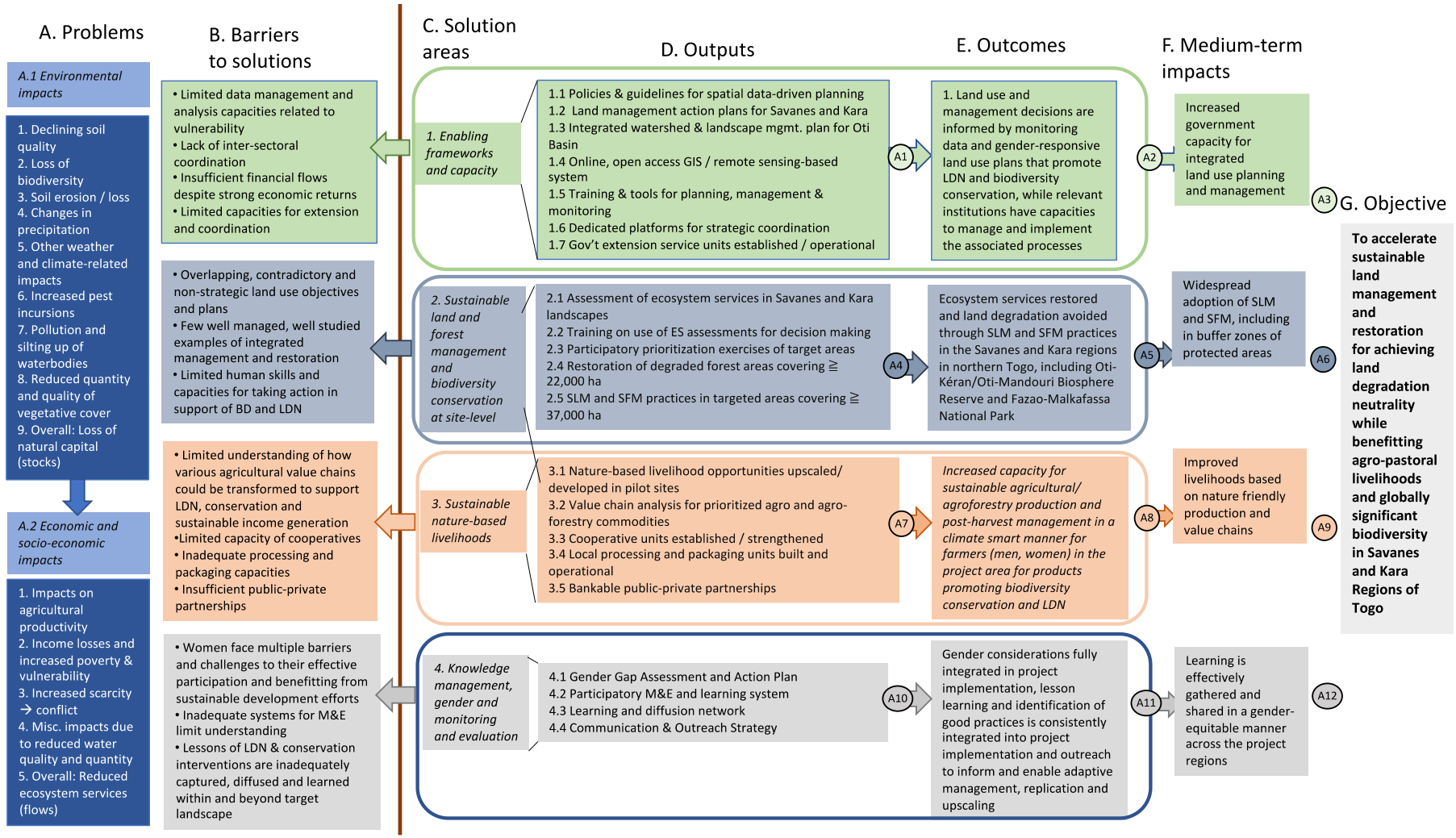
- The project's theory of change incorporates a brief summary of problems and barriers (Columns A and B respectively), which is essential to understanding the intervention logic.
- An interlinked set of environmental problems faces Togo as a whole and the target landscapes in particular (see ToC diagram, A.1), constituting a loss of natural capital. These problems are due to a set of *direct and proximate causes*, which themselves are resulting from *root / underlying causes* (neither shown in diagram; see discussion in UNDP project document).
- The above environmental problems are having a set of environmental and socio-economic impacts on local populations (see ToC diagram, A.2), associate with reduced flows of various environmental services.
- A project intervention designed to address this situation requires four interlinked solution areas, a.k.a. components. These are summarized in column C and represent the anchors for four solution pathways that together will deliver the project objective. These solution areas work synergistically to address environmental and socio-economic impacts in highly complex ways which cannot be captured in the simplified ToC diagram.
- Assumptions are made connecting various levels of the analysis: (1) outputs to outcomes, (2) outcomes to medium-term impacts, (3) medium-term impacts to objective. The project's ability to fully achieve its objective thus depends to a significant extent on the validity of these assumptions. For this reason, assumptions will be re-examined periodically, and the theory of change updated / adapted as needed.
- Among the important assumptions made within the theory of change are the following: "Nature-based value chains and land use practices are successfully adopted by a significant percentage of the local population" (A7), "The adoption of nature-based value chains and land use practices results in more resilient livelihoods for local communities" (A8) and "Local economic development and livelihoods improvement is compatible with, and contributes to, sustainable ecosystems and resilient development in the northern provinces" (A9). The underlying assumption of Component 3 is thus that project support to value chains based on tree and agroforestry products, such as néré, karité, baobab, honey, etc, will directly contribute to the conservation of existing tree cover and the re-agro-forestation of degraded lands by making these trees more valuable to the local land users. Mechanisms to increase valuable tree cover in the landscape to be promoted by the project will include their direct planting in certain cases, as well as the more judicious management of fire and livestock (to avoid regenerating trees being destroyed). Increasing the value of useful, native trees in the landscape through a value chain approach will also be a key mechanism for ensuring the sustainability of investments in landscape restoration under Component 2 since trees that are not valued can easily be lost through the careless use of fire, uncontrolled grazing of livestock, or even direct clearing for slash-and-burn plots. Component 3 is therefore designed to generate global environmental benefits on its own and to safeguard the global environmental benefits generated under Component 2. The project will also include a dedicated impact evaluation designed to demonstrate the effectiveness of these causal mechanisms. These impact evaluation studies will test the following hypotheses and quantify the

respective impacts:

- Individuals participating in nature-based livelihoods and businesses, such as beekeeping and agroforestry, are more likely to adopt reduced fire management, controlled grazing and other SLM/SFM practices, compared to control groups that do not participate in nature-based income opportunities.
- The adoption of nature-based livelihood activities by some individuals in a community can have a scaling-up effect by incentivizing other individuals in the same and nearby communities to engage in such practices without external support.

These hypotheses will be tested by randomly identifying and monitoring control groups both within the communities participating in the project and in control communities at sufficient distance to not be directly influenced by project activities. Survey activities will be undertaken at the beginning of the project (baseline), at mid-term and towards the end of the project. Costs will be kept low by combining a professional consultant with university students for support. Methods will be used as outlined in https://stapgef.org/sites/default/files/stap/wp-content/uploads/2013/05/Experimental-Design.pdf

Figure 1: Theory of change



Theory of change assumptions A1 - A12

A1: Policy and institutional tools and plans are effectively integrated to result in improved landscape planning and decision-making

A2: Strengthened landscape planning and decision-making methodologies are effectively absorbed into government at various levels and implemented beyond the duration of the project

A3: The long-term, systematic application of improved landscape planning and governance results in LDN, biodiversity conservation and improved livelihoods in the northern provinces

A4: The restoration of agricultural and forest ecosystems with appropriate methods and in strategic locations result in improved ecosystem service delivery, including from National Parks

A5: Sensibly improved ecosystem services delivery result in larger-scale adoption of ecosystem restoration across the region

A6: Enhanced ecosystem integrity and services contribute to LDN, biodiversity conservation and improved livelihoods in the northern provinces

A7: Nature-based value chains and land use practices are successfully adopted by a significant percentage of the local population

A8: The adoption of nature-based value chains and land use practices results in more resilient livelihoods for local communities

A9: Local economic development and livelihoods improvement is compatible with and contributes to sustainable ecosystems and resilient development in the northern provinces

A10: Learning, knowledge-sharing and gender sensitive approaches are effectively mainstreamed throughout the project

A11: Knowledge-sharing and gender sensitive development are adopted at a large scale and mainstreamed into government and non-government organizations across the region

A12: A learning and knowledge-sharing culture and gender mainstreaming contribute to long-term sustainable development in the region

III. RESULTS AND PARTNERSHIPS

Proposed alternative scenario: sustainable drylands management in Northern Togo

70. Due to their location on the transition between Savanna and Sahelian bioclimatic zones, which are important from a national and global biodiversity conservation perspective, significant land degradation and high levels of rural poverty, the Savanes and Kara regions in northern Togo were identified as priority areas for this project[42]. Together these regions cover just over two million ha, with Kara region covering an area of 1,173,800 ha and Savanes region covering 853,300 ha. This *project area* represents about 36% of the national territory of Togo. Profiles of these two regions are presented in Annex 14. Project activities at the regional level will mainly focus on regional-level planning related to LDN, as well as related strengthening of regional-level administration.

71. Analysis of land degradation processes completed during the LDN process, together with detailed analysis of satellite imagery conducted by the project team during the PPG, has enabled further specification of areas within Kara and Savanes regions where integrated efforts for restoration, sustainable forest management, sustainable land management and biodiversity conservation would be prioritized. In particular, based on this work, four *site landscape areas*, together covering a total of 1,140,000 ha, have been identified (see **Annex 15).** The site landscape areas are:

- *The complex of protected areas of the dry savannas of northern Togo*: Covering approximately 540,000 ha of the Savanes region, this landscape includes ecosystems located around the complex of the Oti- Kéran - Mandouri (OKM) protected area and other protected areas such as Barkoissi and Galagachi listed in the area of Pénil Yagou, Naki East, East Mandouri, West Mandouri, West Kindohou and South Kindohou.
- *The degraded land zone of the extreme north-west of Togo*: Covering some 180,000 ha, this portion of the Savanes region includes agricultural land and ecosystems in the areas of Cincasse, Nadjoudi and North Tandjouare. It also includes a number of community and sacred forests.
- *The high summits of the eastern Kara region*: This area, encompassing some 280,000 ha, is organized around the complex of hilly terrain surrounding the Kabyè Mountains. It includes the protected areas of Sirka, the classified forest of Mount Kindja, ecosystems around the Kara River and its tributaries, community forests supported by the PALCC program and a number of sacred forests. The area also includes substantial charcoal production areas, such as at the level of Kpessidè antenna (Kanté).
- *Fazao-Malfakassa National Park and adjacent landscapes*: This includes landscapes and ecosystems within, and in the periphery of, the national park, including protected habitats, agricultural and agroforestry areas, and community and sacred forests. Together, this site landscape area covers some 140,000 ha.

[42] This is in line with the outcomes of the national LDN target setting process, which prioritized Savanes and Kara regions as hotspots of land degradation.

72. The above-defined site landscape areas will host the project's on-the-ground restoration / SLM / SFM management actions, as well as representing core zones for replication and dissemination of project innovations and lessons.

73. A process of prioritizing exact locations within these landscapes for project-financed investment has advanced significantly during the PPG and will continue during the first year of the full project. Building on specifications presented in the PIF (see Annex A, Table A-1 of PIF), a combination of desk studies and field visits—which included consultations with communities located within each of the site landscape areas—has helped to identify both the kinds of activities and the specific locations where restoration, SLM and SFM actions would take place (see **Annexes 15** and **16**).

74. A final round of defining locations for restoration and other investments will take place during the first year of the project and will be based on a combination of participatory mapping, natural capital accounting and a call for proposals from local communities and NGOs (see Outputs 2.1 and 2.3 below) covering the above-defined landscape areas. These *landscape area assessments* will identify specific on-the ground locations, as well as ground-level partnerships, for restoration, SFM and SLM actions. They will also identify the exact type of restoration that will take place in each location, in line with the restoration typology shown in **Table 3**. An analogous and parallel effort will identify value chains and locations for complementary support under Component 3. Importantly, since the assessments will cover the four landscapes in their entirety, they will also serve as *SLM/SFM/restoration action plans* for these areas, enabling rapid identification of within-landscape replication opportunities, e.g. by leveraged co-financing and other potential investments. These landscapes areas will also be closely monitored for evidence that innovations and other practices being promoted and demonstrated by the project are disseminating and being replicated actively and, hopefully to some extent, spontaneously.

75. In the process of selecting the final intervention sites, the project will use the LUP4LDN tool (Land Use Planning for Land Degradation Neutrality) that integrates land degradation neutrality (LDN) into participatory land use planning via a user-friendly interface that helps land planners identify the best areas on which to focus land restoration efforts. This tool helps to identifies which sustainable land management interventions are optimal to achieve sustainable LDN and protect land from ongoing degradation. The interface visualizes and models representations of land degradation now and in the future, and allows comparisons of outcomes of different approaches. To do so, it pools the most accurate and up to date information and data from reliable sources such as World Overview of Conservation Approaches and Technologies (WOCAT), Geo-Informatics Options by Context (GeOC), Trends.Earth, as well as takes into account stakeholders own local knowledge[43].

[43] https://www.unccd.int/news-events/geo-ldn-competition-winner-announced

Table 3: Typology of cropland and grazing land restoration actions - Synthesis of SLM practices addressing DLDD, climate change mitigation and adaptation[44]

Croplands	
SLM Technology group	**Land based mitigation options (Cropland management)**
Soil erosion control	Plant management and water management
Minimum soil disturbance	Tillage/residues management
Integrated soil fertility management	Nutrient, rice and water management, and bio-solid and biochar application
Vegetation management	Plant management and water management
Pest and diseases control	Plant management
Water harvesting	Water management[45]
Grazing lands	
Grazing pressure management	Animal management
Integrated soil fertility management	Plant and soil management
Vegetation management	Plant and fire management
Animal waste management	Animal management

Table 4: The Forest Landscape Restoration Options Framework[46]

Land use	**Land sub-type**	**General category of restauration option**	**Description**
Forest land Land where forest is, or is planned to become the dominant land use[47]	If the land is without trees, there are two options	1. Planted forests and woodlots	Planting of trees on formerly forested land. Native species or exotics and for various purposes, fuelwood, timber, building, poles, fruit production, etc.
		2. Natural regeneration	Natural regeneration of formerly forested land. Often the site is highly degraded and no longer able to fulfil its past function – e.g. agriculture. If the site is heavily degraded and no longer has seed sources, some planting will probably be required.
	If the land is degraded forests	3. Silviculture	Enhancement of existing forests and woodlands of diminished quality and stocking, e.g., by reducing fire and grazing and by

[44] Source: Sustainable Land Management contribution to successful land-based climate change adaptation and mitigation, SPI, UNCCD

[45] The WOCAT database will be used to identify optimal interventions, which will be discussed in a participatory manner with extension services in Togo and then decided on best practices to adopt.

[46] Source: Bonn Challenge Barometer of Progress: Spotlight Report 2017

[47] Areas to be selected on the basis of spatial land use planning and optimization.

Land use	Land sub-type	General category of restauration option	Description
			liberation thinning, enrichment planting etc.
Agricultural land Land which is being managed to produce food > Suitable for mosaic restoration[48]	If the land is under permanent management	4. Agroforestry	Establishment and management of trees on active agricultural land (under shifting agriculture), either through planting or regeneration, to improve crop productivity, provide dry season fodder, increase soil fertility, enhance water retention, etc.
	If it is under intermittent management	5. Improved fallow	Establishment and management of trees on fallow agricultural land to improve productivity, e.g. through fire control, extending the fallow period, etc., with the knowledge and intention that eventually this land will revert back to active agriculture.
Protective land and buffers Land that is vulnerable to, or critical in safeguarding against, catastrophic events > Suitable for mangrove restoration, watershed protection and erosion control	If degraded mangrove[49]	6. Mangrove restoration	Establishment or enhancement of mangroves along coastal areas and in estuaries.
	If other protective land or buffer:	7. Watershed protection and erosion control	Establishment and enhancement of forests on very steep sloping land, along water courses, in areas that naturally flood and around critical water bodies.

76. Taken together, project efforts within the four landscapes will restore restore 22,000 ha of highly degraded forest areas, 20,000 ha of highly degraded crop land and 17,000 ha of highly degraded pasture land, promote sustainable management of 32,000 ha of agro-sylvo-pastoral lands and 5,000 ha of lands in wildlife corridors (total 37,000 ha equivalent to about 2.5% of the total degraded area of Togo), and contribute to improved management of Protected Areas (total of 210,450 ha).

77. The project will deliver a wide range of training and extension services will be delivered, including activities under each project component. An overview of these activities, including their scope and volume is available here:

[48] Areas to be selected on the basis of spatial land use planning and optimization.
[49] Not applicable to this project

78. The project objective will be achieved through four inter-related components. Component 1 will address gaps in national-level capacities and policy frameworks. The enabling environment for sustainable management of land and forest resources and biodiversity conservation will be strengthened and effective upscaling of successful interventions enabled. In addition, participatory processes for land and and water planning in surrounding landscapes, including planning for habitat conservation and corridors, will contribute to mobilising stakeholder support and improving PA management. Component 2 will reduce pressures through SFM/SLM, restoration. Component 3 will support environmentally sustainable, nature-based income-generating options in target areas identified under Component 2, including by improving value chains of agricultural/agroforestry commodities to sustain local livelihoods. Component 4 will support gender-related actions, lesson learning and knowledge management in order to ensure a wide range of project benefits.

79. Project components, results / outcomes and outputs are described below. Details regarding indicative activities are presented in **Annex 2**, Multi-year workplan.

Component 1: Strengthening of the enabling environment and capacities for sustainable land management and biodiversity conservation ($491,000 LD; $518,000 BD)

80. This component aims to improve land management capacities through the development of a monitoring system and gender-responsive land use plans. It will use the LDN process to strengthen the national LUP system, thereby providing a basis for sustainability and scaling of project results

OUTCOME 1A: LAND USE AND MANAGEMENT DECISIONS ARE INFORMED BY MONITORING DATA AND GENDER-RESPONSIVE LAND USE PLANS THAT PROMOTE LDN AND BIODIVERSITY CONSERVATION

81. The project aims to plan sustainable use and management of land, biodiversity and protected areas on the basis of a diagnostic analysis of the policy framework, community and gender-sensitive consultations and an online access system. The project will provide support at national and local levels for informed, data-driven, gender-responsive land use planning and management towards improved environmental sustainability, LDN, and conservation of biodiversity.

82. The project will also help to build national-level capacities needed to implement LDN and biodiversity conservation through the training and equipment of the staff of the MERF, the Forest Management and Exploitation Office (ODEF) and the Environmental Management Agency (ANGE), local land management committees and other stakeholders targeted to implement planning, management and monitoring processes to achieve LDN, improved PA management and biodiversity conservation. It will also support the creation of platforms for strategic coordination amongst ministries, agencies, institutions and the private sector.

83. Social and environmental safeguards associated with this outcome will include the following:

- The Project will undertake a Strategic Environmental and Social Assessment (SESA) for the upstream activities supported under this Outcome.
- Since Project implementation will involve personnel from several third parties (various Government agencies, non-Governmental organisations, Civil Society Organisation, Community Associations, Cooperatives, Private Sector, etc.) under this Outcome, the Project will ensure that such partnerships are established with well-known organizations that can demonstrate appropriate levels of experience and expertise in the subject matter. The SESA and ESIAs will conduct further assessment on risks associated with partnering with Third Parties and integrate specific procedures into the ESMPs. At a minimum, these will include requirements for partners to:
    - adhere to the UNDP social and environmental standards (SES),
    - subject all on-the-ground activities to screening, using the SESP,
    - clear all proposed activities with the Project Safeguards expert,
    - ensure that gender considerations are fully integrated into all activities, and that activities proactively promote women's empowerment and human rights,
    - prepare bi-annual reports on progress, including status of their compliance with UNDP environment, social, and gender policies.
- When necessary, the Project will organize trainings and/or workshops to build the capacity of key project implementation partners and equip them with necessary knowledge and tools needed to achieve the objectives of the Project effectively and efficiently. This is key to ensuring continued success over the course of the project implementation, and beyond. Such capacity building activities will start before the implementation of the first activity and will include a combination of the following topics:
    - UNDP Social and Environmental Standards (SES)
    - Stakeholder Engagement and FPIC (Free Prior and Informed Consent),
    - UNDP Accountability Mechanism (Grievance Redress Mechanism, SRM, SECU),
    - Understanding UNDP Project Cycle,
    - Monitoring and Evaluation of UNDP Projects,
    - Gender,
    - Human Rights
- Component 1 activities will in some cases need to await the conclusion of the ESIA-ESMP exercise (see notes following each output title).

84. Outputs needed to deliver Outcome 1 are described below, together with associated indicative activities.

<u>Output 1.1:</u> Policies[50] reviewed to identify gaps, weaknesses and strengths, and corresponding guidelines produced, to enable spatial-data-driven planning and sustainable land management, with incorporation of LDN and biodiversity conservation considerations
[Can begin prior to finalization of ESIA-ESMP]

85. In order to strengthen the legal framework necessary to enable progress in the areas of SLM, SFM and restoration, the project will help to strengthen policy frameworks related to agriculture, forest management, land use and energy. In particular, guidelines will be developed for policy revisions aimed at integrating data and information for improved land use planning, environmentally sustainable land / forest management, and biodiversity conservation[51]. This work will directly contribute to achievement of the Government's Roadmap under the National Development Program (PND).

86. Key aspects of policy to be addressed include the following:

- <u>Demarcation of PAs and their buffer zones</u>: This will involve assessing the status of individual PA and buffer zone boundaries in the project landscapes, actively advocating with Government and non-Governmental actors for adoption of requalification decrees and raising awareness of local stakeholders on PA and buffer zone boundaries (with linkages to Component 4).
- <u>Land use planning and tenure issues</u>: Building on activities initiated during the PPG, the project will support continued participatory mapping of land tenure arrangements and assess how these affect land management in the target areas. Findings will be incorporated into land use planning and sustainable land management activities. Results will also be used to prepare recommendations for related policy revisions.

87. Indicative activities likely to be needed to deliver this output are as follows:

1.1.1. Carry out a diagnostic study on the strengths, weaknesses, opportunities and threats of the existing policy framework related to SLM / SFM, taking a gender equality lens.

1.1.2 Assess, and promote actions towards, the improved demarcation of PAs and their buffer zones

1.1.3. Raise awareness regarding existing forestry texts at the level of local communities, political decision-makers, opinion leaders and project leaders

1.1.4 Continue a process of participatory mapping and develop follow up recommendations based on results

1.1.5 Develop a normative gender-responsive framework document for SLM / SFM in Togo

<u>Output 1.2</u>: Regional land management action plans for the Savanes and Kara regions, based on community-driven, inclusive and gender responsive consultations on land use, biodiversity conservation and protected area management

[Consultations can begin prior to finalization of ESIA-ESMP, however plans cannot be finalized prior to the finalization of ESIA-ESMP]

88. Community-driven, inclusive and gender responsive consultations will be conducted on land use, biodiversity conservation, and protected area management, leading to the adoption of two land management action plans—one each for the Savanes and Kara regions. This work will follow a landscape-

[50] This will include the Agriculture Policy, Forestry Policy, Land use Planning Policy and Energy Policy.
[51] This will build on forthcoming publication of UNCCD SPI on how LUP processes can be used to integrate LDN, as well as https://knowledge.unccd.int/sites/default/files/2018-06/6.%20Land%2BUse%2BPlanning%2B__G_Metternicht.pdf

level approach and will include both productive landscape as well as high biodiversity value sites, protected areas and wildlife corridors. The resulting plans will be anchored within the administration of each region and will respond to local development plans. The land management action plans will include maps of existing land uses, biodiversity, soil and land degradation status, and will provide guidelines for conservation and sustainable land use in both regions, including identifying specific priority actions and locations for SLM, SFM and restoration within the regions.

89. Indicative activities likely to be needed to deliver this output are as follows:

1.2.1 Strengthen consultative frameworks and build capacities to enable the effective participation of women and young people in the master planning process and in the subsequent implementation of local SLM / SFM development projects

1.2.2 Organize workshops to inform and raise local community awareness on local issues related to land use, conservation of biodiversity and management of protected areas. These workshops will be used to empower the community to co-design solutions and interventions.

1.2.3 Develop master plans ("schémas directeurs d'aménagement") for Kara and Savanes regions through a participatory process

1.2.4 Ensure that lessons from demonstration actions under Component 2 are being taken into account in the planning process

1.2.5 Develop and make available to local populations simplified guides on land use, biodiversity conservation and protected area management and translated into local languages, in line with conclusions of the master planning process

<u>Output 1.3:</u> Participatory and gender-responsive integrated watershed and landscape management plan to inform land use planning in the Oti basin
[Consultations can begin prior to finalization of ESIA-ESMP, however plans cannot be finalized prior to the finalization of ESIA-ESMP]

90. Through a participatory and gender-responsive process, an integrated watershed and landscape management plan will be developed to inform land use planning in the Oti River basin, which includes the Oti-Keran /Oti-Mandouri Biosphere Reserve. This plan will be overarching, with integration of the regional-level plans being developed under Output 1.2. Prioritisation exercises will be conducted, and actions identified for support under Outcome 2.

91. Indicative activities likely to be needed to deliver this output are as follows:

1.3.1. Develop plans for the Oti watershed and associated landscapes, focused on local populations and gender in the part of the Oti basin located in the Savanes and Kara regions

1.3.2 Identify specific actions for implementation under Component 2, while seeking leveraged cofinancing for additional elements

1.3.3 Develop radio programming to disseminate plans and associated news, particularly to illiterate community members

<u>Output 1.4:</u> Online, open access GIS- and remote sensing-based system for monitoring land use and progress towards achieving LDN established and operational

[Can be done prior to finalization of ESIA-ESMP]

92. GIS and remote sensing-data will be made available for use by the cartographic database management unit of MERF for monitoring land use changes[52] and progress towards achieving LDN[53]. The system will be designed to offset losses with gains while applying the LDN response hierarchy (avoid, reduce and reverse land degradation)[54]. It will integrate biodiversity indicators, as well as socio-economic data, to enable assessments of uptake of sustainable livelihood-generating alternatives. Assessments will be conducted to determine capacity gaps and learning activities will be implemented to ensure that stakeholders have sufficient skills to effectively operate the system. With support from UNCCD, the system will be linked to open source and open data platforms for sharing and publishing georeferenced information such as geonode[55], Trend Earth[56] and Collect Earth[57]. Recently updated Good Practice Guidance on monitoring of SDG 15.3.1[58] will help to guide this process.

93. Indicative activities likely to be needed to deliver this output are as follows:

1.4.1 Develop a GIS database, covering land use, land cover and SLM / SFM actions, to be managed by MERF's UGBDC

1.4.2 Launch a website for disseminating data and information contained in the database

1.4.3 Build capacity among staff of MERF, the ministry of agriculture and other ministerial departments, in GIS and database management for monitoring land use and progress towards achieving LDN

OUTCOME 1B: INCREASED INSTITUTIONAL AND LOCAL-LEVEL CAPACITIES FOR GENDER-SENSITIVE IMPLEMENTATION OF SUSTAINABLE LAND MANAGEMENT AND BIODIVERSITY CONSERVATION PRACTICES.

Output 1.5: Training and tools provided to MERF, Office for Forest Development and Exploitation (ODEF[59]) and Environmental Management Agency (ANGE[60]) staff, regional land management committees and other targeted stakeholders to implement planning, management, and monitoring processes relevant to achieving LDN, improved PA management and biodiversity conservation
[Can be done prior to finalization of ESIA-ESMP]

94. Training and tools will be provided to the MERF's Office for Forest Development and Exploitation (ODEF) and the Environmental Management Agency (ANGE) to enhance capacities for implementation of relevant legal frameworks and land planning processes. This will include skill building on aspects related to LDN and biodiversity conservation, including through improved protected area management, as well

[52] See for instance: Dimobe, K., Ouédraogo, A., Soma, S., Goetze, D., Porembski, S., Thiombiano, A. (2015). Identification of driving factors of land degradation and deforestation in the Wildlife Reserve of Bontioli (Burkina Faso), Global Ecology and Conservation 4:559–571
[53] Linkages will be established with the UN Biodiversity Lab: https://www.unbiodiversitylab.org/about.html
[54] See: https://knowledge.unccd.int/knowledge-products-and-pillars/access-capacity-policy-support-technology-tools/decision-trees-soc
[55] www.geonode.org
[56] http://trends.earth/docs/en
[57] www.openforis.org/tools/collect-earth.html
[58] Sims, N.C., Newnham, G.J., England, J.R., Guerschman, J., Cox, S.J.D., Roxburgh, S.H., Viscarra Rossel, R.A., Fritz, S. and Wheeler, I. 2021. Good Practice Guidance. SDG Indicator 15.3.1, Proportion of Land That Is Degraded Over Total Land Area. Version 2.0. United Nations Convention to Combat Desertification, Bonn, Germany.
[59] Office de Développement et d'Exploitation des Forêts
[60] Agence National de Gestion de l'Environnement

as monitoring. Assessments will be conducted prior to training, in order to determine gaps in knowledge/ skills/resources, and targeted strategies implemented to increase capacities. Increased capacities related to monitoring will build on, and contribute to, implementation of REDD+, in coordination with the National Monitoring system ('SNSF') being developed in the context of REDD+.

95. Overall, the project will have a strong focus on enhancing capacity of relevant authorities and targeted communities to ensure that they have the required knowledge and skills to actively participate in project interventions, incorporate lessons learned, and uptake good practices. The training will also include modules on UNDP Environmental and Social Safeguards (see above Outcome 1 description).

96. Indicative activities likely to be needed to deliver this output are as follows:

1.5.1 Train the staff of MERF, ODEF, ANGEL, the Ministry of Agriculture, local authorities (Prefects, Mayors), and other targeted stakeholders to implement local development plans, watershed management plans, relevant management and associated monitoring processes to achieve LDN and biodiversity conservation.

1.5.2 Equip relevant technical services, including regional directorates of environment and forest resources of the Kara and Savanes, to implement SLM / SFM practices with computer equipment, furniture, field equipment, etc. necessary for monitoring SLM actions and management of protected areas

1.5.3 Build the capacities of technical service and local actors to use data collection and processing tools for monitoring progress towards LDN

<u>Output 1.6:</u> Regional and prefect-level Commissions for Sustainable Development are strengthened in Kara and Savanes to enable strategic coordination between Ministries (e.g. MERF, Agriculture, Livestock and Fisheries, Finance, Tourism, Infrastructure), Agencies (e.g. ANGE, ANPC, etc), institutions, and private sector for inclusive land use planning and policy coordination
[Can be done prior to finalization of ESIA-ESMP]

97. As described in the baseline section (see above, para. 39), Togo's National Commission for Sustainable Development (CNDD) is represented at regional level by Regional Commissions for Sustainable Development (CRDD) and in the prefectures by Prefectural Commissions for Sustainable Development (CPDD). The project will support the relevant regional and prefectural commissions in order to strengthen strategic coordination of Ministries (e.g. MERF, Ministry of Agriculture, Livestock and Fisheries, Finance, Tourism, Infrastructure), Agencies (e.g. ANGE, ANPC), institutions, and private sector for effective collaboration and implementation of land use plans and for coordination of policies, in particular between agriculture and conservation.

98. Indicative activities likely to be needed to deliver this output are as follows:

1.6.1 Technical support to two regional commissions for sustainable development (CRDD), for coordination of policy, planning and implementation of SLM / SFM activities in Kara and Savanes provinces

1.6.3 Technical support to 6 prefect-level commissions for sustainable development (CPDD), for coordination of policy, planning and implementation of SLM / SFM activities in relevant prefectures in Kara and Savanes provinces

<u>Output 1.7:</u> Government and NGO extension service services reinforced at regional and local

[Capacity building activities can be done prior to finalization of ESIA-ESMP, however field activities can only begin after their finalization]

99. Government extension service units will be supported to become increasingly operational at both central and decentralised levels. The project will support strengthening of both existing services in order to reach more farmers. Particular attention will be given to gender sensitive and inclusive approaches in capacity enhancement and extension services, while ensuring mainstreaming of practices and approaches aimed at biodiversity conservation. Extension work will be conducted in close coordination with co-financing partners, including existing projects at national (REDD +, AMCC) and local levels (several NGOs are active in the field of SLM / SFM). Extension methods will take into consideration the high level of illiteracy in rural Togo, especially among women, and emphasize direct communication (respecting COVID measures), illustrated guides and radio programs rather than written communication.

100. Indicative activities likely to be needed to deliver this output are as follows:

1.7.1. Develop and implement a training program for existing institutions for the extension and implementation of SLM / SFM practices on SLM / SFM techniques

Component 2: Implementation of sustainable land management, restoration of degraded land and forests, and biodiversity conservation at site level ($1,130,000 LD; $583,000 BD)

101. In parallel with the planning activities being implemented under Component 1, the project will implement a series of on-the-ground actions aimed at demonstrating, and encouraging uptake of, sustainable land management, land and forest restoration and biodiversity conservation at selected locations across the Kara and Savanes regions. Careful monitoring of these actions, including their environmental economic benefits, will be used to provide additional weight and justification for the full range of actions being contemplated under the Component 1 plans. These actions will also demonstrate the most effective and cost-effective methods for the actions in question. Once plans have been finalized, and initial results assessed, additional prioritization and targeting will help to guide a follow-up set of on-the-ground actions. At this point, efforts will also be made to encourage additional, leveraged co-financing for plan implementation. A key objective of these activities is to increase the resilience of the local population and ecosystems to climate variability and climate change, which as outlined previously, are difficult to predict with certainty in this part of West Africa. Emphasis will be given to interventions aiming at restoring and conserving forest cover, especially of vulnerable sites such as slopes; restoring or maintaining vegetation cover in pasture areas, including through reduced use of fire; maintaining soil cover in agricultural areas through the use of intercropping and reduced use of fire, thereby reducing the vulnerability both to increased drought events as well as flooding during the rainy season.

102. Social and environmental safeguards associated with this outcome will include the following:

- Considering the project's geographical structure, the Project will carry out a scoped Environmental and Social Impact Assessment (ESIA) for downstream activities (Outcomes 2 and 3) in each of the four project landscapes identified above;
- Communities within the above landscapes were consulted during the PPG phase using a Free Prior and Informed Consent (FPIC) approach. All interventions in the implementation phase will be developed in a highly participatory manner, building on local knowledge and experience, as well

as FPIC and continuous, participatory monitoring of all interventions, allowing adaptive management and adjustment of strategies and activities.

- Component 2 activities will in some cases need to await the conclusion of the ESIA-ESMP exercise (see notes following each output title).

OUTCOME 2.1: ECOSYSTEM SERVICES RESTORED AND LAND DEGRADATION AVOIDED THROUGH SLM AND SFM PRACTICES IN THE SAVANES AND KARA REGIONS IN NORTHERN TOGO, INCLUDING OTI-KÉRAN / OTI-MANDOURI BIOSPHERE RESERVE AND FAZAO-MALKAFASSA NATIONAL PARK.

103. This outcome entails the demonstration of sustainable land and forest management practices to be implemented at site level in targeted landscapes in the Savanes and Kara region. In addition, these actions will enable replication and upscaling of successful interventions at the local, regional and national scale, with support from strengthened extension services.

104. While possible target sites for SLM/SFM demonstrations were previously identified as part of the national LDN target setting exercise, this list will be refined based on participatory prioritization exercises that incorporate criteria based on the outcomes of the above natural capital accounting assessments, participatory mapping and use of biodiversity criteria[61] to select locations for appropriate interventions[62] as well as gender-relevant preferences. These exercises were initiated during the PPG. Areas considered important for biodiversity conservation (e.g., protected areas and their buffer zones, wildlife corridors[63], classified forests), will be given extra weight in prioritisation exercises. Based on the outcomes of these exercises, which will aim to engage all relevant local and national-level stakeholders, specific locations will be identified for restoration (22,000 ha of highly degraded forest areas, 20,000 ha of highly degraded crop land and 17,000 ha of highly degraded pasture land), and implementation of SLM and SFM practices (min. 37,000 ha).

105. The implementation of sustainable land and forest management practices will be rolled out using a staged approach starting with pilot sites and farmer champions, followed by a second stage involving the provision of incentives (such as seedlings, tools, implements, training) scaled up to the targeted area. The project will pilot participatory management systems[64] to foster high levels of community engagement and support for the conservation of biodiversity and sustainable management of natural resources.

<u>Output 2.1:</u> Assessment of ecosystem services provided by key landscapes in Savanes and Kara, using participatory methods [Can be done prior to finalization of ESIA-ESMP]

[61] E.g.: restoration potential, habitat cover, species occurrence, species richness, levels of endemicity, presence of endangered species.

[62] The selection of appropriate restoration SLM and SFM practices and approaches will take place upon site prioritization. Options that may be considered may include improved agronomic practices that incorporate organic fertilization, minimum soil disturbance, terracing, water harvesting, agroforestry systems, and conservation agriculture.

[63] The project will incorporate results obtained from mapping the vital wildlife migration corridor between OKM and the W-Arly-Pendjari (WAP) complex that was undertaken as part of the GEF-funded project on Strengthening the Conservation Role of Togo's National System of Protected Areas (GEF ID 4026; PIMS 4420).

[64] E.g.: Community Resource Management Areas (CREMAs): https://www.gh.undp.org/content/ghana/en/home/presscenter/pressreleases/2018/CREMA_Communique.html
Or village associations: https://www.equatorinitiative.org/wp-content/uploads/2017/05/case_1466460318.pdf

106. Ecosystem services provided by key landscapes in the northern Togo regions of Savanes and Kara will be assessed using participatory mapping and natural capital accounting methods[65]. Stakeholders—including the local beneficiaries of ecosystem services provided by key landscapes in the northern Togo regions of Savanes and Kara—will be fully involved in the process and informed on the outcomes of the assessments.

107. Indicative activities likely to be needed to deliver this output are as follows:

2.1.1 Participatory mapping of ecosystem services within the four project landscapes, including their typology, in the Savanes and Kara regions

2.1.2 Assess ecosystem services provided by key landscapes using the natural capital accounting methods,

2.1.3 Actively disseminate and promote the findings of the assessment and mapping exercises

Output 2.2: Training provided to targeted stakeholders on using the findings of ecosystem service assessments for informed decision making [Can be done prior to finalization of ESIA-ESMP]

108. Under this output, training will be provided to enhance understanding of ecosystem services, their role and importance for men and women in order to support informed decision making (with linkages to Components 3 and 4).

109. Indicative activities likely to be needed to deliver this output are as follows:

2.2.1. Develop educational and technical tools (training modules, technical sheets, etc.) for technical training and sensitization of targeted actors to strengthen the valuation of ecosystem services in key landscapes of the Savanes and Kara regions

2.2.2. Build the capacities of stakeholders on techniques for valuing ecosystem services identified in the landscape assessments

2.2.3. Advocate with institutions and private sector actors (SMIs / SMEs, banks, microfinance, etc.) for the development of public-private partnerships for the strengthening of financing for the valuation of the ecosystem services identified

2.2.4. Set up a process with key private sector operators to assess in a participatory manner their vulnerability to the decline of ecosystem services and develop action plans for the most vulnerable sectors / companies (e.g., the cotton sector, selected NTFPs, etc.).

Output 2.3: Participatory prioritization exercises conducted to select target landscapes for project-supported restoration and SLM/SFM interventions, based on agreed criteria including those relevant to ecosystem services and biodiversity conservation values (e.g. presence of endangered species, wildlife corridors)

[Stakeholder engagement can be done prior to finalization of ESIA-ESMP, however field work can be done only after its finalization]

[65] The project will explore the use of the Co$ting Nature tool, which assesses the impact of human interventions on ecosystem services and provides information for assessing the consequences of a project or policy prior to its implementation. For more info see: www.aboutvalues.net

110. Possible target sites for SLM/SFM demonstrations were identified as part of the national LDN target setting exercise (see Annex 14). However, this list needs to be revised based on participatory mapping and prioritization exercises that incorporate criteria based on the outcomes of the natural capital accounting assessments (see Output 2.1) as well as biodiversity criteria[66] and gender-related preferences, to select landscapes for appropriate interventions[67]. Areas important for biodiversity conservation (e.g. protected areas and their buffer zones, wildlife corridors[68], classified forests), will be given extra weight in prioritisation exercises.

111. Indicative activities likely to be needed to deliver this output are as follows:

2.3.1. Carry out participatory prioritization of land and ecosystem management interventions in the Savanes and Kara regions

2.3.2. Develop action plans for identified areas with SLM / SFM and restoration approaches

2.3.3 Support decentralized / municipal administrations in the project intervention area for the preparation and validation of community development plans (PDC) integrating SLM / SFM, including in the use of GIS to monitor LDN practices.

<u>Output 2.4:</u> Restoration practices implemented in targeted degraded forest areas covering ≧59,000 ha. [Stakeholder engagement can begin prior to finalization of ESIA-ESMP, however field work can be done only after its finalization]

112. Based on the outcomes of the above prioritization exercises, which will aim to engage all relevant local and national-level stakeholders, and in line with planning taking place under Component 1, specific areas within the project landscapes will be targeted for implementation of restoration practices (22,000 ha of highly degraded forest areas, 20,000 ha of highly degraded crop land and 17,000 ha of highly degraded pasture land). Efforts to restore degraded landscapes will be designed to improve productivity and deliver crucial services to support local livelihoods and national priorities, including water and soil retention. Nurseries and tree plantations will be established in partnership with community-based cooperatives and private sector. Selection of tree and other species—only native species will be planted—will be informed by traditional knowledge and gender preferences, as well as by science-based evidence of good practice[69] (e.g., in terms of improved species, climate resilience, etc.). Sustainable grazing and pasture management will be introduced to protect dryland biodiversity, especially also in PA buffer zones. The project will also work closely with park management and local communities to discourage grazing inside PAs while providing alternatives and enhancing awareness of the longer-term benefits associated with biodiversity conservation and environmental sustainability through extension services and outreach strategies (also see Component 4). Finally, the project will address risks of increased human wildlife

[66] E.g.: restoration potential, habitat cover, species occurrence, species richness, levels of endemicity, presence of endangered species.

[67] The selection of appropriate restoration SLM and SFM practices and approaches will take place upon site prioritization. Options that may be considered may include improved agronomic practices that incorporate organic fertilization, minimum soil disturbance, terracing, water harvesting, agroforestry systems, and conservation agriculture. Also see Annex A, Table A.1.

[68] The project will incorporate results obtained from mapping the vital wildlife migration corridor between OKM and the W-Arly-Pendjari (WAP) complex that was undertaken as part of the GEF-funded project on Strengthening the Conservation Role of Togo's National System of Protected Areas (GEF ID 4026; PIMS 4420).

[69] The project will promote only native species, or species that have been demonstrated to be non-invasive and not pose any threats to local biodiversity.

conflicts[70] in PA buffer zones and propose mitigation strategies[71,72]. The Project will develop and implement a human-wildlife conflict mitigation program, following widely-recognized IUCN Best Practices guidelines or similar, to ensure that efforts to manage human–wildlife conflicts[73] are pursued through well-informed, holistic and collaborative processes that take into account underlying social, cultural and economic contexts[74].

113. Within the production landscape, the project will provide technical support and tools (e.g., seedlings, fertilizer, gabions,[75] etc.) to farmers and land users to rehabilitate degraded land. Special Criteria for selection of beneficiaries will include location within prioritised target sites, presence of/potential for successful local cooperative structures, etc (with linkages to Component 3). Special attention will be paid to ensuring appropriate gender balance.

114. Indicative activities likely to be needed to deliver this output—including a combination of restoration actions, development and dissemination of technical guidance, and targeted training and extension—are as follows:

2.4.1 Promoting agroforestry and tree crops (at least 5,000 hectares in each region, 10,000 ha total) based on néré, shea and other useful local tree species with good performance in the fields and rural areas in each of the two project intervention areas. This will include the implementation of areas with tree species that are (also) suitable for use as fuel wood. Restoration/rehabilitation actions of degraded lands will use Integrated Management of Soil Fertility (GIFT) and endogenous methods.

2.4.2 Carry out actions to restore forest ecosystems on at least 6,000 ha in each of the two project regions across the four project landscapes (12,000 ha total) for the extension of forest cover and for the conservation of biodiversity through the enrichment and management of buffer zones, protection series / green belts around village areas and other priority issues. This will include the restoration of at least 25 linear km of the banks of the main rivers of the two regions (Kara, Koumongou, Kéran rivers, etc.) and of at least 5,000 ha of sensitive areas and mountainsides (Cuesta Bombouaka, mountains Kabyè hills of Pan-Bitchinga) through enrichment planting, reforestation, assisted natural regeneration, reduced grazing, etc. Restoration/rehabilitation actions of degraded lands will use Integrated Management of Soil Fertility (GIFT) and endogenous methods.

2.4.3 Develop technical guidelines relating to integrated management of soil fertility, soil and water conservation, conservation agriculture and agroforestry and private and community forests to serve as training tools for support and advice to populations

2.4.4 Popularize the technical sheets relating to “Integrated management of soil fertility”, “soil and water conservation”, “conservation agriculture” and “agroforestry and individual forests” to serve as training tools for support and advice to populations

[70] The project will assess all major HWC risks, however, human-elephant conflict in particular was identified as a substantial risk in the targeted areas (e.g. see https://erc.undp.org/evaluation/evaluations/detail/9636)

[71] E.g. see Shaffer et al. (2019) Human-Elephant Conflict: A Review of Current Management Strategies and Future Directions. Front. Ecol. Evol. https://www.frontiersin.org/articles/10.3389/fevo.2018.00235/full

[72] The extent of support for implementation of mitigation strategies will be assessed during project development, based on prioritization exercises.

[73] The project will assess all major HWC risks, however, human-elephant conflict in particular was identified as a substantial risk in the targeted areas (e.g. see https://erc.undp.org/evaluation/evaluations/detail/9636)

[74] E.g. see Shaffer et al. (2019) Human-Elephant Conflict: A Review of Current Management Strategies and Future Directions. Front. Ecol. Evol. https://www.frontiersin.org/articles/10.3389/fevo.2018.00235/full

[75] Wirework containers filled with rock, broken concrete, or other material, used in the construction of dams, retaining walls, etc.

2.4.5 Develop a training program for local actors in the project landscapes on good practices for sustainable management of land and forest ecosystems, integrating aspects related to the valuation of ecosystem services

2.4.6 Build the capacities of local actors on good SLM and SFM practices for the restoration of degraded lands and targeted landscapes

2.4.7 Strengthen the offer of support and advisory services to producers of the different categories of actors in the sectors of agriculture, livestock, agroforestry, forestry, etc. according to gender and category for the identification and reasoned use of technical itineraries and specific inputs in SLM

2.4.8 Create / strengthen field training schools for the restoration of degraded lands based on endogenous techniques, integrated soil fertility management and on fertilizing plants (e.g. pigeon pea - *Cajanus cajan*)

2.4.9 Develop and implement a human-wildlife conflict mitigation program, following widely-recognized IUCN Best Practices guidelines or similar

2.4.10 Raise awareness and encourage participation among women and youth on the importance of restoring degraded forests

Output 2.5: SLM and SFM practices implemented in targeted landscapes covering ≧37,000 ha. [Stakeholder engagement can be done prior to finalization of ESIA-ESMP, however field work can be done only after its finalization]

115. The project will support implementation of SLM and SFM actions on a total of 37,000 ha across the four project landscapes. Specific locations will be strategically selected based on opportunities for demonstration, uptake, partnership opportunities, etc, and in line with regional and other management plans and participatory mapping being developed under Component 1. Actions will occur across three main land categories: (i) productive landscape, (ii) protected areas and their buffer zones and (iii) community and sacred forests. Capacity building efforts will both precede, and later continue in parallel with, on-the-ground actions.

116. The implementation of sustainable land and forest management practices will be rolled out using a staged approach starting with pilot sites and farmer champions, followed by a second stage which will involve the provision of incentives (such as seedlings, tools, implements, training) scaled up to the target area. The project will pilot participatory management systems[76] to foster high levels of community engagement and support for the conservation of biodiversity and sustainable management of natural resources.

117. The SLM/SFM activities could be subject to hazards such as severe winds, storms and floods, etc. These and other project interventions could also be impacted by disasters, with resulting negative social and environmental impacts. For this reason, the Project will integrate disaster risk reduction measures into the detailed design and implementation of all SLM/SFM interventions. In particular, a Disaster/Emergency Preparedness Plan will be prepared as part of the ESMPs for on-the-ground (downstream) activities.

118. Indicative activities likely to be needed to deliver this output are as follows:

[76] E.g.: Community Resource Management Areas (CREMAs): https://www.gh.undp.org/content/ghana/en/home/presscenter/pressreleases/2018/CREMA_Communique.html
Or village associations: https://www.equatorinitiative.org/wp-content/uploads/2017/05/case_1466460318.pdf

2.5.1 Strengthen the technical and operational capacities of AVGAPs and other community forest management organizations as partners to support SLM and SFM actions, including clarification of roles and responsibilities, legal status, equipment, training, visit to exchange and share experiences, etc.

2.5.2 Raise awareness and train local populations of protected areas and community forests on the fight against brush fires and in the appropriate use of approved and organic phytosanitary products

2.5.3 Implement SLM and SFM actions within approximately 5,000 ha of the three targeted protected areas (Oti Mandouri, Oti Keran and Fazao-Malfakassa), including actions identified in Tables 3 and 4 above. Activities will include protection measures (e.g., from livestock and fire), protection of regeneration and, where necessary, replanting with local species.

2.5.4 Implement SLM and SFM actions within approximately 1,000 ha of the main community forests and sacred forests (area ≧ 10 ha) identified in the two regions (community forests supported by PALCC, Baghan, Farendè, etc), including actions identified in Tables 3 and 4 above. Activities will include protection measures (e.g., from livestock and fire), protection of regeneration and, where necessary, replanting with local species.

2.5.5 Implement SLM and SFM actions within approximately 37,000 ha of the productive portions of the four project landscapes, tentatively including:

- Rehabilitate degraded grazing areas through grazing management, fire control and other suitable measures in the two intervention regions of the project (17,000 ha total);
- Rehabilitate degraded and overused agricultural land, including land subject to erosion, through measures such as reduction or elimination of the use of fire, conservation of soil cover, use of soil improving plants (eg pigeon pea), composting, etc. (20,000 ha total)

2.5.6 Strengthen mechanisms and arrangements to improve the availability and accessibility by women and youth to equipment and facilities needed to implement SLM technologies

Component 3: Promotion of sustainable nature-based livelihood opportunities ($1,900,000 LD; $125,000 BD)

119. The project will support environmentally sustainable, nature-based income-generating options in target areas identified under Component 2, including by improving value chains of agricultural/agroforestry commodities to sustain local livelihoods.

OUTCOME 3. INCREASED CAPACITY FOR BIODIVERSITY AND LDN-COMPATIBLE LAND USES, VALUE CHAINS AND PRODUCTION PRACTICES WITHIN THE PROJECT LANDSCAPES

120. By achieving this outcome, the project will ensure that, in selected target areas of the project landscapes, LDN-related activities being supported under Component 2 will be complemented by efforts to strengthen corresponding or related aspects of agricultural and agroforestry production and processing. This dual track approach will be essential to demonstrate a wide range of sustainable, nature-based livelihoods, thereby serving as a model for replication and uptake throughout the project landscapes and beyond. Significant progress has been made during the PPG in identifying specific locations and products / value chains for support, in full consultation with local communities. This participatory process will continue during the first year of the project, in conjunction with participatory dialogues taking place under Component 2 and in line with all relevant UNDP safeguards.

121. Social and environmental safeguards associated with this outcome will include the following:

- Considering the project's geographical structure, the Project will carry out a scoped Environmental and Social Impact Assessment (ESIA) for downstream activities (Outcomes 2 and 3) in each of the four project landscapes identified above. The scoped ESIAs will analyse the potential impact/risk, and develop appropriate Management Plans to address the identified risks.
- Communities within the above landscapes were consulted during the PPG phase using a Free Prior and Informed Consent (FPIC) approach. All interventions in the implementation phase will be developed in a highly participatory manner, building on local knowledge and experience, as well as FPIC and continuous, participatory monitoring of all interventions, allowing adaptive management and adjustment of strategies and activities.
- Component 3 activities will in some cases need to await the conclusion of the ESIA-ESMP exercise (see notes following each output title).

122. The following outputs are needed to achieve the above outcome:

Output 3.1: Nature-based livelihood opportunities upscaled/developed to support environmentally sustainable socio-economic development in pilot sites identified under Component 2
[Stakeholder engagement can be done prior to finalization of ESIA-ESMP, however field work can be done only after its finalization]

123. Appropriate existing and new (to the region) nature-based livelihood opportunities will be upscaled and developed to support improved, environmentally sustainable and gender-responsive local socio-economic development. Examples identified through consultations undertaken during the PPG are described in Table 5 below, with notes and indicative targets by region. As was the case with restoration actions under Component 2, support for nature-based livelihoods will be rolled out using a staged approach starting with pilot sites and champions, followed by a second stage involving the provision of incentives scaled up within the target area(s). The project will ensure that its support is fully gender balanced.

Table 5: Indicative targets[77] for support to nature-based livelihoods, by region

Type of income-generating activity	Products and indicative targets by region	
	Kara	Savanes
Dryland agroforestry products	- Mango trees (200 - 300 ha) - Orange trees (300 - 500 ha) - Oil palm (150 - 200 ha) - Other palm trees (300 to 500 ha) - Lemon trees (100 - 200 ha) - Moringa (300 - 500 ha)	- Mango trees (300-800 ha) - Rônier (500-1,000 ha) - Lemon trees (50 - 100 ha) - Moringa (300 - 600 ha)
Non-timber forest products	- Shea (200 - 300 ha) - Néré (300 - 600 ha)	- Shea (200 - 300 ha) - Néré (300 - 600 ha)

[77] Areas shown are as part of mixed agroforestry systems and not as monocultures.

Beekeeping	Support 10 - 15 cooperatives to develop beekeeping	Support 10 - 15 cooperatives to develop beekeeping
Conservation agriculture	Support improved use of stone bunds and crop rotation practices on 100 - 200 ha	Support improved use of stone bunds and crop rotation practices on 100 - 200 ha

124. Indicative activities likely to be needed to deliver this output are as follows:

3.1.1. Train, organize and equip 20 cooperatives (gender-balanced) for the promotion of vegetable production sectors

3.1.2. Build water supply infrastructure (10 water reservoirs and five boreholes with water reservoirs powered by solar energy) for the development of market gardening, off-season crops and watering for animals

3.1.3. Provide improved seeds and short cycle to 20 agricultural cooperatives

3.1.4. Train and equip 10 local nurseries for the production of forest and fruit seedlings

3.1.5. Equip 20 beekeeper cooperatives with 200 beehives, 100 protective clothing sets and 40 smokers

3.1.6. Support 30 households in poultry breeding, 30 households in small ruminant breeding and 30 households in pig breeding (training and equipment in breeding methods

3.1.7 Train, install and equip 50 village livestock auxiliaries (AVE) in relevant cantons

3.1.8 Establish community plant and tree nurseries

Output 3.2: Value chain analysis conducted for prioritized agricultural and agroforestry commodities, including identification of viable national/international markets and investors
[Can be done prior to finalization of ESIA-ESMP]

125. Initial activities under this output will involve the selection of five climate-resilient agricultural and agroforestry value chains, from the short list presented in Table 6, which was developed based on analysis and consultations during the PPG.

126. Once the final list of five value chains has been agreed, a detailed analysis will be made of the entire value chain for each potential product. Value chain analyses will include identification of specific gender roles, viable national/ international markets and investors. Analysis will take into account issues related to the level of investment required, existing and emerging markets, transport and access to national and international markets, etc. Action plans will be developed for strengthening of five selected value chains. Implementation of these action plans will take place under Outputs 3.3-3.5.

Table 6: Short list of agricultural and agroforestry value chains for possible in-depth analysis and support, by landscape

Landscape	Agricultural value chain	Agroforestry value chain
Complex of protected areas of the dry savannah of northern Togo	•Valorise mangoes, ginger for the manufacture of natural juices •Transform and process tomatoes, peppers and onions	•valorise the shea fruit for the manufacture of shea butter and soap •valorise néré fruits for making traditional mustard,

Landscape	Agricultural value chain	Agroforestry value chain
	•Improve the production of peanut oil and process this oil according to hygienic standards •de-shell and package cashews.	•press and condition honey with improved equipment and sanitary conditions and process further into honey, wax, royal jelly and bee charm
Degraded land in the extreme northwest of Togo	•Valorise mangoes, ginger for the manufacture of natural juices •Transform and process tomatoes, peppers and onions •Improve the production of peanut oil and process this oil according to hygienic standards	•valorise the shea fruit for the manufacture of shea butter and soap •valorise néré fruits for making traditional mustard, •press and condition honey with improved equipment and sanitary conditions and process further into honey, wax, royal jelly and bee charm
Landscapes of the high peaks in the East of the Kara region	•valorise mangoes, oranges, pineapple, ginger and palm fruit for the manufacture of natural juices •Transform and process tomatoes, peppers and onions •Improve the production of peanut oil and process this oil according to hygienic standards •de-shell and package cashews.	•valorise the shea fruit for the manufacture of shea butter and soap •valorise néré fruits for making traditional mustard, •press and condition honey with improved equipment and sanitary conditions and process further into honey, wax, royal jelly and bee charm
Landscapes along the PA Fazao-Malfakassa	No livelihood activity	No livelihood activity

127. Indicative activities likely to be needed to deliver this output are as follows:

3.2.1 Map the short-listed value chains

3.2.2 Undertake surveys within potential beneficiary communities to assess preferences among alternative value short-listed chains

3.2.3 Select five priority value chains, based on predetermined selection criteria and with reference to specific landscapes

3.2.4 Prepare five value chain analyses, including priority measures needed to strengthen. These should include, inter alia: (i) good practices and associated technologies for the storage / conservation and processing of various products (plants, animals, fisheries and forestry, etc.); (ii) the potential contribution of each product / value chain in terms of climate resilience, zero degradation or restorative production and gender-balanced income generation; (iii) specific barriers and opportunities associated with each value chain

3.2.5 Develop an action plan for strengthening each value chain, with emphasis on strengthening the role of women at various stages along the value chain

Output 3.3: Cooperative units established and/or strengthened and members[78] trained on climate-smart, environmentally sustainable agricultural entrepreneurship and post-harvest, value-adding methods
[Stakeholder engagement can be done prior to finalization of ESIA-ESMP, however field work can be done only after its finalization]

128. Land users, including farmers, women's groups, private sector and communities living in PA buffer zones, will be supported to implement climate-smart, environmentally sustainable agricultural entrepreneurship and post-harvest value-adding methods, particularly within value chains analysed under Output 3.2 above. Land users at community level will be supported to organise themselves into cooperative units (groups/platforms), seeing the potential to create some women-led cooperative units, in order to improve their abilities to benefit from economies of scale, provide services and reduce risks. Income-generating opportunities in target rural communities will be increased by promoting the modernization of value chains of selected species and crops (e.g., cashew nuts, shea, neré, moringa), including by using appropriate techniques for collection, conservation, storage, transport and processing. Support will be provided through extension services for labelling, standardization and certification (e.g. for ecological production) and for the potential use of traceability systems to foster greater transparency and fairer prices for producers. The project will furthermore coordinate with the knowledge management component of the GEF-funded Good Growth Partnership 79 initiative to ensure integration of good practices in improving environmental and social sustainability of global commodities and potential access to global markets. Modules on environmental and social safeguarding and women's empowerment will be included in the training package provided.

129. Indicative activities likely to be needed to deliver this output are as follows:

3.3.1. Identify 50 cooperatives of farmers, breeders, market gardeners including 10 operated by women's groups and train 500 of their members, including 200 women and 100 young people, on cooperative management and agricultural entrepreneurship

3.3.2. Train 20 market gardening cooperatives, including 12 operated by women's groups, on organic market gardening techniques, organic farming, composting methods, and conservation methods for different crops to reduce post-harvest losses

3.3.3. Train 12 women's cooperatives on leadership to promote decision-making, especially in natural resource management.

Output 3.4: Local processing and packaging units built and operational (target: 50 units)
[Can be done only after finalization of ESIA-ESMP]

130. In line with the conclusions of value chain analyses conducted under Output 3.2 above, a total of 50 small processing and packaging units will be built, and their operationalisation supported through training, with a focus on adding value to local dryland products and engaging women at different levels of management and production.

131. Indicative activities likely to be needed to deliver this output are as follows:

[78] Land users including farmers, private sector, and communities living in PA buffer zones will be encouraged to join cooperatives.
[79] http://goodgrowthpartnership.com

3.4.1. Build and equip 20 processing units for shea butter, peanuts, tomatoes and peppers for 20 cooperatives including 10 operated by women's groups (crushers, roasters, mills, presses and small tools, packaging equipment, etc.)

3.4.2. Equip with materials (moulinex, jars, labels, heating system) 10 units for the processing and packaging of tomato and chili mash

3.4.3. Equip two shea butter production cooperatives with equipment to enable them to produce soap and cream based on shea products

3.4.4. Equip 20 honey production cooperatives, including 6 women, with 20 honey extractors and honey packaging equipment (e.g., containers, labels)

3.4.5. Equip two honey production cooperatives for the production of wax, royal jelly and bee charm

3.4.6. Equip eight women's cooperatives with a sheller, heating system and mills for the processing of néré seeds into traditional mustard

3.4.7. Provide materials to two agricultural cooperatives for the processing of mangoes, oranges, pineapples, ginger and palm juice

3.4.8 Awareness raising with local communities on how to mitigate potential problems related to waste management and environmental pollution

3.4.9 Support the enhanced management of three processing unit works (shea, soy, peanut, cashew) held and managed by women

Output 3.5: Bankable public-private partnership investment opportunities developed and submitted to impact funds
[Can be done only after finalization of ESIA-ESMP]

132. Bankable public-private partnership investment opportunities will be developed and submitted to impact funds, with particular emphasis on products and value chains prioritised under Output 3.2 above. The project will assess mechanisms favourable to the development of PPPs and prepare bankable projects with interested and demonstrably reliable private sector investors to access impact funds (e.g. Moringa Fund [80], Althelia, LDN Fund).

133. Indicative activities likely to be needed to deliver this output are as follows:

3.5.1. Develop public-private partnerships for the reforestation of species with economic value, potentially including Khaya, Rosewood, Néré, Shea, Rônier, Tamarind and Lannea, among others

3.5.2. Support the establishment of private tree nurseries in the prefectures

3.5.3. Connect agricultural cooperatives with national / international investors willing to support the further development of value chains

3.5.4 Capacity building for women and youth in the development of PPP investment proposals

[80] The project will draw lessons learned from equity investments in neighboring Benin: www.thegef.org/news/gef-supported-fund-invests-benin-based-sustainable-cashew-processing-company

Component 4: Gender equality mainstreaming, knowledge management and M&E

Processes aimed at enabling adaptive management, learning and communication for replication and upscaling of good practices will be integrated in all project activities, including mainstreaming of opportunities to promote gender equality.

OUTCOME 4A: FULL INTEGRATION OF GENDER, KNOWLEDGE MANAGEMENT AND COMMUNICATION STRATEGIES ENSURES WIDESPREAD AND GENDER-BALANCED DIFFUSION AND UPTAKE OF PROJECT LESSONS AND INNOVATIONS ($200,000 LD; $210,000 BD)

134. This outcome will be achieved, first, through the implementation of the gender action plan and the gender strategy. This will also be done by setting up a gender information and management system which will provide data for the evaluation of gender-disaggregated indicators. Also under this outcome, the project will collect information on lessons learned and good SLM / SFM practices through the establishment and operationalization of a participatory monitoring and evaluation system. Knowledge management and the dissemination of lessons learned, and good practices will be achieved through an effective communication strategy designed to facilitate replication and scaling up. This will require strengthening the capacities of data collection and management structures in connection with SLM / SFM.

135. As indicated below, Component 4 activities may proceed without waiting for finalization of ESIA and ESMP.

Output 4.1: Gender Gap Assessment and Gender Action Plan available; recommendations systematically integrated into project activities; disaggregated monitoring data is collected for relevant indicators. [Can be done prior to finalization of ESIA-ESMP]

136. This output will establish the gender-based parameters and goals of the project, and in particular its learning and replication efforts, by coordinating and monitoring a gender action plan that was developed during the PPG (see Annex 8). The action plan will ensure that activities under Components 1-3, as well as learning, dissemination and replication efforts under the remainder of Component 4, are designed to leverage women's strategic role in natural resource management in order to effect desired change, while simultaneously enhancing that role and ensuring that important project benefits accrue to women.

137. Indicative activities likely to be needed to deliver this output are as follows:

4.1.1 Support the implementation of the SLM / SFM gender and social inclusion action plan developed under the PPG

4.1.2. Implement the gender and social inclusion strategy with particular emphasis on vulnerable groups (women, young people, people living with a disability, seniors, etc.)

4.1.3. Set up a Gender and SLM / SFM Information and Management System

Output 4.2: Participatory M&E and learning system developed and implemented with inputs from beneficiaries and stakeholders to enable adaptive, results-based project management.

[Can be done prior to finalization of ESIA-ESMP]

138. M&E and learning processes will take place in a participatory manner with inputs from beneficiaries and stakeholders to enable adaptive, results-based project management from design to implementation. Baseline indicators will be developed in line with the land use planning system under Component 1, including key LDN performance indicators (e.g. SDG 15.3.1 indicators on land cover, net primary productivity (NPP), and soil organic carbon (SOC) stock). Training and tools will be provided to ensure sufficient capacities for active M&E engagement by relevant institutions and communities. A project Technical Committee will be established to provide project coordination and oversight, ensure linkages and synergies with other ongoing/planned interventions, and guide participatory M&E.

139. Indicative activities likely to be needed to deliver this output are as follows:

4.2.1. Set up an M&E mechanism involving project stakeholders at all levels (national, regional, community) with clearly defined indicators

4.2.2. Implement the M&E system in a participatory manner

4.2.3. Create and feed a database on good SLM / SFM practices and lessons learned with a portal accessible to all stakeholders

4.2.4. Strengthen the technical, material and human capacities of data collection and management structures in connection with SLM / SFM

Output 4.3: A learning and diffusion network developed and implemented in each of the project landscapes

[Can be done prior to finalization of ESIA-ESMP]

140. On-the-ground actions and investments made by the project under Components 2 and 3 will be periodically assessed from the point of impact, innovativeness, application of best practices and other factors in order to generate lessons that can be captured, learned and disseminated. An initial priority target for dissemination will be the remaining areas within the four project landscapes. Landscape-level monitoring will assess the degree to which lessons / methods are being diffused and adopted throughout these areas. Awareness raising / training activities will be organized to disseminate technical aspects of the demonstrations. Behavioral and other barriers to diffusion of successful practices, and ways to overcome such barriers, will be identified as part of an iterative process aiming at stimulating broader landscape-wide transformations.

141. Indicative activities include the following:

4.3.1 Assessment of project impacts and associated lessons emerging

4.3.2 Based on project results / demonstrations, develop and implement an awareness and dissemination plan aimed at women's groups and mixed farmers' organizations to support the further uptake of implementing technologies for the restoration of natural ecosystems, innovation in soil water conservation, etc.

4.3.3 Organize networking sessions to share experiences on SLM / SFM between the intervention municipalities on the one hand, and other municipalities within the four landscapes, including an emphasis on actions and practices initiated by women or women’s organizations

4.3.4 Strengthen the capacities of women, young people and small producers in the management of digital tools (financial, digital education, e-commerce, etc.) for better climate resilience

4.3.5 Organize exchange trips / visits among project landscapes and capacity building for the benefit of stakeholders on SLM/SFM

4.3.6 Develop and implement strategies to optimize diffusion within and across project landscapes, based on identification of innovators, early adopters, etc

Output 4.4: Communication & outreach strategy developed and implemented, with clear linkages to the M&E system to enable knowledge management, as well as dissemination of project lessons learned, good practices and successes to enable policy linkages, replication and upscaling.
[Can be done prior to finalization of ESIA-ESMP]

142. The project will develop a strong Knowledge Management, Communication & Outreach Strategy, with linkages to M&E processes. The strategy will include: i) clear definition of target audiences; ii) specific actions per project component to ensure appropriate levels of stakeholder engagement, conflict prevention and awareness raising[81] as well as institutional uptake of tools and innovations; iii) promotion of gender mainstreaming and championing women as change agents; iv) extraction of lessons learned and good practices including from baseline projects, and packaging information to feed into extension services, policy advice; v) outreach and information sharing at local, regional and global levels using platforms and media that are appropriate for the targeted audiences (e.g. meetings, skits, posters, brochures, social media, photoblogs, etc).

143. UNCCD will support outreach and knowledge sharing with the broader UNCCD constituency, including for example through its knowledge hub, website and social media, as well as reporting on lessons learned about LDN implementation during UNCCD COP15 (as outlined in Decision 13/COP14 – paragraph 12). In addition, best practices will be shared through the World Overview of Conservation Approaches and Technologies (WOCAT [82]) platform, which facilitates global sharing of information on sustainable land use practise.

144. Indicative activities likely to be needed to deliver this output are as follows:

4.4.1. Develop an IEC strategy taking into account all categories of stakeholders including, inter alia, promotion of gender mainstreaming and championing of women as change agents.

4.4.2. Develop and implement a Communication for Development (C4D) strategy on SLM / SFM with emphasis on differentiated practices and attitudes between women, men and young people

4.4.3. Implement a multi-media communication strategy adapted to the different categories of actors which creates spaces for learning, exchange and dissemination of best practices in SLM (technical sheets, radio / TV broadcasts, bulletins, posters, flyers, website, etc.)

4.4.4. Develop a communication, training and advocacy plan to strengthen the valuation of ecosystem services provided by the key landscapes of the Savannah and Kara regions

4.4.5. Support the exchange and learning on good SLM practices at community level

4.4.6. Support the exchange and sharing of good practices among women's organizations

[81] This will include mechanisms to enable Free, Prior and Informed Consent (FPIC), particularly related to participatory site selection activities implemented under Components 1 and 2. The strategy should also ensure that stakeholders have sufficient understanding of the local and global benefits of biodiversity conservation and sustainable land/forest management approaches, to enable buy-in and support for project interventions.
[82] www.wocat.net

4.4.7. Develop and disseminate popularization articles, documents to capitalize on achievements and documentary videos on good practices in SLM / SFM and lessons learned from the project

4.4.8. Organize workshops to disseminate the results and lessons learned from the project at all levels (local, regional, national)

4.4.9. Involve the academic community through student internships and publications in scientific journals

OUTCOME 4B: PROJECT LEVEL MONITORING AND EVALUATION

145. The above outcome will be delivered through the following output:

Output 4.5: Project monitoring and evaluation is ensured

146. This output will ensure that project results are properly monitored throughout implementation through a performance framework, regular monitoring activities and evaluations.

147. Indicative activities include the following:

4.5.1. Project Inception Workshop

4.5.2. Implementation of Monitoring and Evaluation Framework for the Project

4.5.3. Mid-term review

4.5.4 Impact evaluation of livelihoods activities

4.5.5. Terminal evaluation

Partnerships

Ongoing projects and initiatives

148. Togo is currently implementing several projects in the agricultural and sustainable land and forest management sectors with which the GEF project will establish partnerships to create synergies and complementarities (see **Table 2** above). These include Oti Basin Agricultural Land Management Project (PATA-OTI), REDD+ Support Program and the Togo Forest Readiness and Rehabilitation Project (ProREDD) for which a 2nd phase is in an advanced stage of negotiation, Program for Rural Development and Agriculture in Togo (ProDRA), Green Innovation Center Program (ProCIV), the Mono Transboundary Biosphere Reserve Project (ProMono), the Support Project for the Preservation of Ecosystems and Biodiversity through Agropastoralism (PAPEBA), the Support Program for the Fight against Climate Change (PALCC) which is now in its 2nd phase. The GEF project will build on the lessons being learned by these projects. It will also use the frameworks established by these projects and reach out to actors already trained in land and ecosystem management by these projects.

149. The project will aim to create strong linkages between these different initiatives at the national and local levels and ensure that project interventions complement the ongoing work of these partners. Organized actors in the project intervention landscapes will contribute to implementation of project activities. These organizations include platforms for exchange and collaboration for the implementation of the project. For example, exchange platforms created under the REDD+ project will be capitalized on and used for the implementation of the GEF project.

150. The network of civil society organizations used for the implementation of field actions in community forest development, income-generating activities and the use of non-timber forest products will also serve as a basis for the deployment of GEF project activities.

151. Lessons learned such as: (1) consultation with other ministries implementing other projects related to the concerns of the populations and SLM/SFM, (ii) strengthening follow-up activities for capacity building initiatives to ensure the sustainability of actions and equipment made available to communities and (iii) strengthening the involvement of communes/municipalities for the sustainability of actions to be implemented in the GEF project intervention zones, will enhance the effectiveness of project implementation

152. Study and learning trips will be organized to the sites of the Program for Rural Development and Agriculture (ProDRA) and the GIZ Forest for the Future (F4F) Project to help with the selection of promising value chains and to master techniques that have already proven themselves in the field. Where appropriate, specialists from these projects will be provided with additional, targeted training.

Private Sector

153. The project will work closely with the private sector and will seek to establish partnerships with them. Preliminary discussions were held during the project formulation phase with private sector actors such as CAJOU ESPORT (involved in cashew nut processing), ALAFIA (operator and exporter of shea products), NOTO (a company based in the port area of Lomé, specializing in the transportation and processing of shea nuts) and many others.

154. During implementation, partnerships will be established with these private sector structures to support and sell the products produced by the GEF project beneficiaries.

155. Based on this partnership, private sector entities will be invited to contribute to the establishment of post-harvest processing facilities and to partner with local companies in the GEF project. In addition, bankable micro-projects will be developed that will combine crop production and product marketing.

Civil society organizations and grassroots community organizations

156. To ensure the sustainability of the project's interventions, calls for project proposals will be issued to civil society organizations to help better reach local populations and ensure close participation. The organizations that will be targeted will include those that have been involved with previous projects, including the GEF Small Grants Program, the Climate Change Support Program (PALCC) and others.

Risks

157. A total of 28 risks have been identified and are presented in the project's Risk Register (see Annex 6). These risks fall into three relatively distinct categories, as follows:

- *Social and environmental risks (#1-16 in risk register)*: 16 social and environmental risks have been identified and assessed through UNDP's Social and Environmental Screening Procedure (SESP) (see Annex 5). The following risks have been rated as "Substantial":
    - Risk 02 – Presence of various ethnic groups in the project landscape
    - Risk 04 - Risk of community protests

  The above risks, along with 14 additional "Moderate risks" have been assessed, with appropriate management measures designed and risk owner identified (see Annexes 5 and 6).
- *Miscellaneous risks associated with theory of change assumptions (#17-23 in risk register)*: Seven moderate risks to effective project implementation have been identified, deriving from assumptions presented in the project's theory of change. These include one risk associated with

enhanced risk of natural disaster associated with climate change. Risk owners and management measures are indicated.

- *Risks associated with COVID-19 (#24-28 in risk register)*: Finally, five moderate risks associated with COVID-19 have been identified, together with management measures and risk owners.

158. Overall, the project builds on the lessons and the processes of recent similar projects. Project development has been informed through consultations with a broad cross section of national stakeholders and thorough analysis of national and local circumstances. Project developers have also elaborated three action plans to manage and mitigate the cumulative nature of the risks and/or the complexity of assessing and managing the moderate risks identified in the SESP. These action plans are: (1) Stakeholder Engagement Plan, (2) Ethnic Groups Plan (EGP) and (3) Gender Action Plan. The EGP for example, outlines key activities designed to obtain the FPIC of local communities during the project's inception phase.

159. Finally, the Project will develop a project-level Grievance Redress Mechanism (GRM) that is proportional, culturally appropriate, accessible, and transparent, and that ensures appropriate protection for claimants, and the Project also will inform the stakeholders about the existence of the mechanism and how to use it. The GRM will include an early warning system, helping to identify problems and close gaps in a timely and cost-effective manner, avoiding escalation into more entrenched or complex disputes. The GRM will be executed through the implementing partner. As needed or as requested, UNDP will be available to help the implementing partner to address project-related grievances as part of its oversight and assurance roles.

Stakeholder engagement and south-south cooperation:

160. The project put a strong focus on community and stakeholder engagement throughout project design, and this will continue throughout implementation.

161. Engagement with project stakeholders, including ethnic groups at project sites, commenced during the project development phase. In addition to consultations conducted with Lomé-based stakeholders, meaningful, effective and informed consultations, following FPIC approach, were conducted in the project landscapes. These activities were led by an Environmental and Social Safeguards Expert and by a Stakeholder Engagement professional with a deep understanding of local contexts and profound knowledge of consultation with local communities, to both gather views and concerns of stakeholders and facilitate their full contribution to project design. The consultations carried out during the PPG enabled active local community engagement and participation in decision-making.

162. Communities were consulted during the PPG phase using a Free Prior and Informed Consent (FPIC) approach. Such meaningful engagement will continue during the implementation phase. The engagement process will take into consideration the rights of Ethnic Groups and the disadvantages faced by them, linked to vulnerabilities, such as limited access to education, low literacy levels, negative stereo-typing and inadequate understanding of national or site-specific policy and programming processes. Where necessary, civil society organizations representing and deemed acceptable by Ethnic Groups will also be engaged to provide additional support.

163. Based on the detailed stakeholder analyses that took place during project design, a comprehensive Stakeholder Engagement Plan (SEP) (see Annex 8) has been developed and will be implemented during the full project, aimed at actively involving all relevant groups through targeted

communication and outreach efforts with the aim to increase awareness about the intended project outcomes and benefits, and to mobilize buy-in and support for project implementation. The SEP includes a Grievance Redress Mechanism (GRM) that will be activated in case any concerns are raised by partners or beneficiaries about human rights infringements, adverse socio-economic or environmental impacts directly or indirectly attributed to project implementation. All concerns will be assessed, documented, and followed up with appropriate responses in order to address the issue.

164. South-South co-operation will include coordinated lesson learning, study tours and other communications with a UNDP-GEF-8 project expected to begin in neighbouring Togo in 2022.

165. In addition, to bring the voice of Togo to global and regional fora, the project will explore opportunities for meaningful participation in specific events where UNDP could support engagement with the global development discourse on land degradation and biodiversity conservation The project will furthermore provide opportunities for regional cooperation with countries that are implementing initiatives on this topic in geopolitical, social and environmental contexts relevant to the proposed project in Togo.

Gender equality and women's empowerment:

166. In line with UNDP and GEF policies on mainstreaming gender into project design and implementation, a gender gap analysis has been conducted during project preparation, and a detailed, costed action plan with associated indicators was developed to ensure that the design takes into full consideration gender-related dynamics and opportunities in the Togolese context. The resulting Gender Analysis and Action Plan are attached as Annex 10.

167. The project takes into account the fact that despite improvement in the political and strategic framework for mainstreaming gender-related issues into development decisions and actions in Togo, women's unequal access to land, inputs, equipment, and credit, economic and social opportunities remain limited compared to men. The project has been designed specifically to ensure that it maximises opportunities to contribute to gender equality, including through dedicated activities described under Component 4.

168. Key conclusions and recommendations of the gender analysis include that there is a need for capacity building of women on improved conservation and sustainable land use practices, including agro-ecological practices; that the process of acquiring land titles is still difficult for women and would benefit from project support; and that the project will therefore include a dedicated Gender and social inclusion expert with a livelihood profile whose main task will be to ensure the gender mainstreaming and social inclusion in the implementation of the project, supported by consultants for specific studies and training activities.

169. The implementation of the gender action plan requires the inclusion in the project team of a gender and social inclusion expert with a livelihood profile, whose main task will be to ensure gender mainstreaming and social inclusion in the implementation of the project. The expert's main task will be to ensure the gender mainstreaming and social inclusion in the implementation of the project.

170. As seen in the table embedded below, gender is mainstreamed in all project interventions (planning, implementation, monitoring and evaluation). In addition, a number of specific actions are called for in the Gender Action Plan. These include gender-responsive measures to address gender gaps or promote gender equality and women's empowerment and state in the following areas: (i) closing gender gaps in access to and control over natural resources; (ii) improving women's participation and decision making, and; (iii) generating socio-economic benefits or services for women. The table identifies specific outputs and activities aimed at supporting gender empowerment and equality. Monitoring of the

implementation and impact of these activities, based on SMART indicators and targets included in the project results framework, has been incorporated directly into the overall project monitoring plan, together with a table highlighting gender-sensitive elements of project indicators (see UNDP project document, Annex 10).

Innovativeness, Sustainability and Potential for Scaling Up:

171. *Innovation*: The project design is based on a vision of transformative change to achieve LDN, sustain biodiversity in drylands in northern Togo, and facilitate climate smart agriculture by addressing the entire value chain (from polices and land use planning to investments in land rehabilitation and sustainable land management to the development of production value chains for dryland products). The project will seek to apply innovative locally adapted technologies, tools, and techniques that consider context and target group specificities including local and indigenous knowledge and traditional practices as well as current scientific insights on appropriate agroforestry/agricultural methods and species selection.

172. *Sustainability*: Project development and implementation will take place in a highly participatory manner, engaging stakeholders at all levels to ensure that the project reflects their interests and needs in the best possible way. This will facilitate ownership and contribute to longer-term sustainability of the investments made. The development of land management action plans will be done in line with local development plans, and in close collaboration with the administration of the targeted prefectures, to ensure that they are institutionally anchored at the appropriate level. The project will facilitate systems to enable widespread adoption of tools and innovations and encourage institutionalisation. This will include embedding knowledge into institutional memories by depositing information in appropriate form, and by engaging relevant actors in training and learning opportunities[83]. Appropriate forms of information dissemination to encourage learning and institutional uptake will depend on the targeted audience (for instance, and will be further explored under each project component, with linkages to knowledge management and communication strategies designed under Component 4. Extension services will play a critical role in sharing knowledge, connecting farmers to facilities providing post-harvest services and access to tools, subsidizes and inputs for land users, in a gender-informed manner. Support from the private sector is envisaged for partnerships related to sustainable value chains and product development (e.g. moringa, shea butter, cashew nuts, baobab) and bankable land management investment cases will submitted to private impact funds (e.g. Althelia, LDN Fund, Moringa Fund) to enable longer-term financial viability of initiatives that demonstrate potential for replication at scale.

173. *Replication & Upscaling*: Potential for replication and scaling up of successful practices that contribute to multiple environmental benefits will be increased through implementation of project Component 4 by ensuring a strong knowledge management system with linkages at local, national, regional and global levels. Extension services will play an important role in enabling replication and upscaling at the local and national level (Component 1 and 2). Linkages with open data platforms for sharing and publishing georeferenced information (Component 1), and coordination with the knowledge management component of the Good Growth Partnership (Component 3) will contribute to enabling upscaling at the global level.

[83]See for instance: Wiseman, E. (2007). The institutionalization of organizational learning. OLKC Proceedings 2007. pp. 112-1136

COVID-19 risks and opportunities

174. According to the African Development Bank[84], despite its not being heavily impacted by COVID-19 infections, the pandemic had a significant effect on Togo's formerly dynamic economic growth. From a real GDP growth rate of 5.5% in 2019, growth slowed to 0.7% in 2020. As in virtually all countries in the world, this decline in the rate of real GDP growth recorded in 2020 is attributed to the negative impact of Covid-19, which disrupted the implementation of the various projects and programs of the PND 2018-2022. The real GDP economic growth rate is expected to reach 4.7% in 2021, has been revised upwards and stand at 5.3% in 2021.

175. Despite the projected recovery in economic growth, COVID-19 continues to weigh as an element of the development challenge being targeted by the present project. Agricultural production, employment and investment have all been hindered by the pandemic. Several project risks associated with the pandemic have also been identified.

176. In Togo, although statistics are not available, the COVID-19 pandemic has led to increased deforestation and associated biodiversity loss. Indeed, in rural areas, poor populations turn to forests and forest products for their subsistence, especially plants and wildlife for food, which can lead to overexploitation of natural resources. This is the case for the production of charcoal, the conversion of forests to agriculture lands and other informal and sometimes illegal economic activities. Forest sector recovery programs and projects are also delayed by the pandemic.

177. Togo presented its post-Covid-19 recovery strategy to the international actors of the LDC (Least Developed Countries) Group, during a ministerial meeting in September 2021.[85] In response to the crisis, Togo adjusted its national development plan (2018-2022)—adopting a new government roadmap covering the 2020-2025 period and launching a Response-Resilience-Recovery strategy to contain the virus and ensure growth.

178. To support the Government Response Plan, the UN Country Team developed an inter-agency support plan on COVID-19, and UNDP Togo, because of its integrator role, has been as asked to lead on the implementation of that plan. In coordination and partnership with relevant actors at national level, UNDP is contributing to the overall objective of the COVID-19 National Strategic Preparedness and Response Plan to halt further transmission of COVID-19, and mitigate the impact of the outbreak, including its social and economic impacts. In this regard, UNDP's support to the Togolese National Response Plan and the UN Interagency Support Plan focuses on three pillars of the corporate offer. The approach ensures that the current response and recovery work enables the country to recover better from crises, accelerate the transition from resilience & long-term development efforts, better manage, anticipate & reduce risks, and support a rapid return to sustainable development pathways.[86]

179. Emergent COVID-related risks affecting the project are summarized in Table 7 below.[87]

[84] See https://www.afdb.org/en/countries-west-africa-togo/togo-economic-outlook

[85] See https://www.togofirst.com/en/public-management/2109-8521-togo-shares-its-post-covid-recovery-strategy-during-a-forum-that-regrouped-least-developed-countries

[86] https://www.africa.undp.org/content/dam/rba/docs/COVID-19-CO-Response/undp-rba-covid-togo-apr2020.pdf

[87] Numbering is taken from the Annex 6 Risk register.

Table 7: COVID-related risks

#	*Description*	*Risk cate-gory*	*Impact and Probability (1-5)*	*Risk treatment / management measures*	*Risk owner*
13	**Exposing communities to COVID-19 and other disease outbreaks** The COVID-19 and other potential disease outbreaks could pose serious difficulties for effective project implementation and benefit sharing. The project activities (e.g. frequent meetings, field visits, travelling, etc.) could inadvertently cause significant spread of the COVID-19 virus.	Social and environ-mental	I = 4 L = 2 **Moderate**	Mask wearing and usage of hand sanitizers were adopted during the meetings and consultation events by the PPG by Project Team and community. To manage potential risks and vulnerabilities related to Covid-19, during the implementation, the project team will continue applying the Covid-19 prevention protocols in effect in Togo. In addition, awareness will be promoted to ensure that people (project staff and stakeholders) are aware of the risks and undertake mitigation measures.	MERF
24	Continued or renewed efforts in COVID-19 containment are likely over the course of project development and possibly into implementation	Health and safety	I = 3 L = 3 **Moderate**	The project development work plan and team will be built with this in mind, for example, maximizing experts in country. However, if the number of COVID19 cases increases beyond the currently low numbers and is not effectively contained, project start-up and implementation could be delayed. Methods for bio-secure implementation will be needed, such as increased use of remote communication, use of PPE, etc.	MERF
25	Limited capacity for remote work and interactions in Togo	Health and safety	I = 3 L = 3 **Moderate**	The rural areas of Togo are not well equipped for remote work, in terms of wi-fi availability. The project will attempt to hold consultations in halls or open spaces, while observing government and UNDP safety protocols. Availability of international personnel on-site will depend on working in a post-pandemic scenario. However, if the pandemic persists, experience in Togo and elsewhere to date indicates that remote training and consultation methods can be developed and that planning work can be accommodated in this manner at halls and offices where Wi-Fi is available.	MERF

#	Description	Risk cate-gory	Impact and Probability (1-5)	Risk treatment / management measures	Risk owner
26	Depending on the development of the pandemic in-country, it may be difficult to do community-level consultations	Health and safety	I = 3 L = 3 **Moderate**	Availability of international personnel on-site will depend on working in a post-pandemic scenario. However, if the pandemic persists, experience in Togo and elsewhere to date indicates that remote training and consultation methods can be developed and that planning work can be accommodated in this manner at halls and offices where Wi-Fi is available.	MERF
27	Government may be too occupied with COVID issues to deal with regular business	Health and safety	I = 3 L = 3 **Moderate**	At the national level, Government has its protocols in place for staff, and is requiring a full normal workload. Meetings are being conducted in small groups and via video. Unless there is a major increase in the pandemic, the risk is considered low.	MERF
28	Impacts on co-financing could result	Health and safety	I = 3 L = 3 **Moderate**	The availability of co-financing could be affected by changes in government fiscal priorities and exchange rates. Methods for safe implementation will be needed, such as increased use of remote communication, use of PPE, limited meetings. Government is, however, fully supportive of the project.	MERF

Opportunities associated with the COVID-19 pandemic are described in Table 8 below.

Table 8: COVID-related opportunities

Opportunity Category	Potential	Project Plans
Can the project help to protect and restore natural systems and their ecological functionality?	High	The project has been designed to ensure the long-term integrity, conservation and sustainable use of its target landscape and its ecosystem functions. Reducing encroachment of human land uses and fragmentation of ecosystems will also contribute to reducing the risk of future zoonosis.
Can the project regulate the consumption and trade of wildlife?	Medium	Hunting is not a major activity in the area. However, the project will attempt to reduce unregulated hunting and trade of wildlife / wild meat in the target area by strengthening the management of protected areas
Can the project include a focus on production landscapes and land use practices within them to decrease the risk of human/nature conflicts?	High	The project focuses on the rural landscape of Togo as a mosaic of protected areas and adjacent production landscape. Its objective is to ensure the sustainable management of both protected and agricultural areas. A key objective is to reduce or prevent the encroachment of human land uses (agriculture, pastoralism) into

Opportunity Category	Potential	Project Plans
		protected areas and remnant forests which results in their fragmentation and increased risk of human-wildlife conflicts with increased risk of disease exposure.
Can the project promote circular solutions to reduce unsustainable resource extraction and environmental degradation?	High	The project will ensure sustainable procurement, careful waste management, avoidance of contribution to POPs and GHG emissions. Landscape planning will contribute to recovery of the natural vegetation and enhanced landscape connectivity.
Short-term opportunity to support Covid economic recovery	High	The promotion of sustainable agriculture, agroforestry and use of non-timber forest products within the target landscapes will all contribute to income generation and the recovery of the local economy. All alternative livelihoods activities are intended towards green growth models and a circular economy by focusing on business models and land uses that incorporate LDN, biodiversity conservation and sustainability.

IV. PROJECT RESULTS FRAMEWORK

	This project will contribute to the following Sustainable Development Goal (s): SDGs 1, 2, 3, 5, 6, 7, 8, 11, 12, 13, 17			
	This project will contribute to the following country outcome (UNDAF/CPD, RPD, GPD): **NATIONAL PRIORITY** **GSDS CSF3** **UN MSDF Outcome 8:** **UNDP CPD Outcome 2:**			
	Objective and Outcome Indicators (no more than a total of 21 indicators)	**Baseline**	**Mid-term**	**End of Project Target**
Project Objective: To accelerate sustainable land management and restoration for achieving land degradation neutrality while benefitting agro-pastoral livelihoods and globally significant biodiversity in Savanes and Kara Regions of Togo.	**Mandatory** Indicator #1: **Terrestrial protected areas** created or under improved management for conservation and sustainable use (Hectares)	0	100,000 ha	429,000 ha
	Mandatory Indicator #2: Area of land restored (Hectares)	0	8,000 ha	59,000 ha
	Mandatory Indicator #3: Area of **landscapes under improved practices** (excluding protected areas) (Hectares)	0	15,000 ha	37,000 ha
	Mandatory Indicator #4: **Greenhouse Gas Emissions Mitigated** (metric tons of CO2e)	0	5,000,000 tons of CO_2e	13,216,197 tons of CO_2e
	Mandatory Indicator #5 # direct project beneficiaries disaggregated by gender (individual people)	0	20,000 men 30,000 women	51,200 men 76,800 women
Component 1	**Strengthening of the enabling environment and capacities for sustainable land management and biodiversity conservation**			
Outcome 1A: Land use and management decisions are informed by monitoring data and gender-responsive land use plans that promote LDN	Indicator #6: # ha covered by participatory, gender-responsive SLM /SFM plans that (1) are developed and approved, (2) are being implemented by capacitated and coordinated institutions, and (3) are subject to effective,	0	30,000 ha	50,000 ha

and biodiversity conservation	science-based M&E, in targeted prefectures in northern Togo			
	Indicator #7: # changes in local policies / plans due to project recommendations & guidelines	Guidelines are available to policy makers	At least three documented examples where guidelines have led directly to changes in local land use policies or plans within project landscapes	At least five documented examples
Outputs to achieve Outcome 1A	1.1 Policies[88] reviewed to identify gaps, weaknesses and strengths, and corresponding guidelines produced to enable spatial data-driven planning and sustainable land management with incorporation of LDN and biodiversity conservation considerations 1.2 Regional land management action plans for the Savanes and Kara regions, based on community-driven, inclusive and gender responsive consultations on land use, biodiversity conservation and protected area management. 1.3 Participatory and gender-responsive integrated watershed and landscape management plan developed informing land use planning in the Oti basin in northern Togo. 1.4 Online, open access GIS- and remote sensing-based system for monitoring land use and progress towards achieving LDN established and operational.			
Outcome 1B: Increased institutional and local-level capacities for gender-sensitive implementation of sustainable land management and	Indicator #8: Number of males and females in targeted communities with capacity to implement land use plans thanks to training and extension services received	0	600 men 600 women 1.200 total	1,250 men 1,250 women 2,500 total

[88] This will include the Agriculture Policy, Forestry Policy, Land use Planning Policy and Energy Policy.

biodiversity conservation practices				
Outputs to achieve Outcome 1B	1.5 Training and tools provided to MERF, Office for Forest Development and Exploitation (ODEF[89]) and Environmental Management Agency (ANGE[90]) staff, regional land management committees and other targeted stakeholders to implement planning, management, and monitoring processes relevant to achieving LDN and, improved PA management, and biodiversity conservation 1.6 Regional and prefect-level Commissions for Sustainable Development are strengthened in Kara and Savanes to enable strategic coordination between Ministries (e.g. MERF, Agriculture, Livestock and Fisheries, Finance, Tourism, Infrastructure), Agencies (e.g. ANGE, ANPC, etc), institutions, and private sector for inclusive land use planning and policy coordination 1.7 Government and NGO extension service units reinforced at central and decentralised level			
Project component 2	**Implementation of sustainable land management, restoration of degraded land and forests, and biodiversity conservation at site level**			
Outcome 2: Ecosystem services restored and land degradation avoided through SLM and SFM practices in the Savanes and Kara regions in northern Togo, including Oti-Kéran/Oti-Mandouri Biosphere Reserve and Fazao-Malkafassa National Park.	Indicator #9: % Increase in LDN metrics: land cover, net primary productivity, soil organic carbon	TBD in Year 1 as part of M&E design	TBD as part of M&E design	TBD as part of M&E design
	Indicator #10: Reduced threats to wildlife in targeted PAs and their buffer zones (covering 429,000 ha), as evidenced by increase in METT scores	Oti Mandouri wildlife reserve - 20 Oti-Keran National Park - 25 Fazao-Malfakassa National Park - 54	Increase of all METT scores by 10 points	Increase of all METT scores by 20 points
Outputs to achieve Outcome 2	2.1 Assessment of ecosystem services provided by key landscapes in Savanes and Kara, using natural capital accounting methods 2.2 Training provided to targeted stakeholders on using the findings of ecosystem service assessments for informed decision making			

[89] Office de Développement et d'Exploitation des Forêts
[90] Agence National de Gestion de l'Environnement

	2.3 Participatory prioritization exercises conducted to select target landscapes for project-supported restoration and SLM/SFM interventions, based on agreed criteria including those relevant to ecosystem services and biodiversity conservation values (e.g. presence of endangered species, wildlife corridors) 2.4: Restoration practices implemented in targeted degraded forest areas covering ≧ 22,000 ha of highly degraded forest areas, 20,000 ha of highly degraded crop land and 17,000 ha of highly degraded pasture land 2.5: SLM and SFM practices implemented in targeted landscapes covering ≧ 37,000 ha			
Project component 3	**Promotion of sustainable nature-based livelihood opportunities**			
Outcome 3: Increased capacity for biodiversity and LDN-compatible land uses, value chains and production practices within the project landscapes	Indicator #11: Increases in operational capacity of processing and packaging units for five target products / value chains within or nearby project landscapes	To be determined through value chain selection process	30% over baseline	100% over baseline
	Indicator #12: Number of direct beneficiaries (disaggregated by gender) with at least 25% income gains from targeted climate risk informed value chains	To be determined based on survey of selected beneficiaries	1,500 including: 500 men 500 women 500 youth	4,000, including: 1,000 men 1,000 women 2,000 youth
Outputs to achieve Outcome 3	3.1.1. Nature-based livelihood opportunities upscaled/developed to support environmentally sustainable socio-economic development in pilot sites identified under Component 2 3.1.2. Value chain analysis conducted for prioritized agricultural / agroforestry commodities, including identification of viable national/international markets and investors 3.1.3. Cooperative units established and/or strengthened and members[91] trained on climate-smart, environmentally sustainable agricultural entrepreneurship and post-harvest value adding methods 3.1.4. Local processing and packaging units built and operational (target: 50 units)			

[91] Land users including farmers, private sector, and communities living in PA buffer zones will be encouraged to join cooperatives.

	3.1.5. Bankable public-private partnership investment opportunities developed and submitted to impact funds			
Project component 4	**Gender equality mainstreaming, knowledge management and M&E**			
Outcome 4A: Full integration of gender, knowledge management and communication strategies ensures widespread and gender-balanced diffusion and uptake of project lessons and innovations	Indicator #13: % of individuals directly benefiting from project activities through educational and socio-economic empowerment that are women	0	50%	50%
	Indicator #14: Number of solutions / lessons learned transformed into knowledge sharing products	0	3	8
Outputs to achieve Outcome 4A	4.1. Gender Gap Assessment and Gender Action Plan available; recommendations systematically integrated into project activities; disaggregated monitoring data is collected for relevant indicators 4.2 Participatory M&E and learning system developed and implemented with inputs from beneficiaries and stakeholders to enable adaptive, results-based project management. 4.3 A learning and diffusion network developed and implemented in each of the project landscapes 4.4 Communication & Outreach Strategy developed and implemented, with clear linkages to the M&E system to enable knowledge management, as well as dissemination of project lessons learned, good practices and successes to enable policy linkages, replication and upscaling.			
Outcome 4B: Project-level monitoring and evaluation	Indicator #15: Timeliness and quality of M&E	M&E plan established	MTR and management response produced on-time and of high quality	TE and management response produced on-time and of high quality
Outputs to achieve Outcome 4B	4.5: Project monitoring and evaluation is ensured			

V. MONITORING AND EVALUATION (M&E) PLAN

180. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in **the UNDP POPP** (including guidance on GEF project revisions) and **UNDP Evaluation Policy**. The UNDP Country Office is responsible for ensuring full compliance with all UNDP project M&E requirements including project monitoring, UNDP quality assurance requirements, quarterly risk management, and evaluation requirements.

181. Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the GEF Monitoring Policy and the GEF Evaluation Policy and other relevant GEF policies[92]. The M&E plan and budget included below will guide the GEF-specific M&E activities to be undertaken by this project.

182. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed – including during the Project Inception Workshop - and will be detailed in the Inception Report.

Minimum project monitoring and reporting requirements as required by the GEF:

183. Inception Workshop and Report: A project inception workshop will be held within 2 months from the First disbursement date, with the aim to:

a. Familiarize key stakeholders with the detailed project strategy and discuss any changes that may have taken place in the overall context since the project idea was initially conceptualized that may influence its strategy and implementation.
b. Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms.
c. Review the results framework and monitoring plan.
d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP and other stakeholders in project-level M&E.
e. Update and review responsibilities for monitoring project strategies, including the risk log; SESP report, Social and Environmental Management Framework (where relevant) and other safeguard requirements; project grievance mechanisms; gender strategy; knowledge management strategy, and other relevant management strategies.
f. Review financial reporting procedures and budget monitoring and other mandatory requirements and agree on the arrangements for the annual audit.
g. Plan and schedule Project Board meetings and finalize the first-year annual work plan. Finalize the TOR of the Project Board.
h. Formally launch the Project.

[92] See https://www.thegef.org/gef/policies_guidelines

GEF Project Implementation Report (PIR):

184. The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. UNDP will undertake quality assurance of the PIR before submission to the GEF. The PIR submitted to the GEF will be shared with the Project Board. UNDP will conduct a quality review of the PIR, and this quality review and feedback will be used to inform the preparation of the subsequent annual PIR.

GEF Core Indicators:

185. The GEF and LDCF Core indicators included as Annex will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to MTR and TE. Note that the project team is responsible for updating the indicator status. The updated monitoring data should be shared with MTR/TE consultants prior to required evaluation missions, so these can be used for subsequent ground-truthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF website. The required Protected Area Management Effectiveness Tracking Tool (METTs) have been prepared and the scores included in the GEF Core Indicators.

Independent Mid-term Review (MTR):

186. An Independent Mid-term Review (MTR) will be completed no later than 3 June 2025 and no more than 36 months after CEO Endorsement. The terms of reference, the review process and the final MTR report will follow the standard UNDP templates and UNDP guidance for GEF-financed projects available on the UNDP Evaluation Resource Center (ERC).

187. The evaluation will be 'independent, impartial and rigorous'. The evaluators that UNDP will hire to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project under review.

188. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the evaluation process. Additional quality assurance support is available from the BPPS/NCE-VF Directorate.

189. The final MTR report and MTR TOR will be publicly available in English and will be posted on the UNDP ERC by 7 December 2024 and no more than 36 months after CEO Endorsement. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's completion.

Terminal Evaluation (TE):

190. An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance for GEF-financed projects available on the UNDP Evaluation Resource Center. TE should be completed 3 months before the estimated operational closure date, set from the signature of the ProDoc and according to the duration of the project. Provisions should be taken to complete the TE in due time to avoid delay in project closure. Therefore, TE must start no later than 6 months to the expected date of completion of the TE (or 9 months prior to the estimated operational closure date).

191. The evaluation will be 'independent, impartial and rigorous'. The evaluators that UNDP will hire to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project being evaluated.

192. The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the BPPS/NCE-VF Directorate.

193. The final TE report and TE TOR will be publicly available in English and posted on the UNDP ERC by 7 March 2027. A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report's completion.

Final Report:

194. The project's terminal GEF PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

195. Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information**:** To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy93 and the GEF policy on public involvement94.

[93] See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

[94] See https://www.thegef.org/gef/policies_guidelines

Monitoring Plan

This Monitoring Plan and the M&E Plan and Budget below will guide monitoring and evaluation at the project level for the duration of project implementation.

Results monitoring	Indicators	Mid-term targets	End of project targets	Description of indicators and targets	Data source / collection methods	Frequency	Responsible for data collection	Means of verification	Risks / assumptions
To accelerate sustainable land management and restoration for achieving land degradation neutrality while benefitting agro-pastoral livelihoods and globally significant biodiversity in Savanes and Kara Regions of Togo.	**Mandatory** Indicator #1: **Terrestrial protected areas** created or under improved management for conservation and sustainable use (Hectares)	100,000 Ha	429,000	Combined areas of Oti Keran, Oti-Mandouri and Fazao-Malfakassa protected aeras	Baseline, MTR and TE METT scores established by project team in consultation with protected area managers	Mid-term and end of project	Project M&E specialist	METT analyses (attached to project document and evaluations)	METT increase will be sustained beyond the project lifetime
	Mandatory Indicator #2: Area of land restored (Hectares)	8,000 Ha	22,000 ha of highly degraded forest areas, 20,000 ha of highly degraded crop land and 17,000 ha of highly degraded pasture land	Includes areas of degraded agricultural land, forest and forest land, and natural grass and shrublands	Satellite imagery and ground surveys of natural regeneration, fire protection and tree planting activities and their success	Mid-term and end of project	Project M&E specialist	Satellite images and field visits	Restoration efforts are sufficiently cost effective and demonstrably successful during project lifetime to encourage replication and wider uptake, despite short-term climate variability, etc Risk: extreme climate events could interfere with success of

Results monitoring	Indicators	Mid-term targets	End of project targets	Description of indicators and targets	Data source / collection methods	Frequency	Responsible for data collection	Means of verification	Risks / assumptions
									project activities
	Mandatory Indicator #3: Area of **landscapes under improved practices** (excluding protected areas) (Hectares)	15,000 ha	37,000 ha	Includes both area under improved management to benefit biodiversity (5,000 ha) and are under improved production practices (32,000 ha)	Ground surveys to monitor agricultural areas where practices to maintain soil cover, reduced fire use in pasture, and agroforestry practices are used (for SLM); surveys of sightings of indicator species (eg birds)	Mid-term and end of project	Project M&E specialist	Satellite images and field visits	Restoration efforts are sufficiently cost effective and demonstrably successful during project lifetime to encourage replication and wider uptake, despite short-term climate variability, etc Risk: extreme climate events could interfere with success of project activities
	Mandatory Indicator #4: **Greenhouse Gas Emissions Mitigated** (metric tons of CO2e)	5,000,000 tons of CO_2e	13,216,197 tons of CO_2e	GHG emissions avoided from direct project impacts as calculated over a 20-year time horizon with Ex-Act tool	Project records and ground surveys to obtain input data into Ex-Act tool	Mid-term and end of project	Project M&E specialist	Project records and ground surveys, Ex-Act tool	Initial carbon accumulation at restored sites 6 may be very slow and threatened by fire; initial GHG benefits most likely due to reduced fire frequency at

Results monitoring	Indicators	Mid-term targets	End of project targets	Description of indicators and targets	Data source / collection methods	Frequency	Responsible for data collection	Means of verification	Risks / assumptions
									intervention sites.
	Mandatory Indicator #5: # direct project beneficiaries disaggregated by gender (individual people)	20,000 men 30,000 women	51,200 men 76,800 women	Land users within four target landscapes across two regions of northern Togo benefiting from project activities and showing increased use of acquired knowledge re BD and LD compatible land use and value chains several weeks after the end of training events.	The target number of beneficiaries is based on an average household size of 8.6 persons, with an average land size of 4.08 ha per household (MALP, 2013). Project interventions will be designed to particularly support women headed households (on average 17.7% of agricultural households are headed by women) ensuring that 60% of targeted beneficiaries	Mid-term and end of project	Project M&E specialist	Project-sponsored surveys	Beneficiaries will become important contributors in diffusing innovative methods

Results monitoring	Indicators	Mid-term targets	End of project targets	Description of indicators and targets	Data source / collection methods	Frequency	Responsible for data collection	Means of verification	Risks / assumptions
					will be women.[95]				
Project Outcome 1A: Land use and management decisions are informed by monitoring data and gender-responsive land use plans that promote LDN and biodiversity conservation.	Indicator #6: # ha covered by participatory, gender-responsive SLM /SFM plans that (1) are developed and approved, (2) are being implemented by capacitated and coordinated institutions, and (3) are subject to effective, science-based M&E, in targeted prefectures in northern Togo	0 ha	50,000 ha	Measures SLM/SFM plans that are effectively implemented and show impact through field assessments	Review of plans, field surveys of vegetation cover, fire suppression, land use practices, for impact assessments	Mid-term and end of project	Project M&E specialist	Review of plans, field surveys for impact assessments	Plans are effectively implemented and show impact within the lifetime of the project. Risk: extreme climate events could interfere with impacts of project interventions
	Indicator #7: # changes in local policies / plans due to project recommendations & guidelines	Three documented examples	Five documented examples	Documented examples where guidelines have helped lead to changes in local land use policies or plans within project landscapes	Reports on consultation with government and non-government stakeholders of those policies and plans	Mid-term and end of project	Project M&E specialist	Reports on consultation with government and non-government stakeholders of those policies and plans	Change in policies and plans lead to effective changes in practices, either during or after the end of the project

[95] Ministere de l'Agriculture, de l'Elevage et de la Pêche. 2013. 4eme Rencensement National de l'Agriculture 2011 – 2014].

Results monitoring	Indicators	Mid-term targets	End of project targets	Description of indicators and targets	Data source / collection methods	Frequency	Responsible for data collection	Means of verification	Risks / assumptions
Outcome 1B: Increased institutional and local-level capacities for gender-sensitive implementation of sustainable land management and biodiversity conservation practices	Indicator #8: Number of males and females in targeted communities with capacity to implement land use plans thanks to training and extension services received	0	1,250 men 1,250 women 2,500 total	Measures increased capacity for BD and LDN compatible land uses revealed through actual changes in practices several weeks after participation in respective training activities.	Field surveys of land use practices before and after training activities	Mid-term and end of project	Project M&E specialist	Field surveys of land use practices before and after training activities	Due to high mobility of the rural population, some participants in training events may not be easy to locate if time interval after trainings becomes too long.
Outcome 2: Ecosystem services restored and land degradation avoided through SLM and SFM practices in the Savanes and Kara regions in northern Togo, including Oti-Kéran/Oti-Mandouri Biosphere Reserve and Fazao-Malkafassa National Park.	Indicator #9: % Increase in LDN metrics: land cover, net primary productivity, soil organic carbon	TBD in year 1 as part of M&E design	TBD as part of M&E design	Will use combination of remote sensing (vegetation cover) with targeted field surveys and soil samples of observation plots	Satellite data, field surveys, soil analyses of select observation plots	Baseline, Mid-term and end of project	Project M&E specialist	Satellite data, field surveys, soil analyses of select observation plots	Due to heterogeneity of savanna ecosystems, project impacts may be difficult to detect quantitatively unless observation plots are carefully chosen and monitored
	Indicator #10: Reduced threats to wildlife in targeted PAs and their buffer zones (covering 429,000	Increase of all METT scores by 10 points	Increase of all METT scores by 20 points	Management effectiveness tracking tool	Tracking tool	Mid-term and end of project	Project M&E specialist	METT scores	Improved METT scores reflect long-term improvements in

Results monitoring	Indicators	Mid-term targets	End of project targets	Description of indicators and targets	Data source / collection methods	Frequency	Responsible for data collection	Means of verification	Risks / assumptions
	ha), as evidenced by increase in METT scores								management effectiveness
Outcome 3: Increased capacity for biodiversity and LDN-compatible land uses, value chains and production practices within the project landscapes	Indicator #11: Increases in operational capacity of processing and packaging units for five target products / value chains within or nearby project landscapes	30% over baseline	100% over baseline	Measures the extent to which operational bottlenecks in local value chains are overcome with the help of project interventions	Value chain studies supported by the project	Mid-term and end of project	Project M&E specialist	Value chain studies supported by the project	Overcoming operational capacities in local value chains will result in increased revenue for local land users, processors and traders involved in those value chains; benefits are not captures by larger traders from outside the target landscapes
	Indicator #12: Number of direct beneficiaries (disaggregated by gender) with at least 25% income gains from targeted climate risk informed value chains.	1,500 including: 500 men 500 women 500 youth	4,000, including: 1,000 men 1,000 women 2,000 youth	Measures impact of project support for value chains of BD and LDN compatible agroforestry products on local incomes through	Income surveys	Mid-term and end of project	Project M&E specialist	Income surveys	Beneficiaries are honest about their incomes from various sources

Results monitoring	Indicators	Mid-term targets	End of project targets	Description of indicators and targets	Data source / collection methods	Frequency	Responsible for data collection	Means of verification	Risks / assumptions
				income surveys of direct beneficiaries					
Outcome 4A: Full integration of gender, knowledge management and communication strategies ensures widespread and gender-balanced diffusion and uptake of project lessons and innovations **Outcome 4B: Project-level monitoring and evaluation**	Indicator #13: % of individuals directly benefiting from project activities through educational and socio-economic empowerment that are women	50%	50%	Measures percentage of women beneficiaries through surveys before and after project activities not only of participation in project activities, but also of use of acquired skills several weeks after the activity	Surveys and interviews with participants in project activities	Mid-term and end of project	Project M&E specialist	Project-sponsored survey	Due to high mobility of rural populations, some beneficiaries may not be easy to locate if time interval after event is too long
	Indicator #14: Number of solutions / lessons learned transformed into knowledge sharing products	3	8	Knowledge sharing products may include publications, policy briefs, training materials etc	List of KM products approved by govt counterparts and used by project partners	Mid-term, end of project	Project M&E specialist	List of KM products approved by govt counterparts and used by project partners	KM products are actually being used by stakeholders, therefore important that use is included in assessment
	Indicator #15: Timeliness and quality of M&E	MTR and management response produced on-	TE and management response produced on-	Quality of key M&E reports and their	MTR and TE reports including management response	Mid term and end of project	Project manager supported by M&E specialist	Quality of MTR and TE reports and their	

Results monitoring	Indicators	Mid-term targets	End of project targets	Description of indicators and targets	Data source / collection methods	Frequency	Responsible for data collection	Means of verification	Risks / assumptions
		time and of high quality	time and of high quality	management response			and UNDP CO	management response	

Monitoring gender elements of project indicators[96]

Results monitoring (Project indicators)	Gender element of indicator	Mid-term targets	End of project targets	Description of indicators and targets	Data source / collection methods	Frequency	Responsible for data collection	Means of verification	Risks / assumptions
Mandatory indicator #5: # of direct project beneficiaries disaggregated by gender	Gender indicator #4: # of women beneficiaries	30,000	76,800	Land users within four target landscapes across two regions of northern Togo benefiting from project activities and showing increased use of acquired knowledge re BD and LD compatible land use and value chains several weeks after the end of training events.	The target number of beneficiaries is based on an average household size of 8.6 persons, with an average land size of 4.08 ha per household (MALP, 2013). Project interventions will be designed to particularly support women headed households (on average 17.7% of agricultural households are headed by women) ensuring that 60% of targeted beneficiaries will be women.[97]	Mid-term and end of project	Project M&E specialist	Project-sponsored surveys	Beneficiaries will become important contributors in diffusing innovative methods
Indicator #6: # ha covered by partici-patory, gender-	Gender indicator #5: Gender	0 ha	50,000 ha	Measures SLM/SFM plans that are effectively	Review of plans, field surveys of vegetation cover, fire	Mid-term and end of project	Project M&E specialist	Review of plans, field surveys for	Plans are effectively implemented

[96] See Annex 10, Gender Action Plan

[97] Ministere de l'Agriculture, de l'Elevage et de la Pêche. 2013. 4eme Rencensement National de l'Agriculture 2011 – 2014].

Results monitoring (Project indicators)	Gender element of indicator	Mid-term targets	End of project targets	Description of indicators and targets	Data source / collection methods	Frequency	Responsible for data collection	Means of verification	Risks / assumptions
responsive SLM /SFM plans that (1) are developed and approved, (2) are being implemented by capacitated and coordi-nated institutions, and (3) are subject to effective, science-based M&E, in targeted prefectures in northern Togo	responsiveness of agreed plans, in design and implementation			implemented and show impact through field assessments	suppression, land use practices, for impact assessments			impact assessments	and show impact within the lifetime of the project. Risk: extreme climate events could interfere with impacts of project interventions
Indicator #8: Number of males and females in targeted communities with capacity to implement land use plans thanks to training and extension services received	Gender indicator #6: # of capacitated women	0	1,250 women	Measures increased capacity for BD and LDN compatible land uses revealed through actual changes in practices several weeks after participation in respective training activities.	Field surveys of land use practices before and after training activities	Mid-term and end of project	Project M&E specialist	Field surveys of land use practices before and after training activities	Due to high mobility of the rural population, some participants in training events may not be easy to locate if time interval after trainings becomes too long.
Indicator #12: Number of direct beneficiaries (disaggregated by gender) with at least 25% income gains from targeted climate risk informed value chains	Gender indicator #8: # of women beneficiaries	500 women	1,000 women	Measures impact of project support for value chains of BD and LDN compatible agroforestry products on local incomes through income surveys of direct beneficiaries	Income surveys	Mid-term and end of project	Project M&E specialist	Income surveys	Beneficiaries are honest about their incomes from various sources

Results monitoring (Project indicators)	Gender element of indicator	Mid-term targets	End of project targets	Description of indicators and targets	Data source / collection methods	Frequency	Responsible for data collection	Means of verification	Risks / assumptions
Indicator #13: % of individuals directly benefiting from project activities through educational and socio-economic empowerment that are women	Gender indicator #9: % of individuals directly benefiting from project activities through educational and socio-economic empowerment that are women	50%	50%	Measures percentage of women beneficiaries through surveys before and after project activities not only of participation in project activities, but also of use of acquired skills several weeks after the activity	Surveys and interviews with participants in project activities	Mid-term and end of project	Project M&E specialist	Project-sponsored survey	Due to high mobility of rural populations, some beneficiaries may not be easy to locate if time interval after event is too long

Monitoring and Evaluation Budget for project execution:

The following M&E budget provides a breakdown of costs for M&E activities to be led by the Project Management Unit during project implementation. These costs are equivalent to those of the M&E Component of the Results Framework and TBWP. Other project M&E activities can be added to this budget if they are included under the M&E component of the results framework. The oversight and participation of the UNDP Country Office/Regional technical advisors/HQ Units in these M&E activities and in performing standard UNDP M&E requirements are not included as these are covered by the GEF Fee.

GEF M&E requirements to be undertaken by Project Management Unit (PMU)	Indicative costs (US$)	Time frame
Inception Workshop and Report	$12,000	Inception Workshop within 2 months of the First Disbursement
M&E required to report on progress made in reaching GEF core indicators and project results included in the project results framework	Staff time	Annually and at mid-point and closure.
Preparation of the annual GEF Project Implementation Report (PIR)	Staff time	Annually typically between June-August
Monitoring of project safeguards, including SESP, ESMF, stakeholder participation plan, gender action plan	$90,000*	On-going.
Supervision missions	$25,000	Annually
Learning missions	$30,000	As needed

Monitoring and Evaluation Budget for project execution: *The following M&E budget provides a breakdown of costs for M&E activities to be led by the Project Management Unit during project implementation. These costs are equivalent to those of the M&E Component of the Results Framework and TBWP. Other project M&E activities can be added to this budget if they are included under the M&E component of the results framework. The oversight and participation of the UNDP Country Office/Regional technical advisors/HQ Units in these M&E activities and in performing standard UNDP M&E requirements are not included as these are covered by the GEF Fee.*		
GEF M&E requirements to be undertaken by Project Management Unit (PMU)	**Indicative costs (US$)**	**Time frame**
Impact evaluations	$50,000*	Years 4-5
Independent Mid-term Review (MTR): ***costs associated with conducting the independent review/evaluation to be commissioned by UNDP not the Implementing Partner or PMU.***	$28,000	No later than 7 December 2024
Independent Terminal Evaluation (TE): ***costs associated with conducting the independent evaluation to be commissioned by UNDP not the Implementing Partner or the PMU.***	$37,000	No later than 7 March 2027
TOTAL indicative COST	$ 132,000 (GEF) $ 140,000 (UNDP)	*Equivalent to TBWP component (M&E)*

* Co-financed by UNDP

VI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Section 1: General roles and responsibilities in the projects' governance mechanism

196. Implementing Partner: The Implementing Partner for this project is the Direction des Ressources Forestières, under the Ministère de l'Environnement et des Ressources Forestières (MERF).

197. The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document.

198. The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Overseeing the management of project risks as included in this project document and new risks that may emerge during project implementation.
- Procurement of goods and services, including human resources.
- Financial management, including overseeing financial expenditures against project budgets.
- Approving and signing the multiyear workplan.
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

199. Project stakeholders and target groups: Engagement of stakeholders and target groups is described in Annex 8.

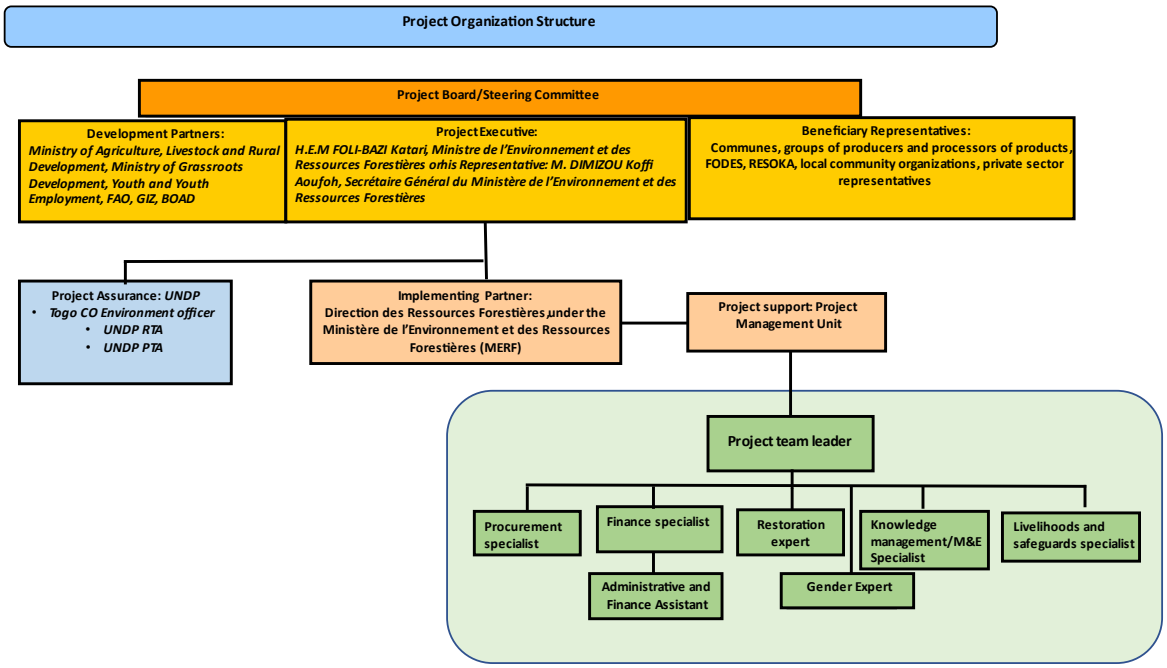
200. UNDP: UNDP is accountable to the GEF for the implementation of this project. This includes overseeing project execution undertaken by the Implementing Partner to ensure that the project is being carried out in accordance with UNDP and GEF policies and procedures and the standards and provisions outlined in the Delegation of Authority (DOA) letter for this project. The UNDP GEF Executive Coordinator, in consultation with UNDP Bureaus and the Implementing Partner, retains the right to revoke the project DOA, suspend or cancel this GEF project. UNDP is responsible for the Project Assurance function in the project governance structure and presents to the Project Board and attends Project Board meetings as a non-voting member.

Section 2: Project governance structure

201. The UNDP Resident Representative assumes full responsibility and accountability for oversight and quality assurance of this Project and ensures its timely implementation in compliance with the GEF-specific requirements and UNDP's Programme and Operations Policies and Procedures (POPP), its Financial Regulations and Rules and Internal Control Framework. A representative of the UNDP Country Office will assume the assurance role and will present assurance findings to the Project Board, and therefore attends Project Board meetings as a non-voting member.

202. **Figure 2** below describes the present project's governance as a project fully implemented in accordance with National Implementation Modality (NIM).

Figure 2: Project Governance Arrangements



The UNDP Resident Representative assumes full responsibility and accountability for oversight and quality assurance of this Project and ensures its timely implementation in compliance with the GEF-specific requirements and UNDP's Programme and Operations Policies and Procedures (POPP), its Financial Regulations and Rules and Internal Control Framework. A representative of the UNDP Country Office will assume the assurance role and will present assurance findings to the Project Board, and therefore attends Project Board meetings as a non-voting member.

Section 3: Segregation of duties and firewalls vis-à-vis UNDP representation on the project board:

203. As noted in the Minimum Fiduciary Standards for GEF Partner Agencies, in cases where a GEF Partner Agency (i.e. UNDP) carries out both implementation oversight and execution of a project, the GEF Partner Agency (i.e. UNDP) must separate its project implementation oversight and execution duties, and describe in the relevant project document a: 1) Satisfactory institutional arrangement for the separation of implementation oversight and executing functions in different departments of the GEF Partner Agency;

and 2) Clear lines of responsibility, reporting and accountability within the GEF Partner Agency between the project implementation oversight and execution functions.

204. In this case, UNDP is only performing an implementation oversight role in the project vis-à-vis our role in the project board and in the project assurance function and therefore a full separation of project implementation oversight and execution duties has been assured.

Section 4: Roles and Responsiblities of the Project Organization Structure:

a) Project Board: All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The Project Board (also called the Project Steering Committee) is the most senior, dedicated oversight body for a project.

The two main (mandatory) roles of the project board are as follows:

1) **High-level oversight of the execution of the project by the Implementing Partner** (as explained in the "Provide Oversight" section of the POPP). This is the primary function of the project board and includes annual (and as-needed) assessments of any major risks to the project, and decisions/agreements on any management actions or remedial measures to address them effectively. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, evaluations, risk logs and the combined delivery report. The Project Board is responsible for taking corrective action as needed to ensure the project achieves the desired results.
2) **Approval of strategic project execution decisions of the Implementing Partner** with a view to assess and manage risks, monitor and ensure the overall achievement of projected results and impacts and ensure long term sustainability of project execution decisions of the Implementing Partner (as explained in the "Manage Change" section of the POPP).

Requirements to serve on the Project Board:

- ✓ Agree to the Terms of Reference of the Board and the rules on protocols, quorum and minuting.
- ✓ Meet annually; at least once.
- ✓ Disclose any conflict of interest in performing the functions of a Project Board member and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- ✓ Discharge the functions of the Project Board in accordance with UNDP policies and procedures.
- ✓ Ensure highest levels of transparency and ensure Project Board meeting minutes are recorded and shared with project stakeholders.

Responsibilities of the Project Board:

- ✓ Consensus decision making:
  - The project board provides overall guidance and direction to the project, ensuring it remains within any specified constraints, and providing overall oversight of the project implementation.
  - Review project performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report;
  - The project board is responsible for making management decisions by consensus.
  - In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.
  - In case consensus cannot be reached within the Board, the UNDP representative on the board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.
- ✓ Oversee project execution:

- Agree on project manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
- Appraise annual work plans prepared by the Implementing Partner for the Project; review combined delivery reports prior to certification by the implementing partner.
- Address any high-level project issues as raised by the project manager and project assurance;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor and refer such proposed major and minor amendments to the UNDP BPPS Nature, Climate and Energy Executive Coordinator (and the GEF, as required by GEF policies);
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
- Track and monitor co-financed activities and realisation of co-financing amounts of this project.
- Approve the Inception Report, GEF annual project implementation reports, mid-term review and terminal evaluation reports.
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.

✓ Risk Management:
- Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
- Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner. This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.
- Address project-level grievances.

✓ Coordination:
- Ensure coordination between various donor and government-funded projects and programmes.
- Ensure coordination with various government agencies and their participation in project activities.

Composition of the Project Board: The composition of the Project Board must include individuals assigned to the following three roles:

1. **Project Executive:** This is an individual who represents ownership of the project and chairs (or co-chairs) the Project Board. The Executive usually is the senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the project board with representatives of another category, it typically does so with a development partner representative. The Project Executive is: H.E.M FOLI-BAZI Katari, Ministre de l'Environnement et des Ressources Forestières or his Representative: M. DIMIZOU Koffi Aoufoh, Secrétaire Général du Ministère de l'Environnement et des Ressources Forestières.
2. **Beneficiary Representative(s):** Individuals or groups representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, or other government entities benefiting from the project can fulfil this role. There can be multiple beneficiary representatives in a Project Board. The Beneficiary representative (s) is/are: Representatives of the Communes, groups and cooperatives of producers and processors of the products, Representative of the Federation of Development Organizations of the Savannah region (FODES), Representative of the Network of Development Organizations of the Kara region (RESOKA), Representative of the Grassroots Community Organizations (OCB).

3. **Development Partner(s):** Individuals or groups representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project. The Development Partner(s) is/are: UNDP RR or his delegate, as well as FAO and BOAD

b) **Project Assurance:** Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including compliance with the risk management and social and environmental standards of UNDP. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meeting and provide board members with the required documentation required to perform their duties. The UNDP representative playing the main project assurance function is Abiziou TCHINGUILOU.

c) **Project Management – Execution of the Project:** The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall day-to-day management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the board for their review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk registers.

A designated representative of the PMU is expected to attend all board meetings and support board processes as a non-voting representative.

The primary PMU representative attending board meetings is the Project Manager.

VII. FINANCIAL PLANNING AND MANAGEMENT

205. The total cost of the project is *USD* **20,318,173**. This is financed through a GEF grant of USD 5,448,173 administered by UNDP, USD 3,000,000 in cash co-financing to be administered by UNDP and additional support of USD 11,870,000. UNDP, as the GEF Implementing Agency, is responsible for the oversight of the GEF resources and the cash co-financing transferred to UNDP bank account only.

206. **Co-financing**: The actual realization of project co-financing amounts will be monitored by the UNDP Country Office and the PMU on an annual basis in the GEF PIF and will be reported to the GEF during the mid-term review and terminal evaluation process as follows:

Table 5: Co-financing

Co-financing source	Co-financing type	Co-financing amount
UNDP	Grant	3,000,000
	In-kind	2,000,000
FAO	Grant	2,820,000
Ministry of Economy and Finance of Togo	Grant	6,550,000
	In-kind	500,000

207. **Budget Revision and Tolerance**: As per UNDP POPP, the project board may agree with the project manager on a tolerance level for each detailed plan under the overall multi-year workplan. The agreed tolerance should be written in the project document or approved project board meeting minutes. It should normally not exceed 10 percent of the agreed annual budget at the activity level, but within the overall approved multi-year workplan at the activity level. Within the agreed tolerances, the project manager can operate without intervention from the project board. Restrictions apply as follows:

Should the following deviations occur, the Project Manager/IP through UNDP Country Office will seek the approval of the BPPS/NCE-VF team to ensure accurate reporting to the GEF. It is **strongly encouraged** to maintain the expenditures within the approved budget at the budgetary account and at the component level:

a) Budget reallocations must prove that the suggested changes in the budget will not lead to material changes in the results to be achieved by the project. A strong justification is required and will be approved on an exceptional basis. Budget re-allocations among the components (including PMC) of the approved Total Budget and Work Plans (TBWP) that represent a value greater than 10% of the total GEF grant.
b) Introduction of new outputs/activities (i.e. budget items) that were not part of the agreed project document and TBWP that represent a value greater than 5% of the total GEF grant. The new budget items must be eligible as per the GEF and UNDP policies.
c) Project management cost (PMC): budget under PMC component is capped and cannot be increased.

Any over expenditure incurred beyond the available GEF grant amount must be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

Project extensions: The UNDP Resident Representative and the UNDP-GEF Executive Coordinator must approve all project extension requests. Note that all extensions incur costs and the GEF project budget cannot be increased. A single extension may be granted on an exceptional basis and subject to the conditions and maximum durations set out in the UNDP POPP; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be covered by non-GEF resources; the additional UNDP oversight costs during the extension period must be covered by non-GEF resources, in accordance with UNDP's guidance set out in UNDP POPP.

Audit: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner is an UN Agency, the project will be audited according to that Agencies applicable audit policies.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. **Operational closure must happen at the end date calculated by the approved duration after the Project Document signature or at the revised operational closure date as approved in the project extension. Any expected activity after the operational date requires project extension approval.** The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the project should have completed the transfer or disposal of any equipment that is still the property of UNDP.

Transfer or disposal of assets: In consultation with the Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended

to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project (it is strongly encouraged to be done before the operational closure date). In all cases of transfer, a transfer document must be prepared and kept on file[98]. The transfer should be done before Project Management Unit complete their assignments.

Financial completion (closure): The project will be financially closed when the following conditions have been met: a) the project is operationally completed or has been cancelled; b) the Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

The project will be financially completed **within 6 months of operational closure or after the date of cancellation**. If Operational Closure is delayed for any justified and approved reason, the Country Office should do all efforts to Financially Close the project within 9 months after TE is completed. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the BPPS/NCE-VF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/NCE-VF Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF Trustee.

[98] See https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Project%20Management_Closing.docx&action=default.

VIII. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Award ID:	00117918	Atlas Output Project ID:	00115037
Atlas Proposal or Award Title:	Sustainable drylands management in Northern Togo		
Atlas Business Unit	Togo		
Atlas Primary Output Project Title	Sustainable drylands management in Northern Togo		
UNDP-GEF PIMS No.	6425		
Implementing Partner	*Ministère de l'Environnement et des Ressources Forestières (MERF)*		

ATLAS Activity (GEF Component)	Atlas implementing agent	Atlas Fund ID	Donor name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	Budget note
Component 1	MERF		GEFTF	71200	International Consultants	20,000	20,000	15,000	0	0	55,000	1
				71300	Local Consultants	43,000	17,000	17,000	5,000	5,000	87,000	2
				71400	Contractual Services - Individ	21,000	21,000	21,000	21,000	21,000	105,000	3
				72100	Contractual services - Companies	45,000	145,000	100,000	75,000	0	365,000	4
				75700	Workshops	62,000	75,000	70,000	20,000	20,000	247,000	5
				71600	Travel	7,000	5,000	5,000	0	0	17,000	6
				72200	Equipment & Furniture	0	25,488	0	0	0	25,488	7
				74200	Audio Visual&Print Prod Costs	10,000	5,000	0	0	0	15,000	8
					Sub-total Outcome 1 (GEFTF)	**208,000**	**313,488**	**228,000**	**121,000**	**46,000**	**916,488**	
	UNDP		UNDP	71400	Contractual Services - Individ	9,000	9,000	9,000	9,000	9,000	45,000	40
					Sub-total Outcome 1 (UNDP)	**9,000**	**9,000**	**9,000**	**9,000**	**9,000**	**45,000**	
					OUTCOME 1 TOTAL	**217,000**	**322,488**	**237,000**	**130,000**	**55,000**	**961,488**	
Component 2	MERF		GEFTF	71200	International Consultants	25,000	25,000	25,000	0	0	75,000	9
				71300	Local Consultants	20,000	20,000	20,000	15,000	0	75,000	10
				71400	Contractual Services - Individ	21,000	21,000	21,000	21,000	21,000	105,000	11
				72100	Contractual services - Companies	150,000	450,000	500,000	475,000	40,000	1,615,000	12
				75700	Workshops	21,000	10,000	15,000	14,699	10,000	70,699	13
				71600	Travel	6,500	0	0	0	0	6,500	14
				72200	Equipment & Furniture	0	25,000	25,000	0	0	50,000	15
				74200	Audio Visual&Print Prod Costs	5,000	0	0	0	0	5,000	16
					Sub-total Outcome 2 (GEFTF)	**248,500**	**551,000**	**606,000**	**525,699**	**71,000**	**2,002,199**	
	UNDP		UNDP	71400	Contractual Services - Individ	20,000	20,000	25,000	20,000	20,000	105,000	41
				72100	Contractual services - Companies	190,000	330,000	280,000	230,000	70,000	1,100,000	42
					Sub-total Outcome 2 (UNDP)	**210,000**	**350,000**	**305,000**	**250,000**	**90,000**	**1,205,000**	
					OUTCOME 2 TOTAL	**458,500**	**901,000**	**911,000**	**775,699**	**161,000**	**3,207,199**	

Component 3	MERF		GEFTF	71200	International Consultants	40,000	35,000	25,000	25,000	0	125,000	17
				71300	Local Consultants	45,000	43,000	42,000	10,000	0	140,000	18
				71400	Contractual Services - Individ	18,000	18,000	18,000	18,000	18,000	90,000	19
				72100	Contractual services - Companies	100,000	335,000	475,000	360,000	0	1,270,000	20
				75700	Workshops	12,720	0	0	0	0	12,720	21
				71600	Travel	3,000	3,000	3,000	3,000	0	12,000	22
				72200	Equipment & Furniture	40,000	40,000	40,000	0	0	120,000	23
				74200	Audio Visual&Print Prod Costs	0	5,000	5,000	0	0	10,000	24
				Sub-total Outcome 3 (GEFTF)		**258,720**	**479,000**	**608,000**	**416,000**	**18,000**	**1,779,720**	
	UNDP		UNDP	71400	Contractual Services - Individ	27,000	27,000	27,000	27,000	27,000	135,000	43
				72100	Contractual services - Companies	0	200,000	210,000	150,000	93,000	653,000	44
				72200	Equipment & Furniture	225,000	0	0	0	0	225,000	45
				Sub-total Outcome 3 (UNDP)		**252,000**	**227,000**	**237,000**	**177,000**	**120,000**	**1,013,000**	
	OUTCOME 3 TOTAL					**510,720**	**706,000**	**845,000**	**593,000**	**138,000**	**2,792,720**	
Component 4A (excl. M&E)	MERF		GEFTF	71300	Local Consultants	10,000	10,000	5,500	7,500	12,000	45,000	25
				71400	Contractual Services - Individ	39,000	39,000	39,000	39,000	39,000	195,000	26
				75700	Workshops	5,000	8,000	10,000	10,000	5,000	38,000	27
				71600	Travel	8,000	10,000	10,000	10,000	10,000	48,000	28
				74200	Audio Visual&Print Prod Costs	0	0	10,000	10,000	12,330	32,330	29
				Sub-total Outcome 4A excl.M&E (GEFTF)		**62,000**	**67,000**	**74,500**	**76,500**	**78,330**	**358,330**	
	UNDP		UNDP	71200	International Consultants	0	0	15,000	0	25,000	40,000	46
				74200	Audio Visual&Print Prod Costs	10,000	15,000	20,000	20,000	20,000	85,000	47
				75700	Workshops	10,000	15,000	20,000	20,000	20,000	85,000	48
				Sub-total Outcome 4A excl. M&E (UNDP)		**20,000**	**30,000**	**55,000**	**40,000**	**65,000**	**210,000**	
	OUTCOME 4 TOTAL (excl. M&E)					**82,000**	**97,000**	**129,500**	**116,500**	**143,330**	**568,330**	
Component 4B M&E	MERF		GEFTF	71200	International Consultants	0	0	20,000	0	25,000	45,000	30
				71300	Local Consultants	0	0	8,000	0	12,000	20,000	31
				75700	Workshops	12,000	0	0	0	0	12,000	32
				71600	Travel	11,000	11,000	11,000	11,000	11,000	55,000	33
				Sub-total Outcome 4B M&E (GEFTF)		**23,000**	**11,000**	**39,000**	**11,000**	**48,000**	**132,000**	
	UNDP		UNDP	71200	International Consultants	15,000	0	15,000	0	20,000	50,000	49
				71400	Contractual Services - Individ	18,000	18,000	18,000	18,000	18,000	90,000	50
				Sub-total Outcome 4B M&E (UNDP)		**33,000**	**18,000**	**33,000**	**18,000**	**38,000**	**140,000**	
	Sub-total Outcome 4 (GEFTF)					**85,000**	**78,000**	**113,500**	**87,500**	**126,330**	**490,330**	
	Sub-total Outcome 4 (UNDP)					**53,000**	**48,000**	**88,000**	**58,000**	**103,000**	**350,000**	

	OUTCOME 4 TOTAL					**138,000**	**126,000**	**201,500**	**145,500**	**229,330**	**840,330**	
PMC	MERF		GEFTF	71300	Local consultants	2,500	2,500	2,500	2,500	2,000	12,000	34
				71400	Contractual Services - Individ	24,000	24,000	24,000	24,000	24,000	120,000	35
				71600	Travel	15,000	15,000	15,000	15,000	15,000	75,000	36
				72200	Equipment and Furniture	10,000	10,000	0	0	0	20,000	37
				72400	Communic & Audio Equip	1,500	1,500	1,500	1,500	1,500	7,500	38
				74500	Office supplies and consumables	5,000	5,000	5,000	5,000	4,936	24,936	39
					Sub-total PMC (GEFTF)	**58,000**	**58,000**	**48,000**	**48,000**	**47,436**	**259,436**	
	UNDP		UNDP	71400	Contractual Services - Individ	77,400	77,400	77,400	77,400	77,400	387,000	51
					Sub-total PMC (UNDP)	**77,400**	**77,400**	**77,400**	**77,400**	**77,400**	**387,000**	
	PMC TOTAL					**135,400**	**135,400**	**125,400**	**125,400**	**124,836**	**646,436**	
PROJECT TOTAL GEF						**858,220**	**1,479,488**	**1,603,500**	**1,198,199**	**308,766**	**5,448,173**	
PROJECT TOTAL UNDP						**601,400**	**711,400**	**716,400**	**571,400**	**399,400**	**3,000,000**	
PROJECT GRAND TOTAL						**1,459,620**	**2,190,888**	**2,319,900**	**1769,599**	**708,166**	**8,448,173**	

Budget notes

Budget note number	Total per BN, USD	Activity number and input description
1	55,000	Component 1 International consultants: (1) IC1 - Platform development and operations specialist (1.6.1 - 1.6.3), 110 days @ 500 = 55,000.
2	87,000	Component 1 Local consultants: (1) LC1 - Sustainable land use management: policy and planning specialist(s) (1.1.1, 1.2.1, 1.2.4), 80 days @ 200 / day = 16,000; (2) LC2- Protected areas management specialist (1.1.2), 50 days @ 200 / day = 10,000; (3) LC3 - Stakeholder consultation & networking specialist (1.6.1 - 1.6.3), 125 days @ 200 / day = 25,000; (4) LC4- Agricultural extension / training specialist (1.7.1), 180 days @ $200 / day = 36,000.
3	105,000	Component 1 Contractual services individual: This budget is reserved to cover the cost of contractual appointment of an enabling environment expert - 30 months @ $3,500 / month. The work will focus on technical aspects of support to enabling environment associated with implementation of Component 1, especially Activities 1.1.3.-1.1.5, 1.2.2, 1.2.5, 1.3.2 and 1.5.3. Annex 7 (p. 158-59) provides details of these activities. An additional 30 months of this individual's time, covering team leader activities, will be funded by UNDP cash cofinancing; see BN 40.
4	365,000	Component 1 Contractual services companies: (1) Development of Master Plans (1.2.3) and Oti watershed plan (1.3.1 - 1.3.2) - $ 90,000; (2) Development of GIS and remote-sensing based system and associated activities (Output 1.4) - $150,000; (3) Development of radio programming to disseminate plans and associated news, particularly to illiterate community members (1.3.3) - $75,000; (4) Training in plan implementation (1.5.1) - $50,000.
5	247,000	Component 1 workshops: Workshops for training / capacity building, safeguards and stakeholder consultation under activities 1.1.3, 1.1.4, 1.2.2, 1.2.3, 1.3.11.5.3 and 1.7.1
6	17,000	Travel: Mission travel to and from PMU, project sites and Lomé associated with development of land use plans and GIS under Component 1
7	25,488	Equipment and furniture: Material support for regional-level extension services, including 4 laptops and printers for the design and preparation of extension materials
8	15,000	Audio-visual and print production costs: Printing and distribution of master plans, policy documents
9	75,000	Component 2 International consultants: (1) Short-term consultants for effective implementation of project safeguards, including preparation of ESIA and related management plans (50 days @ 500 / day = 25,000); (2) Restoration specialist for support to plan development (100 days @ 500 / day = 50,000)
10	75,000	Component 2 Local consultants: (1) Short-term consultants for effective implementation of project safeguards, including preparation of ESIA and related management plans (150 days @ 200 / day = 30,000); (2) Short-term technical support to individual restoration actions (225 days @ 200 / day = 45,000)
11	105,000	Component 2 Contractual services individual: This budget is reserved to cover the cost of contractual appointment of an SLM /SFM / Restoration expert - 30 months @ $3,500 / month. The work will focus on technical aspects of support to implementation of Component 2, including Activities 2.1.1, 2.1.2, 2.1.3, 2.2.1-2.2.4, 2.3.1, 2.3.2, 2.3.3, 2.4.1-2.4.10. Annex 7 (p. 162) provides details of these activities. (Note: An additional 30 months of this expert's time will be funded by UNDP cash co-financing; see Budget Note 41).
12	1,615,000	Component 2 Contractual services companies: (1) Restoration (Output 2.4) = $865,000 for the restoration of 22,000 ha of highly degraded forest areas, 20,000 ha of highly degraded crop land and 17,000 ha of highly degraded pasture land; (2) SFM / SLM practices (Output 2.5) = $750,000 for the implementation of SFM/SLM practices on 37,000 ha. See also BL 42

Budget note number	Total per BN, USD	Activity number and input description
13	70,699	Component 2 workshops: (1) Workshops for training / capacity building and stakeholder consultation under multiple activities; (2) Workshops and meetings to implement safeguard protocols
14	6,500	Travel: Mission travel to and from PMU, project sites and Lomé
15	50,000	Equipment and furniture: Material support to community forest organizations, including small scale irrigation equipment, tools and equipment for tree planting and mechanized weed control including for the establishment of fire control strips, basic firefighting equipment
16	5,000	Audio-visual and print production costs: Materials for use in training workshops
17	125,000	Component 3 International consultants: (1) Short-term consultants for effective implementation of project safeguards (50 days @ 500 / day = 25,000); (2) Value chains specialist for support to plan development and implementation (Output 3.2) (100 days @ 500 / day = 50,000); (3) Development of bankable public-private partnerships (Output 3.5) (100 days @ 500 / day = 50,000)
18	140,000	Component 3 Local consultants: (1) Short-term consultants for effective implementation of project safeguards (Component 3) (100 days @ 200 / day = 20,000); (2) Short-term technical support to prioritized value chains (Output 3.2) (200 days @ 200 / day = 40,000); (3) Short-term support to development of nature-based livelihood opportunities (Output 3.1) (300 days @ 200 / day = 60,000); Development of bankable public-private partnerships (Output 3.5) (100 days @ 200 / day = 20,000).
19	90,000	Component 3 Contractual services individual: This budget is reserved to cover the costs of contractual appointment of a Livelihoods & social safeguards specialist- 30 months @ $3,000 / month. The work will focus on technical aspects of implementation of livelihoods and social safeguards elements of component 3, including implementation of the following: (i) SESA action matrix, (ii) Engagement Plan, (iii) Ethnic Groups Plan; (iv) Environmental and Social Impact Management Plan (ESMP). See relevant annexes for details. Additional months of this individual's time will be funded by UNDP cash co-financing; see budget note 43).
20	1,270,000	Component 3 Contractual services companies: (1) Support to nature-based livelihood opportunities (Output 3.1) ($575,000); (2) Strengthening of selected value chains (Output 3.2) ($300,000); (3) Capacity-building of cooperatives (Output 3.3) ($90,000); (4) Development of local processing and packaging units (Output 3.4) ($215,000); (5) Establishment of community plant and tree nurseries (3.1.8) ($90,000).
21	12,720	Component 3 workshops: Workshops for development of bankable public-private partnership opportunities; workshops and meetings to implement safeguard protocols
22	12,000	Travel: Mission travel to and from PMU, project sites and Lomé
23	120,000	Equipment and furniture: Material support to cooperatives, especially the processing, storage and packaging of local agroforestry products such as cashew kernels, shea, néré and baobab fruit etc.
24	10,000	Audio-visual and print production costs: Materials for use in training workshops, including 2 projectors
25	45,000	Component 4 Local consultants: (2) Local consultant support for tracking and monitoring of diffusion and related surveys (Output 4.3) (225 days @ 200 / day = 45,000)
26	195,000	Component 4 Contractual services individual: This budget is reserved to cover the costs of contractual appointment of:

Budget note number	Total per BN, USD	Activity number and input description
		(1) Gender specialist- 30 months @ $3,000 / month. The work will focus on technical aspects of implementation of the project's gender action plan (see Annex 10); (Note: An additional 30 months of this individual's time will be funded by UNDP cash co-financing; see budget notes 40 and 43). (2) Knowledge management / M&E specialist - 30 months @ $3,500 / month. The work will focus on technical aspects of support to knowledge management associated with implementation of Component 4, especially Activities 4.2.1 - 4.2.4 and 4.4.1 - 4.4.8. Annex 7 (p. 171) provides additional details of these activities. (Note: An additional 30 months of this individual's time, covering M&E activities, will be funded by UNDP cash co-financing; see budget note 47).
27	38,000	Component 4 workshops: Inception workshop; workshops on gender, M&E and learning
28	48,000	Travel: Mission travel to and from PMU, project sites and Lomé; national and international travel related to knowledge management
29	32,330	Audio-visual and print production costs: Printing and distribution of learning materials and publications
30	45,000	Component 4 KM international consultants: Project evaluation specialists for mid-term review and final evaluation (90 days @ 500 / day).
31	20,000	Local consultants: (1) Project evaluation specialists for mid-term review and final evaluation (100 days at 200 / day).
32	12,000	Workshops: workshops related to discussion and findings of project M&E
33	55,000	Travel: Supervision missions and learning missions
34	12,000	Local consultants: Short-term support services to PMU in finance and/or admin (e.g. audits) (60 days @ 200).
35	120,000	PMC: Contractual services individuals: This budget is reserved to cover the costs of contractual appointment of: (1) Procurement specialist - 30 months @ 2,000 / month = $60,000. Annex 7 (p. 156-57) presents the terms of reference for this position. (Note: An additional 30 months of this individual's time will be funded by UNDP cash co-financing; see Budget note 48). (2) Finance specialist - 30 months @ 2,000 / month = 60,000. Annex 7 (p. 156-57) presents the terms of reference for this position. (Note: An additional 30 months of this individual's time will be funded by UNDP cash co-financing; see Budget note 48).
36	75,000	Travel: Domestic missions by project team members related to project management
37	20,000	Equipment & furniture: PMU computer equipment and furnishings
38	7,500	Communications and audio equip.: Communications and audio equipment for PMU staff
39	24,936	Office supplies and consumables for PMU
40	45,000	Component 1 Contractual services individual: This budget is reserved to cover the costs of contractual appointment of: Gender specialist - 15 months @ $3,000 per month = 45,000. The work will focus on technical aspects of implementation of the project's gender action plan (see Annex 10). Note: Additional months of this individual's time will be funded under budget notes 26 and 43.
41	105,000	Component 2 Contractual services individual: This budget is reserved to cover the cost of contractual appointment of an SLM /SFM / Restoration expert - 30 months @ $3,500 / month. The work will focus on technical aspects of support to implementation of Component 2, including Activities 2.1.1, 2.1.2, 2.1.3, 2.2.1-2.2.4, 2.3.1, 2.3.2, 2.3.3, 2.4.1-2.4.10. Annex 7 (p. 162) provides details of these activities. (Note: An additional 30 months of this expert's time will be funded by UNDP cash co-financing; see Budget Note 11).

Budget note number	Total per BN, USD	Activity number and input description
42	1,100,000	Component 2 Contractual services companies: (1) Restoration (Output 2.4) = $550,000 for the restoration of 22,000 ha of highly degraded forest areas, 20,000 ha of highly degraded crop land and 17,000 ha of highly degraded pasture land; (2) SFM / SLM practices (Output 2.5) = $550,000 for the implementation of SFM/SLM practices on 37,000 ha. See also BL 12
43	135,000	Component 3 Contractual services individual: This budget is reserved to cover the costs of contractual appointment of: (1) Livelihoods & social safeguards specialist- 30 months @ $3,000 / month = $90,000. The work will focus on technical aspects of implementation of livelihoods and social safeguards elements of component 3, including implementation of the following: (i) SESA action matrix, (ii) Stakeholder Engagement Plan, (iii) Ethnic Groups Plan; (iv) Environmental and Social impact Management Plan (ESMP). See relevant annexes for details. (Note: An additional 30 months of this individual's time will be funded by UNDP cash co-financing; see Budget Note 19). (2) Gender specialist - 15 months @ $3,000 per month = $45,000. The work will focus on technical aspects of implementation of the project's gender action plan (see Annex 10). Additional months of this individual's time will be funded under budget notes 26 and 40.
44	653,000	Component 3 Contractual services companies: (1) Contracts to service providers (NGOs, local companies, cooperatives) to provide a package of services to the 50 target communities (final identification of which will take place during the inception phase and be based on participatory mapping), for (i) participatory analysis of land uses and value chains, (ii) identification of opportunities for BD and LDN compatible and profitable land uses and (iii) capacity building of local cooperatives ($353,000). (2) Development of local processing and packaging units (Output 3.4) ($300,000).
45	225,000	Vehicles: 3 project vehicles @75,000 = 225,000
46	40,000	Component 4 International consultants: (1) Innovation diffusion specialist (Output 4.3) 80 days @ 500 = 40,000
47	85,000	Audio-visual and print production costs: Printing and distribution of learning materials and publications
48	85,000	Workshops: A series of communications and diffusion workshops targeting the 50 selected communities across the four project landscapes
49	50,000	Component 4 M&E International Consultant: (1) Impact evaluation specialist (Output 4.5) 100 days at $500 = $50,000
50	90,000	Component 4 Contractual services individual: This budget is reserved to cover the costs of contractual appointment of: (1) Knowledge management / M&E specialist - 30 months @ $3,000 / month - 90,000. The work will focus on technical aspects of support to project monitoring and evaluation plan (see Section V above). (Note - An additional 30 months of this individual's time, covering knowledge management activities, will be funded by GEF; see BN 26).
51	387,000	PMC: Contractual services individuals: This budget is reserved to cover the costs of contractual appointment of: (1) Team Leader / Enabling environment expert - 30 months @ $3,500 / month - 105,000. The work will focus on the role of project team leader for which Annex 7 (p. 155=156) provides terms of reference. An additional 30 months of this individual's time, covering technical support to enabling environment activities, will be funded by GEF; see BN 3 (2) Procurement specialist -30 months @ 2,000 / month = 60,000. Annex 7 (p. 156-57) presents the terms of reference for this position. (Note: An additional 30 months of this individual's time will be funded by the GEF; see Budget note 35. (3) Finance specialist - 30 months @ 2,000 / month = 60,000. Annex 7 (p. 156-57) presents the terms of reference for this position. (Note: An additional 30 months of this individual's time will be funded by the GEF; see Budget note 35).

Budget note number	Total per BN, USD	Activity number and input description
		(4) Admin and finance assistant - 60 months @ 1,200 / month = 72,000. Annex 7 (p. 157-58) presents the terms of reference for this position.; (5) Drivers (x3) 60 months@ 500 / month = 90,000.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by Direction des Ressources Forestières, under the Ministère de l'Environnement et des Ressources Forestières (MERF) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
   a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

   (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

      i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

    Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

13. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

    Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

    Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

14. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

15. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

16. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. MANDATORY ANNEXES

Annex 1: GEF Budget Template

(separate excel document)

Annex 2: GEF Execution Support Letter

N/A

Annex 3: Project maps and geospatial coordinates of the project area

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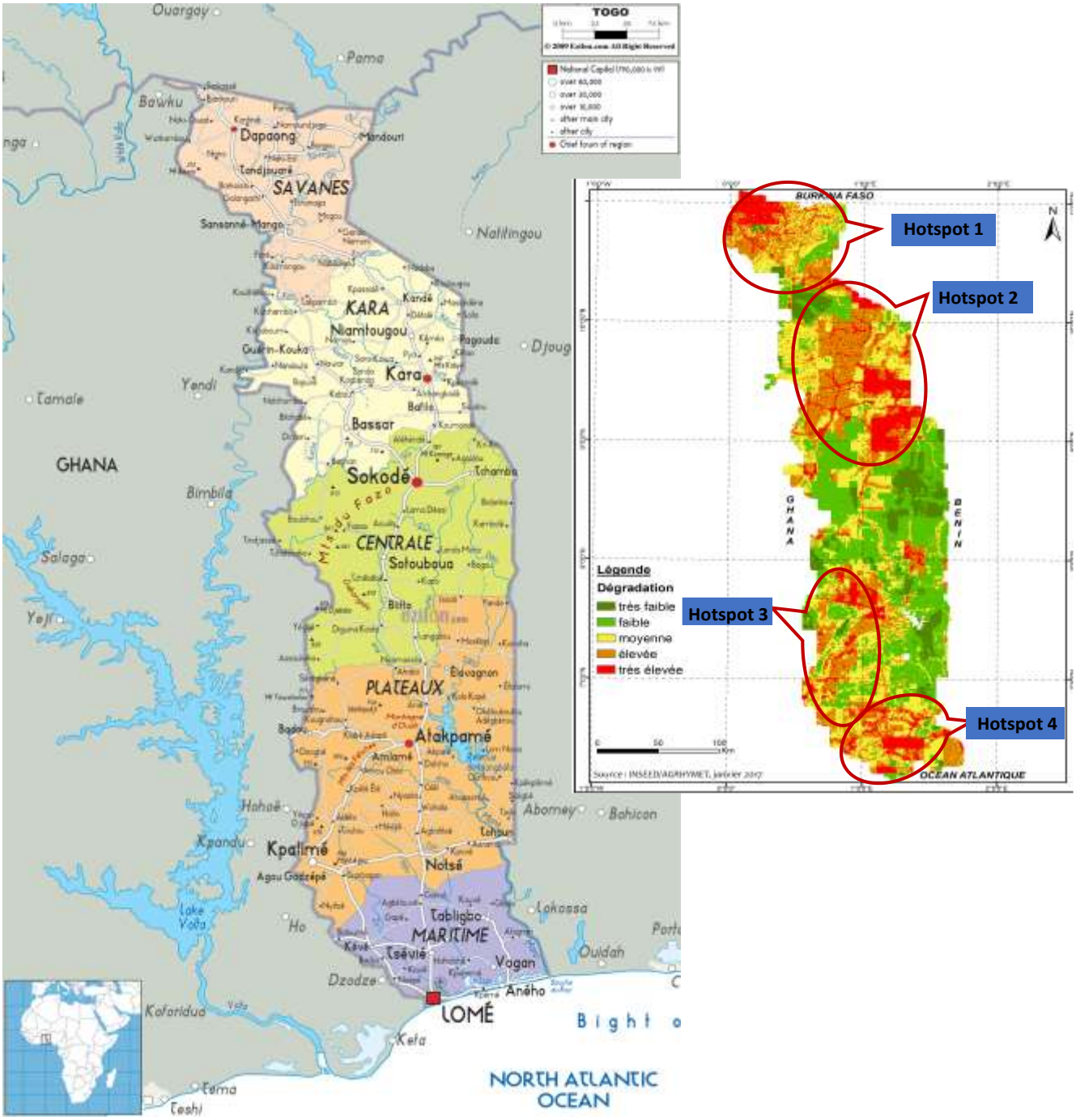
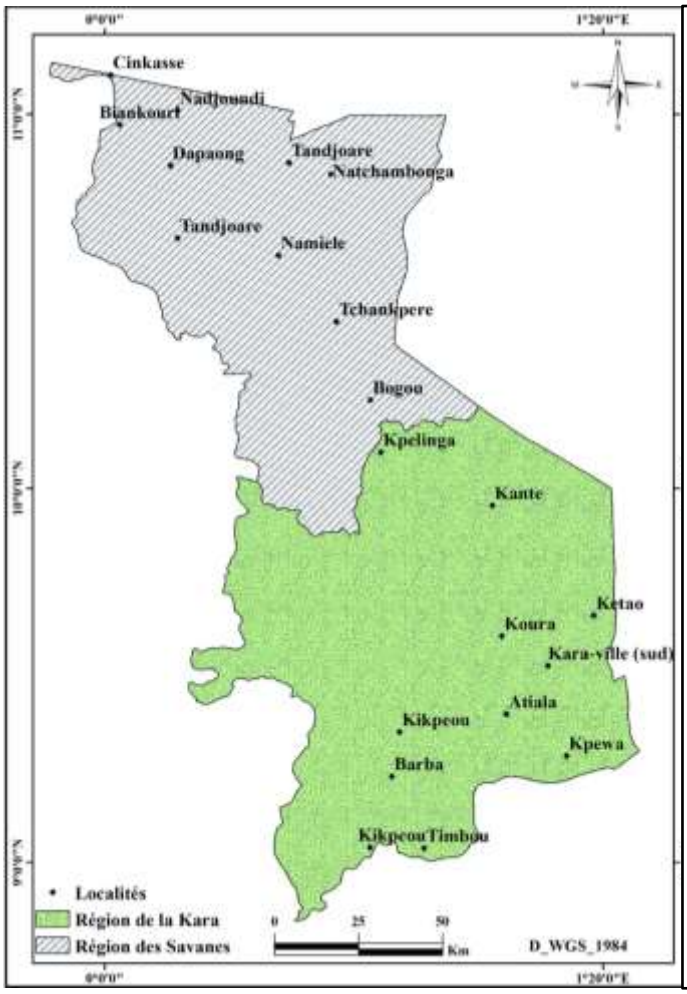
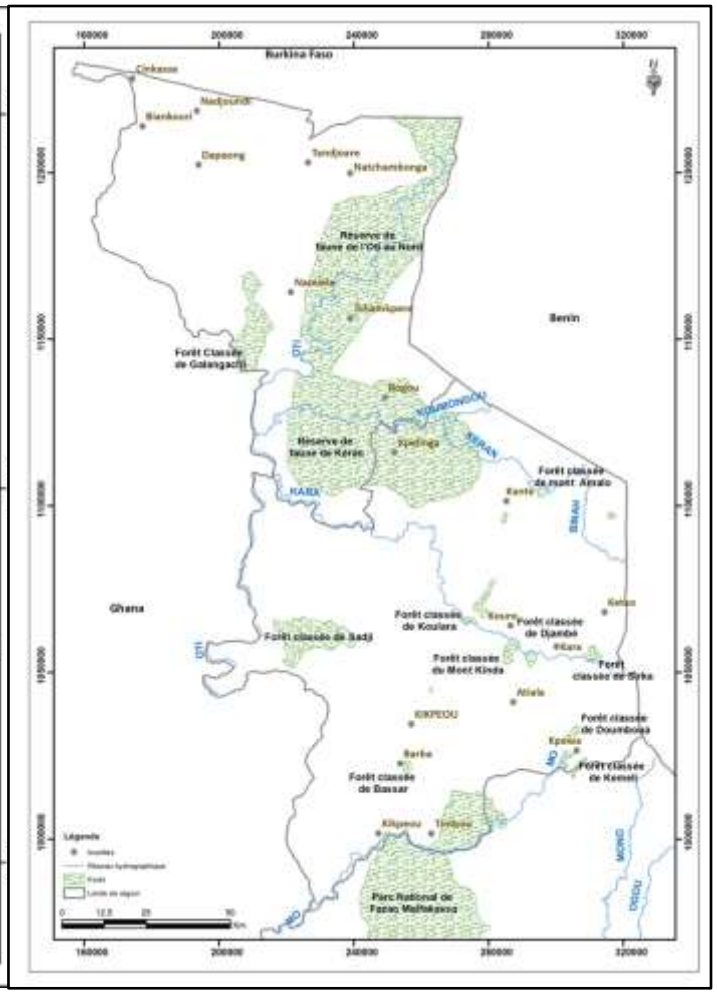
Map 1: Land degradation hotspots in Togo. The proposed project will focus on Hotspot 1 (Savanes region) and Hotspot 2 (Kara region).





Map 2: Proposed locations for site specific interventions under Component 3.



Map 3: Protected areas in Kara and Savanes.

Geospatial coordinates of project landscapes are as follows:

- The complex of protected areas of the dry savannas of northern Togo: Lat. 10.706881°/ Long. 0.680593°
- The degraded land zone of the extreme north-west of Togo: Lat. 10.927965°/Long. 0.106558°
- The high summits of the eastern Kara region: Lat. 10.122169°/ Long. 0.808407°
- Fazao-Malfakassa National Park and adjacent landscapes: Lat. 9.162958°/ Long. 0.828233°

Annex 4: Multiyear Workplan

Component 1: Enabling Frameworks and Capacity for LDN Implementation and Biodiversity Conservation

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 2	Q 3	Q 4	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Output 1.1: Policies[99] reviewed to identify gaps, weaknesses and strengths, and corresponding guidelines produced, to enable spatial-data-driven planning and sustainable land management, with incorporation of LDN and biodiversity conservation considerations	1.1.1. Carry out a diagnostic study on the strengths, weaknesses, opportunities and threats of the existing policy framework related to SLM / SFM																				
	1.1.2 Assess, and promote actions towards, the improved demarcation of PAs and their buffer zones																				
	1.1.3. Raise awareness regarding existing forestry texts at the level of local communities, political decision-makers, opinion leaders and project leaders																				
	1.1.4 Continue a process of participatory mapping and develop follow up recommendations based on results																				
	1.1.5 Develop a normative framework document for SLM / SFM in Togo																				
Output 1.2: Regional land management action plans for the Savanes and Kara regions, based on community-driven,	1.2.1 Strengthen consultative frameworks and build capacities to enable the effective participation of women and young people in the master planning process and in the subsequent implementation of local SLM / SFM development projects																				

[99] This will include the Agriculture Policy, Forestry Policy, Land use Planning Policy and Energy Policy.

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 2	Q 3	Q 4	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
inclusive and gender responsive consultations on land use, biodiversity conservation and protected area management.	1.2.2 Organize workshops to inform and raise local community awareness on local issues related to land use, conservation of biodiversity and management of protected areas																				
	1.2.3 Develop master plans ("schémas directeurs d'aménagement") for Kara and Savanes regions through a participatory process																				
	1.2.4 Ensure that lessons from demonstration actions under Component 2 are being taken into account in the planning process																				
	1.2.5 Develop and make available to local populations simplified guides on land use, biodiversity conservation and protected area management and translate into local languages, in line with conclusions of the master planning process																				
<u>Output 1.3:</u> Participatory and gender-responsive integrated watershed and landscape management plan to inform land use planning in the Oti basin	1.3.1. Develop plans for the Oti watershed and associated landscapes, focused on local populations and gender in the part of the Oti basin located in the Savanes and Kara regions																				
	1.3.2 Identify specific actions for implementation through GEF funding under Component 2, while seeking leveraged cofinancing for additional elements																				

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 2	Q 3	Q 4	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Output 1.4: Online, open access GIS- and remote sensing-based system for monitoring land use and progress towards achieving LDN established and operational	1.4.1 Develop a GIS database, covering land use, land cover and SLM / SFM actions, to be managed by MERF's UGBDC																				
	1.4.2 Launch a website for disseminating data and information contained in the database																				
	1.4.3 Build capacity among staff of MERF, the Ministry of Agriculture and other ministerial departments, in GIS and database management for monitoring land use and progress towards achieving LDN																				
Output 1.5: Training and tools provided to MERF, Office for Forest Development and Exploitation (ODEF[100]) and Environmental Management Agency (ANGE[101]) staff, regional land management committees and other targeted stakeholders to implement planning, management, and monitoring processes relevant to achieving LDN, improved PA	1.5.1 Train the staff of MERF, ODEF, ANGEL, the Ministry of Agriculture, local authorities (Prefects, Mayors), and other targeted stakeholders to implement local development plans, watershed management plans, relevant management and associated monitoring processes to achieve LDN and biodiversity conservation																				
	1.5.2 Equip relevant technical services, including regional directorates of environment and forest resources of the Kara and Savanes, to implement SLM / SFM practices with computer equipment, furniture, field equipment, etc. necessary for monitoring SLM actions and management of protected areas																				

[100] Office de Développement et d'Exploitation des Forêts
[101] Agence National de Gestion de l'Environnement

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 2	Q 3	Q 4	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
management and biodiversity conservation	1.5.3 Build the capacities of technical service and local actors to use data collection and processing tools for monitoring progress towards LDN																				
Output 1.6: Regional and prefect-level Commissions for Sustainable Development are strengthened in Kara and Savanes to enable strategic coordination between Ministries (e.g. MERF, Agriculture, Livestock and Fisheries, Finance, Tourism, Infrastructure), Agencies (e.g. ANGE, ANPC, etc), institutions, and private sector for inclusive land use planning and policy coordination	1.6.1 Technical support to two regional commissions for sustainable development (CRDD), for coordination of policy, planning and implementation of SLM / SFM activities in Kara and Savanes provinces																				
	1.6.2 Technical support to 6 prefect-level commissions for sustainable development (CPDD), for coordination of policy, planning and implementation of SLM / SFM activities in relevant prefectures in Kara and Savanes provinces																				
Output 1.7: Government and NGO extension service units reinforced at regional and local levels	1.7.1. Develop and implement a training program for existing institutions for the extension and implementation of SLM / SFM practices on SLM / SFM techniques																				

Component 2: Sustainable land and forest management and biodiversity conservation at site level

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 2	Q 3	Q 4	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Output 2.1: Assessment of ecosystem services provided by key landscapes in Savanes and Kara, using natural capital accounting methods.	2.1.1 Participatory mapping of ecosystem services within the four project landscapes, including their typology, in the Savanes and Kara regions																				
	2.1.2 Assess ecosystem services provided by key landscapes using the natural capital accounting methods																				
	2.1.3 Actively disseminate and promote the findings of the assessment and mapping exercises																				
Output 2.2: Training provided to targeted stakeholders on using the findings of ecosystem service assessments for informed decision making	2.2.1. Develop educational and technical tools (training modules, technical sheets, etc.) for technical training and sensitization of targeted actors to strengthen the valuation of ecosystem services in key landscapes of the Savanes and Kara regions																				
	2.2.2. Build the capacities of stakeholders on techniques for valuing ecosystem services identified in the landscape assessments																				
	2.2.3. Advocate with institutions and private sector actors (SMIs / SMEs, banks, microfinance, etc.) for the development of public-private partnerships for the strengthening of financing for the valuation of the ecosystem services identified																				
	2.2.4. Set up a process with key private sector operators to assess in a participatory manner																				

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 2	Q 3	Q 4	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
	their vulnerability to the decline of ecosystem services and develop action plans for the most vulnerable sectors / companies (e.g. the cotton sector, selected NTFPs, etc.).																				
Output 2.3: Participatory prioritization exercises conducted to select target landscapes for project-supported restoration and SLM/SFM interventions, based on agreed criteria including those relevant to ecosystem services and biodiversity conservation values (e.g. presence of endangered species, wildlife corridors)	2.3.1. Carry out participatory prioritization of land and ecosystem management interventions in the Savanes and Kara regions																				
	2.3.2. Develop action plans for identified areas with SLM / SFM and restoration approaches																				
	2.3.3 Support decentralized / municipal administrations in the project intervention area for the preparation and validation of community development plans (PDC) integrating SLM / SFM																				
Output 2.4: Restoration practices implemented in targeted degraded forest areas covering ≧ 22,000 ha of highly degraded forest areas, 20,000 ha of highly degraded crop land	2.4.1 Promoting agroforestry and tree crops (at least 5,000 hectares in each region, 10,000 ha total) based on néré, shea and other useful local tree species with good performance in the fields and rural areas in each of the two project intervention areas. This will include the implementation of areas with tree species that are (also) suitable for use as fuel wood. Restoration/rehabilitation																				

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 2	Q 3	Q 4	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
and 17,000 ha of highly degraded pasture land.	actions of degraded lands will use Integrated Management of Soil Fertility (GIFT) and endogenous methods.																				
	2.4.2 Carry out actions to restore forest ecosystems on at least 6,000 ha in each of the two project regions across the four project landscapes (12,000 ha total) for the extension of forest cover and for the conservation of biodiversity through the enrichment and management of buffer zones, protection series / green belts around village areas and other priority issues. This will include the restoration of at least 25 linear km of the banks of the main rivers of the two regions (Kara, Koumongou, Kéran rivers, etc.) and of at least 5,000 ha of sensitive areas and mountainsides (Cuesta Bombouaka, mountains Kabyè hills of Pan-Bitchinga) through enrichment planting, reforestation, assisted natural regeneration, reduced grazing, etc. Restoration/rehabilitation actions of degraded lands will use Integrated Management of Soil Fertility (GIFT) and endogenous methods.																				
	2.4.3 Develop technical guidelines relating to integrated management of soil fertility, soil and water conservation, conservation agriculture and agroforestry and private and																				

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 2	Q 3	Q 4	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
	community forests to serve as training tools for support and advice to populations																				
	2.4.4 Popularize the technical sheets relating to " Integrated management of soil fertility", "soil and water conservation", "conservation agriculture" and "agroforestry and individual forests" to serve as training tools for support and advice to populations																				
	2.4.5 Develop a training program for local actors in the project landscapes on good practices for sustainable management of land and forest ecosystems, integrating aspects related to the valuation of ecosystem services																				
	2.4.6 Build the capacities of local actors on good SLM and SFM practices for the restoration of degraded lands and targeted landscapes																				
	2.4.7 Strengthen the offer of support and advisory services to producers of the different categories of actors in the sectors of agriculture, livestock, agroforestry, forestry, etc. according to gender and category for the identification and reasoned use of technical itineraries and specific inputs in SLM																				
	2.4.8 Create / strengthen field training schools for the restoration of degraded lands based on endogenous techniques, GIFT and on fertilizing plants (e.g. pigeon pea - *Cajanus cajan*)																				

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 2	Q 3	Q 4	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
	2.4.9 Train at least 1,000 farmers (especially young farmers and women) from project landscapes on land restoration techniques based on endogenous practices and integrated soil fertility management. On average, 50 farmers will be trained in each field school in areas such as tree planting, soil management, crop species, fire management, restoration, agroforestry practices, use of phytosanitary products																				
	2.4.10 Develop and implement a human-wildlife conflict mitigation program, following widely-recognized IUCN Best Practices guidelines or similar																				
	2.4.11 Raise awareness and encourage participation among women and youth on the importance of restoring degraded forests																				
Output 2.5: SLM and SFM practices implemented in targeted landscapes covering ≧ 37,000 ha.	2.5.1 Strengthen the technical and operational capacities of AVGAPs and other community forest management organizations as partners to support SLM and SFM actions, including clarification of roles and responsibilities, legal status, equipment, training, visit to exchange and share experiences, etc.																				
	2.5.2 Raise awareness and train local populations of protected areas and community forests on the fight against brush fires																				

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 2	Q 3	Q 4	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
	2.5.3 Implement SLM and SFM actions within approximately 5,000 ha of the three targeted protected areas (Oti Mandouri, Oti Keran and Fazao-Malfakassa), including actions identified in Tables 3 and 4 above. Activities will include protection measures (e.g., from livestock and fire), protection of regeneration and, where necessary, replanting with local species.																				
	2.5.4 Implement SLM and SFM actions within approximately 1,000 ha of the main community forests and sacred forests (area ≧ 10 ha) identified in the two regions (community forests supported by PALCC, Baghan , Farendè , etc), including actions identified in Tables 3 and 4 above. Activities will include protection measures (e.g., from livestock and fire), protection of regeneration and, where necessary, replanting with local species.																				
	2.5.5 Implement SLM and SFM actions within approximately 37,000 ha of the productive portions of the four project landscapes, tentatively including: ○ Rehabilitate degraded grazing areas through grazing management, fire control and other suitable measures in the two intervention regions of the project (17,000 ha total);																				

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 2	Q 3	Q 4	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
	○ Rehabilitate degraded and overused agricultural land, including land subject to erosion, through measures such as reduction or elimination of the use of fire, conservation of soil cover, use of soil improving plants (eg pigeon pea), composting, etc. (20,000 ha total)																				

Component 3: Sustainable nature-based livelihoods

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Output 3.1: Nature-based livelihood opportunities upscaled/developed to support environmentally sustainable socio-economic development in pilot sites identified under Component 2	3.1.1. Train, organize and equip 20 cooperatives (gender-balanced) for the promotion of vegetable production sectors																				
	3.1.2. Build water supply infrastructure (10 water reservoirs and five boreholes with water reservoirs powered by solar energy) for the development of market gardening, off-season crops and watering for animals																				
	3.1.3. Provide improved seeds and short cycle to 20 agricultural cooperatives																				
	3.1.4. Train and equip 10 local nurseries for the production of forest and fruit seedlings																				

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
	3.1.5. Equip 20 beekeeper cooperatives with 200 beehives, 100 sets of protective clothing and 40 smokers																				
	3.1.6. Support 30 households in poultry breeding, 30 households in small ruminant breeding and 30 households in pig breeding (training and equipment in breeding methods																				
	3.1.7 Train, install and equip 50 village livestock auxiliaries (AVE) in relevant cantons																				
	3.1.8 Establish community tree and plant nurseries in 10 carefully selected communities in project areas																				
Output 3.2: Value chain analysis conducted for prioritized agricultural and agroforestry commodities, including identification of viable national/international markets and investors	3.2.1 Map the short-listed value chains																				
	3.1.2 Undertake surveys within potential beneficiary communities to assess preferences among alternative value short-listed chains																				
	3.2.3 Select five priority value chains, based on predetermined selection criteria and with reference to specific landscapes																				
	3.2.4 Prepare five value chain analyses, including priority measures needed to strengthen. These should include, inter alia: (i) good practices and associated technologies for the storage / conservation and processing of various products (plants, animals, fisheries and forestry, etc.); (ii) the potential contribution of each product /																				

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
	value chain in terms of climate resilience, zero degradation or restorative production and gender-balanced income generation; (iii) specific barriers and opportunities associated with each value chain																				
	3.2.5 Develop an action plan for strengthening each value chain, with emphasis on strengthening the role of women at various stages along the value chain																				
Output 3.3: Cooperative units established and/or strengthened and members[102] trained on climate-smart, environmentally sustainable agricultural entrepreneurship and post-harvest, value-adding methods	3.3.1. Identify 50 cooperatives of farmers, breeders, market gardeners including 10 operated by women's groups and train 500 of their members, including 200 women and 100 young people, on cooperative management and agricultural entrepreneurship																				
	3.3.2. Train 20 market gardening cooperatives, including 12 operated by women's groups, on organic market gardening techniques, organic farming, composting methods, and conservation methods for different crops to reduce post-harvest losses																				
	3.3.3. Train 12 women's cooperatives on leadership to promote decision-making, especially in natural resource management																				

[102] Land users including farmers, private sector, and communities living in PA buffer zones will be encouraged to join cooperatives.

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Output 3.4: Local processing and packaging units built and operational (target: 50 units)	3.4.1. Build and equip 20 processing units for shea butter, peanuts, tomatoes and peppers for 20 cooperatives including 10 operated by women's groups (crushers, roasters, mills, presses and small tools, packaging equipment, etc.)																				
	3.4.2. Equip with materials (moulinex, jars, labels, heating system) 10 units for the processing and packaging of tomato and chilli mash																				
	3.4.3. Equip two shea butter production cooperatives with equipment to enable them to produce soap and cream based on shea products																				
	3.4.4. Equip 20 honey production cooperatives, including 6 women, with 20 honey extractors and honey packaging equipment (e.g., containers, labels)																				
	3.4.5. Equip two honey production cooperatives for the production of wax, royal jelly and bee charm																				
	3.4.6. Equip eight women's cooperatives with a sheller, heating system and mills for the processing of néré seeds into traditional mustard																				
	3.4.7. Provide materials to two agricultural cooperatives for the processing of mangoes, oranges, pineapples, ginger and palm tree juice																				

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
	3.4.8 Awareness raising with local communities on how to mitigate potential problems related to waste management and environmental pollution																				
	3.4.9 Support the enhanced management of three processing unit works (shea, soy, peanut, cashew) held and managed by women																				
Output 3.5: Bankable public-private partnership investment opportunities developed and submitted to impact funds	3.5.1. Develop public-private partnerships for the reforestation of species with economic value, potentially including Khaya, Rosewood, Néré, Shea, Rônier, Tamarind and Lannea, among others																				
	3.5.2. Support the establishment of private tree nurseries in the prefectures																				
	3.5.3. Connect agricultural cooperatives with national / international investors willing to support the further development of value chains																				
	3.5.4 Capacity building for women and youth in the development of PPP investment proposals																				

<u>Component 4</u>: Knowledge management, M&E and gender mainstreaming

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
<u>Output 4.1:</u> Gender Gap Assessment and Gender Action Plan available; recommendations systematically integrated into project activities; disaggregated monitoring data is collected for relevant indicators.	4.1.1 Support the implementation of the SLM / SFM gender and social inclusion action plan developed under the PPG																				
	4.1.2 Implement the gender and social inclusion strategy with particular emphasis on vulnerable groups (women, young people, people living with a disability, seniors, etc.)																				
	4.1.3 Set up a Gender and SLM / SFM Information and Management System																				
<u>Output 4.2:</u> Participatory M&E and learning system developed and implemented with inputs from beneficiaries and stakeholders to enable adaptive, results-based project management.	4.2.1. Set up an M&E mechanism involving project stakeholders at all levels (national, regional, community) with clearly defined indicators																				
	4.2.2. Implement the M&E system in a participatory manner																				
	4.2.3. Create and feed a database on good SLM / SFM practices and lessons learned with a portal accessible to all stakeholders																				
	4.2.4. Strengthen the technical, material and human capacities of data collection and																				

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
	management structures in connection with SLM / SFM																				
Output 4.3: A learning and diffusion network developed and implemented in each of the project landscapes	4.3.1 Assessment of project impacts and associated lessons emerging																				
	4.3.2 Based on project results / demonstrations, develop and implement an awareness and dissemination plan aimed at women's groups and mixed farmers' organizations to support the further uptake of implementing technologies for the restoration of natural ecosystems, innovation in soil water conservation, etc.																				
	4.3.3 Organize networking sessions to share experiences on SLM / SFM between the intervention municipalities on the one hand, and other municipalities within the four landscapes, including an emphasis on actions and practices initiated by women or women's organizations																				
	4.3.4 Strengthen the capacities of women, young people and small producers in the management of digital tools (financial, digital education, e-commerce, etc.) for better climate resilience																				
	4.3.5. Organize exchange trips / visits among project landscapes and capacity building for the benefit of stakeholders on SLM/SFM																				

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
	4.3.6 Develop and implement strategies to optimize diffusion within and across project landscapes, based on identification of innovators, early adopters, etc.																				
Output 4.4: Communication & outreach strategy developed and implemented, with clear linkages to the M&E system to enable knowledge management, as well as dissemination of project lessons learned, good practices and successes to enable policy linkages, replication and upscaling.	4.4.1. Develop an IEC strategy taking into account all categories of stakeholders including, *inter alia*, promotion of gender mainstreaming and championing of women as change agents																				
	4.4.2. Develop and implement a Communication for Development (C4D) strategy on SLM / SFM with emphasis on differentiated practices and attitudes between women, men and young people																				
	4.4.3. Implement a multi-media communication strategy adapted to the different categories of actors which creates spaces for learning, exchange and dissemination of best practices in SLM (technical sheets, radio / TV broadcasts, bulletins, posters, flyers, website, etc.)																				
	4.4.4. Develop a communication, training and advocacy plan to strengthen the valuation of ecosystem services provided by the key landscapes of the Savannah and Kara regions																				
	4.4.5. Support the exchange and learning on good SLM practices at community level																				
	4.4.6. Support the exchange and sharing of good practices among women's organizations																				

Outputs	Indicative activities	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
	4.4.7. Develop and disseminate popularization articles, documents to capitalize on achievements, documentaries on good practices in SLM / SFM and lessons learned from the project																				
	4.4.8. Involve the academic community through student internships and publications in scientific journals																				
Output 4.5: Project monitoring and evaluation is ensured	4.5.1. Project Inception Workshop																				
	4.5.2. Implementation of Monitoring and Evaluation Framework for the Project																				
	4.5.3. Mid-term review																				
	4.5.4 Impact evaluation of livelihoods activities																				
	4.5.5 Terminal evaluation																				

Annex 5: UNDP Social and Environmental Screening Procedure (SESP)

Project Information

Project Information	
1. Project Title	Sustainable Management of Land and Semi-arid Ecosystems of Northern Togo
2. Project Number (i.e. Atlas project ID, PIMS+)	PIMS 6425
3. Location (Global/Region/Country)	Togo
4. Project stage (Design or Implementation)	Design
5. Date	9 September 2021

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach
This project will address the three main dimensions of the interrelationship between human rights and environmental protection: i) the environment as a pre-requisite for the enjoyment of human rights, including the rights to life, health, food, water and sanitation; ii) access to information, participation in decision-making, and access to justice in environmental matters, as essential to good environmental decision-making; and iii) the right to a safe, healthy and ecologically-balanced environment as a human right in itself. The project mainstreams the human rights-based approach through interventions that address poverty, social equity and equality. It works to uphold human rights and improve the living conditions and general well-being of people living within the areas targeted by the project, as well as contributing to improved ecosystem services and food security. It includes interventions designed to empower communities to use and manage natural resources in ways that improve their livelihoods without compromising the ecological integrity of the environment. The project also includes elements that will ensure that relevant stakeholders within the project are adequately capacitated to perform their roles.
Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment
The project includes specific measures to address gender empowerment and equality, whilst respecting the norms, values and customs of its stakeholders. Specifically, A Gender Expert with local knowledge conducted a Gender Analysis outlining and explaining gender inequalities, and the complex legal, cultural, and constraints on women's participation, and drew up a Gender Action Plan to help overcome these. The findings were fully integrated into the detailed project design from the start. Gender-responsive consultations were organized with local communities which allowed them to raise concerns and/or to request additional information. The Project accommodated their expressed interest and concerns in the final project design.Targets were established during project design to ensure inclusion and participation of women and girls both in site-based project activities (such as the development of alternative income generating activities, activities aimed at capacity enhancement), as well as ensuring that opportunities are created for women to actively participate in decision-making processes and take up leadership roles. The Project Team will receive training in Gender Equality and Women's' Empowerment.

Briefly describe in the space below how the project mainstreams sustainability and resilience
The project mainstreams environmental sustainability by making investments that will collectively contribute to restoration of degraded landscapes, protection of biodiversity and sustainable local income generation, which is of key importance since poverty is a main driver of land degradation. The intended project objectives will be achieved through four interrelated components aimed at: i) strengthening of national capacities by addressing gaps and issues hampering an effective enabling environment for sustainable land management and biodiversity conservation in Togo; ii) site-level demonstration of sustainable land and forest management practices in targeted landscapes; iii) support to environmentally sustainable livelihood options, including by improving value chains of agricultural/agroforestry commodities; iv) facilitating processes aimed at knowledge management and communication to enable replication and upscaling of good practices, including mainstreaming of opportunities to promote gender equality.
Briefly describe in the space below how the project strengthens accountability to stakeholders
The project put a strong focus on community engagement throughout project design and this will continue throughout implementation. Engagement with project stakeholders, including ethnic groups at project sites, commenced during the project development phase. In addition to the consultations conducted with Lome-based stakeholders, meaningful, effective and informed consultations, following FPIC approach, were also conducted in the project landscape. These activities were led by an Environmental and Social Safeguards Expert and by a Stakeholder Engagement professional who also has good understanding of local contexts and profound knowledge of consultation with local communities, to both gather views and concerns of stakeholders and facilitate their full contribution to project design. The consultations carried out by the Project enabledactive local community engagement and participation in decision-making, The Project will implement a comprehensive Stakeholder Engagement process by ensuring timely, accessible and functional information regarding supported activities, including on potential environmental and social risks and impacts and management measures. A grievance redress mechanism will also ensure that stakeholders can communicate their concerns or complaints.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***

Risk 01 – Reduced access to land and natural resources outside protected areas. The project aims to restore degraded lands. To that end, the project will select, with community participation, some sites to be reserved for natural regeneration and land conservation/restoration over certain period. During that time, access to those lands will be restricted and subject to rules. While the longer-term impacts of such restoration are intended as beneficial to a larger part of the population through improved ecosystem services, there is a risk that some individuals may experience at various levels reduced access to resources. **Principle 1: Leave No One Behind** **Principle 2: Human Rights (P.4, P.6)** **Principle 4: Accountability (P.13)** **Standard 5: Displacement and Resettlement (5.2, 5.4)**	I = 3 L = 3	**Moderate**	Access to the lands that will be designated for reservation under the Project (Outcome 2) will be restricted and subject to rules established in a participatory manner with the communities. In general, those sites will either be recommended by the communities during the consultations themselves or were already being subject to similar ban/reservation. Therefore, even though the negative social impacts of these ban/reservations may remain, they will be limited because any decisions will be in alignment with community decisions.	An **Environmental & Social Management Framework (ESMF)** has been developed during the PPG phase to guide risk management steps required during project implementation. Communities were also consulted during the PPG phase using a **Free Prior and Informed Consent (FPIC)** approach. During the implementation phase, the Project will undertake a **Strategic Environmental and Social Assessment (SESA)** for upstream activities (policies and plans supported under Outcome 1). Further screening will be completed for activities definition and site selection. Considering the project's geographical structure, the Project will also carry out a scoped **Environmental and Social Impact Assessment (ESIA)** for downstream activities (Outcomes 2 and 3) in each of the four project landscapes: 1. The complex of protected areas of the dry savannas of northern Togo. 2. The degraded land zone of the extreme north-west of Togo. 3. The high summits of the eastern Kara region. 4. Fazao-Malfakassa National Park and adjacent landscapes. Along with each **scoped ESIAs,** an **Environmental & Social Impact Management Plan (ESMP)** will be prepared. The ESIAs and ESMPs will be completed during the first year of project implementation to further refine risk identification, mitigation and management strategies, as well as to establish a system for monitoring risks. The ESMPs will include a **Livelihoods Action Plans** to address the impact of economic displacements.

				All consultation during implementation phase will adopt a Free, Prior and Informed Consent (FPIC) process when engaging with communities. Detailed stakeholder analyses have taken place during project design, and a comprehensive **Stakeholder Engagement Plan (SEP)** has been developed and will be implemented during the full project, aimed at actively involving all relevant groups through targeted communication and outreach efforts with the aim to increase awareness about the intended project outcomes and benefits, and to mobilize buy-in and support for project implementation. The SEP includes a **Grievance Redress Mechanism (GRM)** that will be activated in case any concerns are raised by partners or beneficiaries about human rights infringements, adverse socio-economic or environmental impacts directly or indirectly attributed to project implementation. All concerns will be assessed, documented, and followed up with appropriate responses in order to address the issue. The Project will make sure that all land reservation or bans will be designed and implemented by strictly adhering to **Free Prior and Informed Consent (FPIC)** principles when consulting with the community being impacted.

Risk 02 – Presence of various ethnic groups in the project landscape There is a presence of groups with different ethnic backgrounds in the project area (including project area of influence) who have strong links with the surrounding territories and natural resources. The Project's SLM and SFM practices to be implemented in targeted landscapes, as well as the land restoration practices to be implemented in targeted degraded forest areas, will impact (positively or negatively) the human rights, lands, natural resources, territories, and traditional livelihoods of these ethnic groups. While the project has an explicit focus on strengthening the human rights, participation, and self-determined development of local and forest dependent communities, there is the risk that the Project could face grievances or concerns about project activities affecting the rights of Ethnic Groups. There is also a risk that project activities can conflict with the development priorities of those Ethnic Groups, as defined by them. **Principle 1: Leave No One Behind** **Principle 2: Human Rights (P.5)** **Principle 5: Accountability (P.13-14)**	I = 4 L = 3	**Substantial**	There are between 20-40 ethnic groups in Togo (depending on differing classifications of ethnicity). In the north of the country, the Kabyé people form the largest group (22% of the local population; 14% of national population), which has also dominated national politics. Northern Togo is more ethnically diverse than the south of the country. Other important ethnic groups in the north of Togo include the Éwé, Moba, Kotokoli, Bassari, Hausa and Konkomba.	Communities were consulted during the PPG phase using a **Free Prior and Informed Consent (FPIC)** approach. Such meaningful engagement will continue during the implementation phase. The engagement process will take into consideration the rights of Ethnic Groups and the disadvantages faced by them, linked to vulnerabilities, such as limited access to education, low literacy levels, negative stereo-typing and inadequate understanding of national or site-specific policy and programming processes. Where necessary, civil society organizations representing and deemed acceptable by Ethnic Groups will also be engaged to provide additional support. During the PPG phase, the Project has developed an **Ethnic Groups Planning Framework (EGPF)**, in addition to the ESMF. During implementation phase, the Project will develop an **Ethnic Groups Plan,** and all the consultations with be carried following **FPIC principles.** Applicable rights and claims to natural resources will be respected while working closely together with targeted communities to implement SLM/SFM practices and strengthen livelihoods. The Project will also establish a Grievance Redress Mechanism (GRM) to handle in an appropriate and timely manner grievances from the ethnic groups.

Standard 6: Indigenous People (6.1, 6.2, 6.3, 6.4, 6.5)				
Risk 03 - Concerns or grievances raised by communities/stakeholders not being properly addressed. Project-affected people (PAP), including Ethnic Groups, might not be able to effectively claim their rights, raise their concerns or file grievances, due to limiting factors and barriers. Such barriers include, but are not limited to, awareness, logistics, language, culture, literacy, and technology. If the questions, concerns, grievances and/or objections raised by the PAPs are not properly addressed, the achievement of the Project's objectives could be jeopardized. **Principle 1: Leave No One Behind** **Principle 2: Human Rights** **Principle 5: Accountability** **Standard 6: Indigenous Peoples**	I = 3 L = 3	**Moderate**	Risks are associated with ethnic dimensions in the project target will be largely resulting from the fact that groups make traditional claims on lands and natural resources. Ensuring that these ethnic groups, and by extension all Project-affected people (PAP), can communicate their concerns and have access to a rights-compatible grievance redress mechanism is key to the local buy-in and to the success of the Project.	Communities were consulted during the PPG phase using a **Free Prior and Informed Consent (FPIC)** approach. The Project engaged with Ethnic Groups in a way that ensures that they are fully aware of the Project and able to provide meaningful input. These comprehensive, gender-responsive consultations with local communities allowed them to raise concerns and/or to request additional information. The Project accommodated their expressed interest and concerns in the final project design. The Project will develop a project-level Grievance Redress Mechanism (GRM) that is proportional, culturally appropriate, accessible, and transparent, and that ensures appropriate protection for claimants, and the Project also will inform the stakeholders about the existence of the mechanism and how to use it. The GRM will include an early warning system, helping to identify problems and close gaps in a timely and cost-effective manner, avoiding escalation into more entrenched or complex disputes. The GRM will be executed through the implementing partner. As needed or as requested, UNDP will be available to help the implementing partner to address project-related grievances as part of its oversight and assurance roles.

Risk 04 – Risk of community protests There is a risk that some violent protests may occur at the project sites that overlap with the landscape of the late GEF-funded project (Projet de Renforcement du rôle de conservation du système National d'Aires Protégées du Togo / PIMS 4420), which was about the creation of Oti-Kéran Mandouri (OKM) complex (Protected Area). In November 2015, violence erupted as police officers attempted to disperse an unauthorised gathering over what protesters describe as a government-coordinated land-grab (the protected area project would displace residents, mostly rural farmers, from 38 villages surrounding the Oti River). Police opened fire on protesters, killing five, and arrested an estimated 50 people, mostly students. Local families demonstrated on the nation's major highway to protest against the detentions, shutting down travel to the busy border with Burkina Faso. The landscape of this Project overlaps with the one of PIMS 4420 **Principle 1: No One Left Behind** **Principle 2: Human Rights (P.1, P.7)**	I = 4 L = 3	**Substantial**	Previous protests and violence between local communities and security forces around the creation of Oti-Kéran Mandouri (OKM) complex (Protected Area) in 2015 remain in the memories of the communities. Even though this project is not for the creation of a Protected Area, violence may reoccur if at any moment, communities feel that this project is doing or planning to do the activities that led to the OKM protests (creation of a Protected Area, land grab, displacement, etc.). .	At project preparation stage, the Project activities were designed with conflict prevention in mind. The project design and site identifications were done in close consultations with stakeholders at all levels through active engagement and FPIC approach. These activities were led by experienced Stakeholder Engagement Professionals who also have a good understanding of the local context, with profound knowledge of consultation with local communities, to gather both views and concerns of stakeholders and facilitate their full contribution to project design. The design therefore excluded the creation of Protected Areas from the list of potential project intervention. The final identification of project intervention sites and activities will be done in close consultations with stakeholders; including Ethnic Groups, at all levels with the aim of securing their agreement and support through FPIC. The Project will continue to adhere with those principles (meaningful consultation and FPIC approach) during the implementation phase for every single intervention site. Moreover, the Project will maintain a clear and transparent communication channel with the communities by presenting the activities and objectives of this project, and what are being done with this Project. Communication, transparency, FPIC, community engagement are keys to avoid any misconception or misunderstanding that could make some people think that this Project will be creating of a Protected Area, or organising a land grab.

Principle 4: Accountability (P.14)				The Project-level Grievance Redress Mechanism will also play a key role in addressing in a timely manner any concerns or grievance from affected the community. Overall, lessons learnt and recommendations from the implementation and suspension of PIMS 4420, including on the importance of ensuring adherence to FPIC processes and active stakeholder engagement are already being integrated in project design. They will be throughout the project implementation. processes, participatory mapping and validation.

Risk 05 – Gender-based violence in some households The Project puts a focus on supporting women through income-generating activities. An increase of women's income (through project-sponsored activities) could lead to gender-based violence in some households. The project might perpetuate existing or lead to new discriminations against women in their access to natural resources, especially where communications are hampered by cultural and language barriers. **Principle 1: No One Left behind** **Principle 2: Human Rights (P.4)** **Principle 3: Gender Equality and Women's Empowerment (P.9, P.10, P.12)**	I = 3 L = 2	**Moderate**	An increase of women's income in a community is a great indicator of Women's Empowerment. However, such empowerment could also lead to a change in existing balance of power at the household level. Some men could resort to violence to restore their traditional power. Given the traditions and the barriers against women's involvement in economic activity and decision-making, there is a risk that project activities aimed at empowering women could create a perception that men are being excluded from project benefits.	Awareness and sensitization sessions will be organized and/or reinforced by the Project to explain the benefits of the Gender Equality and Women's Empowerment for the communities. A Gender Expert with local knowledge conducted a Gender Analysis outlining and explaining gender inequalities, and the complex legal, cultural, and constraints on women's participation, and drew up a Gender Action Plan to help overcome these. The findings were fully integrated into the detailed project design from the start. The Gender Analysis and Gender Action Plan will be embedded in the ESIA/ESMP. Modules on environmental and social safeguarding, women's empowerment, prevention of gender-based violence (GBV), etc. will be included in the training package provided to women cooperatives. In advance of undertaking consultations, steps will be taken to gather information about obstacles faced by women, their preferred approaches for consultation, and how to provide and share information with them, Additionally, the project-level Grievance Redress Mechanism will be developed during the implementation phase and will address the issue of potential complaints by women or men in the context of livelihoods and resource management activities of the project.

Risk 06 - Consultation may not be comprehensive Full participation of potentially affected stakeholders in the design and implementation of the Project is critical. However, because of logistical and/or cultural barriers, there is a risk that consultations with indigenous people, as well as local women and men (incl. FPIC process) may not be comprehensive. **Principle 1: No One Left behind** **Principle 2: Human Rights (P.3, P.4)** **Principle 3: Gender Equality and Women's Empowerment (P.8)** **Principle 5: Accountability (P.13, P.14)** **Standard 6: Indigenous Peoples**	I = 3 L = 3	**Moderate**	All the project outcomes require consultation and/or engagement with stakeholders. If the stakeholder engagement is not properly designed and managed including by ensuring the full and equitable participation of various ethnic groups, women and the most vulnerable, there is a risk that women, minorities and other marginalized groups (including persons with disabilities) could be discriminated, sidelined, and not effectively involved during the different project phases resulting in them being negatively impacted by the project or in not benefiting from positive project results.	During the PPG, assessments and meaningful, effective and informed consultations, following FPIC approach, were conducted in the project landscape. These activities were led by an experienced Environmental and Social Safeguards Expert and by a Stakeholder Engagement professional who also has good understanding of local contexts and profound knowledge of consultation with local communities, to both gather views and concerns of stakeholders and facilitate their full contribution to project design. The Project has also developed an EGPF, in addition to the ESMF. During implementation, the Project will develop an EGP. The Project also will put measures in place to ensure local people are inclusively consulted and provided with regular feedback on how their input is taken into consideration and to address any additional concerns that may be identified as the project moves forward. This engagement process will include disclosure of information in appropriate format that is understandable and relevant to local women and men and consultation in a culturally appropriate manner. A detailed Gender Analysis and Action Plan has been prepared during the project design phase (and annexed to the Project Document), for subsequent implementation.

Risk 07 – Non-compliance with labour standards Project activities (e.g. agriculture / agroforestry supply chain, land restoration, erosion control) could potentially involve practices that fail to comply with national and/or international labour standards or safety standards. **Principle 1: No One Left behind** **Principle 2: Human Rights (P.4)** **Standard 7: Labour and Working Conditions (7.1, 7.3, 7.6)**	I = 3 L = 3	**Moderate**	Child labour continues to be prevalent in Togo and poses a particular risk in the agricultural sector. Unsafe work practices are also prevalent in the country.	Risks associated with occupational health and safety, working conditions, and/or the prevalence of child labour will be further assessed during the project development phase and addressed as appropriate through implementation of an scoped ESIAs/ESMPs and subsequent measures as required. The relevant procedures are described in the ESMF annexed to the ProDoc.

Risk 08 – Capacity gaps towards Safeguards standards Project implementation partners (e.g. Government ministries, agencies, NGOs, private sector partners, as well as cooperative units established as part of this Project) may not have all the capacity and tools needed to meet their obligations in the project, especially those related to their roles and responsibilities in the project cycle, as well as the social and environmental safeguarding. **Principle 1: Leave No One Behind** **Principle 2: Human Rights (P.2)**	I = 2 L = 4	**Moderate**	The project will involve personnel from several parties for its implementation (various Government ministries, NGOs, Cooperatives, and other third-party institutions). (Output 1.5, Outcome 3.3) At the time of project implementation, all these partners will not necessarily be aware of UNDP technical and safeguarding requirements. Capacity gaps are also expected to have a gender dimension.	The Project will ensure that such partnerships are established with renowned organizations, that can demonstrate some level of experience and expertise in the subject matter. The SESA and ESIAs will conduct further assessment on risks associated with partnering with Third Parties and integrate specific procedures into the ESMPs. At a minimum, these will include requirements for partners to: ▪ adhere to the UNDP social and environmental standards (SES), ▪ subject all on-the-ground activities to screening, using the SESP ▪ clear all proposed activities with the Project Safeguards expert ▪ ensure that gender considerations are fully integrated into all activities, and that activities proactively promote women's empowerment and human rights. ▪ prepare bi-annual reports on progress, including status of their compliance with UNDP environment, social, and gender policies When necessary, the Project will organize trainings and/or workshops to build the capacity of key project implementation partners and equip them with necessary knowledge and tools needed to achieve the objectives of the Project effectively and efficiently. This is key to ensuring continued success over the course of the project implementation, and beyond. Such capacity building activities will start before the implementation of the first activity and will include a combination of the following topics : ▪ UNDP Social and Environmental Standards (SES) ▪ Stakeholder Engagement and FPIC (Free Prior and Informed Consent), ▪ UNDP Accountability Mechanism (Grievance Redress Mechanism, SRM, SECU),

				▪ Understanding UNDP Project Cycle, ▪ Monitoring and Evaluation of UNDP Projects, ▪ Gender, ▪ Human Rights Overall, the project will have a strong focus on enhancing capacity of relevant authorities and targeted communities to ensure that they have the required knowledge and skills to actively participate in project interventions, incorporate lessons learned, and uptake good practices.
Risk 09 – Impacts of climate change. The project outcomes could be compromised by the impacts of climate change. The Project will carry out SLM/SFM activities that could be subject to hazards such as severe winds, storms and floods, etc. The interventions of the Project could also be impacted by disasters. This could have negative impact on both the communities and the environment. **Principle 4: Sustainability and Resilience** **Standard 2: Climate Change Mitigation and Adaptation (2.1, 2.2)**	I = 3 L = 3	**Moderate**	Project activities could be affected by droughts or floods, occurring more frequently and with greater intensity with climate change. Even though the objective of the project is to protect coastal landscapes against the effect of climate change, this does not exclude the fact that these same areas could be affected by floods, severe winds, storms and other disasters, in case of exceptional events for example.	As part of the scoped ESIAs, the Project will evaluate, the climate risks related to the activities, and consider the measures that will need to be put in place to minimize the risks to project activities. A Disaster/Emergency Preparedness Plan will be prepared as part of the ESMPs for on-the-ground (downstream) activities. The Project will integrate disaster risk reduction measures into the design and implementation of SLM/SFM interventions.

Risk 10 - Impact on potential critical habitats The Project will carry out activities within or near potential protected areas and could create adverse impacts to the fauna and/or flora species living there and the ecosystems that support them. **Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management (1.2)**	I = 2 L = 5	**Moderate**	The project will be implemented in the surroundings and (to a lesser extent) within protected areas including the Oti-Keran and Malfakassa National Parks.	An integrated watershed and landscape management plan will be developed to inform land use planning in the Oti River basin, which includes the Oti-Keran /Oti-Mandouri Biosphere Reserve. The Project will develop action plans for identified areas with SLM / SFM and restoration approaches. The Project's ultimate objective is to benefit biodiversity and the ecosystems. The Project will elaborate an ESIA/ESMP to address the biodiversity risks identified in and in the surroundings of protected areas and other critical habitat.
Risk 11 – Areas with cultural value The Project could be carrying out activities within or near protected areas which have touristic and/or cultural value, The Project activities will also intersect with community and sacred forests. Tangible and/or intangible cultural assets in those areas could be impacted on all those sites **Standard 4: Cultural Heritage (4.1, 4.5)**	I = 2 L = 3	**Moderate**	The degraded land zone of the extreme north-west of Togo covers some 180,000 ha. This portion of the Savanes region includes agricultural land and ecosystems in the areas of Cincasse, Nadjoudi and North Tandjouare. It also includes a number of community and sacred forests.	The Project has developed an ESMF during PPG phase. Scoped ESIAs will be completed during the implementation phase. The ESIA will assess the level and extent of the Project's impact on tangible and intangible cultural assets in its landscape. An ESMP will be developed to mitigate/manage eventual impacts. Care will be taken to avoid inadvertent impacts on cultural heritage assets.

Risk 12 – Introduction of invasive plant species Project activities supporting regreening of drylands could encourage planting of exotic plant species, which then leads to adverse environmental effects through becoming invasive or lowering the water table. This risk may also exist in private nurseries that will eventually be supported by the Project. **Principle 4: Sustainability and Resilience** **Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management (1.6)**	I = 4 L = 2	**Moderate**	Although the project is designed around the best practice, it is possible that project participants could fail to use these best practice techniques and instead undertake planting of exotic and potentially invasive or water-intensive tree species.	The Project will prepare a scoped ESIA for each of the four landscapes presented in the ProDoc. Along with each **scoped ESIAs,** an **Environmental and Social Management Plan (ESMP)** will be prepared. The ESMPs will layout the measures to prevent the introduction of invasive alien tree or other plant species. The project will promote the regeneration of useful and resilient indigenous plant species for regreening or land restoration. The Project will select indigenous species that could help with increasing crop yields, improving groundwater recharge, retaining soil moisture, and increasing soil organic carbon, nutrient recycling, shade, wind and dust barriers, fodder and compost production and availability of fruit and medicine, etc. and that are not invasive. The spreading of invasive weeds through contaminated seeds will be avoided through careful selection and preparation of seeds and the use of best practices in nurseries, planting etc.

Risk 13 - Exposing communities to COVID-19 and other disease outbreaks The COVID-19 and other potential disease outbreaks could pose serious difficulties for effective project implementation and benefit sharing. The project activities (e.g. frequent meetings, field visits, travelling, etc.) could inadvertently cause significant spread of the COVID-19 virus. **Standard 3: Community Health, Safety and Security (3.4)**	I = 4 L = 2	**Moderate**	As a consequence, it would affect the ability of vulnerable people to get back into economic activities as any lingering or new zoonotic disease outbreaks can affect vulnerable groups in the project area the most and leave them out from participating and accruing benefits from the project in particular from the livelihood activities.	Mask wearing and usage of hand sanitizers were adopted during the meetings and consultation events by the PPG by Project Team and community. To manage potential risks and vulnerabilities related to Covid-19, during the implementation, the project team will continue applying the Covid-19 prevention protocols in effect in Togo.In addition, awareness will be promoted to ensure that people (project staff and stakeholders) are aware of the risks and undertake mitigation measures.

Risk 14 – Use of chemicals and pesticides The farming and product transformation initiatives supported by the Project could be using pesticides or other chemicals that may have a negative effect on the environment of human health. These activities could also waste (e.g. human waste, metal scraps, plastic, batteries, chemicals, etc.). Any poor waste management at these places could cause environmental pollution and pose a threat to the healthof the community. **Standard 3: Community Health, Safety and Security (3.2, 3.6)** **Standard 8: Pollution Prevention and Resource Efficiency (8.2, 8.5)**	I = 3 L = 3	**Moderate**	Activities such as agriculture, poultry breeding, small ruminants and pig breeding, beekeeping, shea butter production, etc., presented in Output 3.1 and 3.4 will make use of chemicals to some extent.	The Project has been designed to promote organic practices that avoid the use of pesticides and other harmful chemicals on the farming initiatives it supports and to encourage proper handling of wastes generated at those sites. The project will include environmental awareness activities with local communities on how to avoid issues related to waste management and environmental pollution. These issues will nonetheless be addressed in the ESMPs.

Risk 15 - Over-extraction of groundwater Support to groundwater extraction using solar photovoltaic-powered pumps might lead to over-extraction and dry up wells in communities. **Principle 3: Gender Equality and Women's Empowerment** **Principle 4: Sustainability and Resilience** **Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management** **Standard 8: Pollution Prevention and Resource Efficiency**	I = 3 L = 3	**Moderate**	Under Output 3.1, the project will support the construction of water supply infrastructure (10 water reservoirs and five boreholes with water reservoirs powered by solar energy) for the development of market gardening, off-season crops and watering for animals. Over-extraction will deplete the water table and negatively affect the life of communities. Water scarcity will put further burden on women.	The scoped ESIAs will analyse the potential impact/risk of groundwater extraction, and develop appropriate Management Plans that promotes the sustainable use of water resources. This will include requirements related to: • optimal siting of new or refurbished well-points • measures to enhance natural recharge of aquifers where possible, and • an agreed governance system to allocate and enforce access, timing and length of extraction by water users and community members. Full safeguards measures will be determined by the ESIA/ESMP prepared during implementation. The proposed project Grievance Redress Mechanism will also include a section dealing with potential complaints by users of groundwater schemes and/or downstream communities who might experience or perceive negative impacts on their resource supply.
Risk 16 - Human-wildlife conflict (HWC) Project-sponsored activities could increase the frequency of interactions between humans and wildlife, especially in the Protected Areas buffer zones, consequently increasing the likelihood of conflicts between people and animals in agricultural contexts. (Output 2.4) **Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management**	I = 3 L = 4	**Moderate**	There are immense challenges in addressing HWC, in particular because underlying cultural, political and economic aspects that shape these conflicts are often very complex and poorly understood	The Project will develop and implement a human-wildlife conflict mitigation program, following widely-recognized IUCN Best Practices guidelines or similar, to ensure that efforts to manage human–wildlife conflicts are pursued through well-informed, holistic and collaborative processes that take into account underlying social, cultural and economic contexts.

	QUESTION 4: What is the overall project risk categorization?				
	Low Risk	☐			
	Moderate Risk	☐			
	Substantial Risk	☒			
	High Risk	☐			
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)				
	Question only required for Moderate, Substantial and High Risk projects				
	Is assessment required? (check if "yes")	☒			***Status? (completed, planned)***
	if yes, indicate overall type and status		☒	Targeted assessment(s)	Completed: gender analysis, stakeholder analysis Planned: …
			☒	ESIA (Environmental and Social Impact Assessment)	Planned
			☒	SESA (Strategic Environmental and Social Assessment)	Planned
	Are management plans required? (check if "yes)	☒			

	If yes, indicate overall type		☒	Targeted management plans (e.g. Indigenous People Plan)	Completed: Gender Action Plan, Stakeholder Engagement Plan Planned: EGP
			☒	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	Planned
			☒	ESMF (Environmental and Social Management Framework)	Completed
	Based on identified <u>risks</u>, which Principles/Project-level Standards triggered?		**Comments (not required)**		
	Overarching Principle: Leave No One Behind				
	Human Rights	☒			
	Gender Equality and Women's Empowerment	☒			
	Accountability	☒			
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☒			
	2. Climate Change and Disaster Risks	☒			
	3. Community Health, Safety and Security	☒			
	4. Cultural Heritage	☒			
	5. Displacement and Resettlement	☒			

	6. Indigenous Peoples	☒	
	7. Labour and Working Conditions	☒	
	8. Pollution Prevention and Resource Efficiency	☒	

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	***Date***	***Description***
QA Assessor		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.		
Overarching Principle: Leave No One Behind **Human Rights**		**Answer (Yes/No)**
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	Yes
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	Yes
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	Yes
Would the project potentially involve or lead to:		
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	Yes
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [103]	Yes
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	Yes
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	Yes
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	Yes
Would the project potentially involve or lead to:		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	Yes

[103] Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Yes
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	Yes
P.12	exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc*.	Yes
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
Would the project potentially involve or lead to:		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	Yes
P.14	grievances or objections from potentially affected stakeholders?	Yes
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
Would the project potentially involve or lead to:		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	Yes
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	Yes
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	Yes
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No

1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	Yes
1.7	adverse impacts on soils?	Yes
1.8	harvesting of natural forests, plantation development, or reforestation?	Yes
1.9	significant agricultural production?	Yes
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	Yes
1.12	handling or utilization of genetically modified organisms/living modified organisms?[104]	Yes
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[105]	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
Would the project potentially involve or lead to:		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	Yes
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	Yes
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	Yes
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	Yes

[104] See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.
[105] See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.

3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	Yes
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	Yes
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	Yes
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	Yes
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	Yes
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		
4.1	activities adjacent to or within a Cultural Heritage site?	Yes
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	Yes
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	Yes
Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	Yes
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	Yes
5.3	risk of forced evictions?[106]	Yes

[106] Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

5.4	impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Yes
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1	areas where indigenous peoples are present (including project area of influence)?	Yes
6.2	activities located on lands and territories claimed by indigenous peoples?	Yes
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk*	Yes
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	Yes
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	Yes
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	Yes
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	Yes
Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note: applies to project and contractor workers)		
7.1	working conditions that do not meet national labour laws and international commitments?	Yes
7.2	working conditions that may deny freedom of association and collective bargaining?	No

7.3	use of child labour?	Yes
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	Yes
Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Yes
8.2	the generation of waste (both hazardous and non-hazardous)?	Yes
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	Yes
8.4	the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	Yes
8.5	the application of pesticides that may have a negative effect on the environment or human health?	Yes
8.6	significant consumption of raw materials, energy, and/or water?	Yes

Annex 6: UNDP Atlas Risk Register

#	Description	Risk cate-gory	Impact and Proba-bility (1-5)	Risk treatment / management measures	Risk owner
1	**Reduced access to land and natural resources outside protected areas** The project aims to restore degraded lands. To that end, the project will select, with community participation, some sites to be reserved for natural regeneration and land conservation/restoration over certain period. During that time, access to those lands will be restricted and subject to rules. While the longer-term impacts of such restoration are intended as beneficial to a larger part of the population through improved ecosystem services, there is a risk that some individuals may experience at various levels reduced access to resources.	Social and environ-mental	I = 3 L = 3 **Moderate**	An **Environmental & Social Management Framework (ESMF)** has been developed during the PPG phase to guide risk management steps required during project implementation. Communities were also consulted during the PPG phase using a **Free Prior and Informed Consent (FPIC)** approach. During the implementation phase, the Project will undertake a **Strategic Environmental and Social Assessment (SESA)** for upstream activities (policies and plans supported under Outcome 1). Further screening will be completed for activities definition and site selection. Considering the project's geographical structure, the Project will also carry out a scoped **Environmental and Social Impact Assessment (ESIA)** for downstream activities (Outcomes 2 and 3) in each of the four project landscapes: 5. The complex of protected areas of the dry savannas of northern Togo. 6. The degraded land zone of the extreme north-west of Togo. 7. The high summits of the eastern Kara region. 8. Fazao-Malfakassa National Park and adjacent landscapes. Along with each **scoped ESIAs,** an **Environmental & Social Impact Management Plan (ESMP)** will be prepared. The ESIAs and ESMPs will be completed during the first year of project implementation to further refine risk identification, mitigation and management strategies, as well as to establish a system for monitoring risks. The ESMPs will include a **Livelihoods Action Plans** to address the impact of economic displacements. All consultation during implementation phase will adopt a Free, Prior and Informed Consent (FPIC) process when engaging with communities. Detailed stakeholder analyses have taken place during project design, and a comprehensive **Stakeholder Engagement Plan (SEP)** has been developed and will be implemented during the full project, aimed at actively involving all relevant groups through targeted communication and outreach efforts with the aim to increase awareness about the intended project outcomes and benefits, and to mobilize buy-in and support for project implementation. The SEP includes a **Grievance Redress Mechanism (GRM)** that will be activated in case any concerns are raised by partners or beneficiaries about human rights infringements, adverse socio-economic or environmental impacts directly or indirectly attributed to project implementation. All concerns will be assessed, documented, and followed up with appropriate responses in order to address the issue. The Project will make sure that all land reservation or bans will be designed and implemented by strictly adhering to **Free Prior and Informed Consent (FPIC)** principles when consulting with the community being impacted.	MERF

#	Description	Risk cate-gory	Impact and Proba-bility (1-5)	Risk treatment / management measures	Risk owner
2	**Presence of various ethnic groups in the project landscape** There is a presence of groups with different ethnic backgrounds in the project area (including project area of influence) who have strong links with the surrounding territories and natural resources. The Project's SLM and SFM practices to be implemented in targeted landscapes, as well as the land restoration practices to be implemented in targeted degraded forest areas, will impact (positively or negatively) the human rights, lands, natural resources, territories, and traditional livelihoods of these ethnic groups. While the project has an explicit focus on strengthening the human rights, participation, and self-determined development of local and forest dependent communities, there is the risk that the Project could face grievances or concerns about project activities affecting the rights of Ethnic Groups. There is also a risk that project activities can conflict with the development priorities of those Ethnic Groups, as defined by them.	Social and environ-mental	I = 4 L = 3 **Substanti al**	Communities were consulted during the PPG phase using a **Free Prior and Informed Consent (FPIC)** approach. Such meaningful engagement will continue during the implementation phase. The engagement process will take into consideration the rights of Ethnic Groups and the disadvantages faced by them, linked to vulnerabilities, such as limited access to education, low literacy levels, negative stereo-typing and inadequate understanding of national or site-specific policy and programming processes. Where necessary, civil society organizations representing and deemed acceptable by Ethnic Groups will also be engaged to provide additional support. During the PPG phase, the Project has developed an **Ethnic Groups Planning Framework (EGPF)**, in addition to the ESMF. During implementation phase, the Project will develop an **Ethnic Groups Plan,** and all the consultations with be carried following **FPIC principles.** Applicable rights and claims to natural resources will be respected while working closely together with targeted communities to implement SLM/SFM practices and strengthen livelihoods. The Project will also establish a Grievance Redress Mechanism (GRM) to handle in an appropriate and timely manner grievances from the ethnic groups.	MERF

#	Description	Risk cate-gory	Impact and Proba-bility (1-5)	Risk treatment / management measures	Risk owner
3	**Concerns or grievances raised by communities/stakeholders not being properly addressed.** Project-affected people (PAP), including Ethnic Groups, might not be able to effectively claim their rights, raise their concerns or file grievances, due to limiting factors and barriers. Such barriers include, but are not limited to, awareness, logistics, language, culture, literacy, and technology. If the questions, concerns, grievances and/or objections raised by the PAPs are not properly addressed, the achievement of the Project's objectives could be jeopardized.	Social and environ-mental	I = 3 L = 3 **Moderate**	Communities were consulted during the PPG phase using a **Free Prior and Informed Consent (FPIC)** approach. The Project engaged with Ethnic Groups in a way that ensures that they are fully aware of the Project and able to provide meaningful input. These comprehensive, gender-responsive consultations with local communities allowed them to raise concerns and/or to request additional information. The Project accommodated their expressed interest and concerns in the final project design. The Project will develop a project-level Grievance Redress Mechanism (GRM) that is proportional, culturally appropriate, accessible, and transparent, and that ensures appropriate protection for claimants, and the Project also will inform the stakeholders about the existence of the mechanism and how to use it. The GRM will include an early warning system, helping to identify problems and close gaps in a timely and cost-effective manner, avoiding escalation into more entrenched or complex disputes. The GRM will be executed through the implementing partner. As needed or as requested, UNDP will be available to help the implementing partner to address project-related grievances as part of its oversight and assurance roles.	MERF

#	Description	Risk cate-gory	Impact and Proba-bility (1-5)	Risk treatment / management measures	Risk owner
4	**Risk of community protests** There is a risk that some violent protests may occur at the project sites that overlap with the landscape of the late GEF-funded project (Projet de Renforcement du rôle de conservation du système National d'Aires Protégées du Togo / PIMS 4420), which was about the creation of Oti-Kéran Mandouri (OKM) complex (Protected Area). In November 2015, violence erupted as police officers attempted to disperse an unauthorised gathering over what protesters describe as a government-coordinated land-grab (the protected area project would displace residents, mostly rural farmers, from 38 villages surrounding the Oti River). Police opened fire on protesters, killing five, and arrested an estimated 50 people, mostly students. Local families demonstrated on the nation's major highway to protest against the detentions, shutting down travel to the busy border with Burkina Faso.The landscape of this Project overlaps with the one of PIMS 4420	Social and environ-mental	I = 4 L = 3 **Substanti al**	At project preparation stage, the Project activities were designed with conflict prevention in mind. The project design and site identifications were done in close consultations with stakeholders at all levels through active engagement and FPIC approach. These activities were led by experienced Stakeholder Engagement Professionals who also have a good understanding of the local context, with profound knowledge of consultation with local communities, to gather both views and concerns of stakeholders and facilitate their full contribution to project design. The design therefore excluded the creation of Protected Areas from the list of potential project intervention. The final identification of project intervention sites and activities will be done in close consultations with stakeholders; including Ethnic Groups, at all levels with the aim of securing their agreement and support through FPIC. The Project will continue to adhere with those principles (meaningful consultation and FPIC approach) during the implementation phase for every single intervention site. Moreover, the Project will maintain a clear and transparent communication channel with the communities by presenting the activities and objectives of this project, and what are being done with this Project. Communication, transparency, FPIC, community engagement are keys to avoid any misconception or misunderstanding that could make some people think that this Project will be creating of a Protected Area, or organising a land grab. The Project-level Grievance Redress Mechanism will also play a key role in addressing in a timely manner any concerns or grievance from affected the community. Overall, lessons learnt and recommendations from the implementation and suspension of PIMS 4420, including on the importance of ensuring adherence to FPIC processes and active stakeholder engagement are already being integrated in project design. They will be throughout the project implementation. processes, participatory mapping and validation.	MERF

#	Description	Risk cate-gory	Impact and Proba-bility (1-5)	Risk treatment / management measures	Risk owner
5	**Gender-based violence in some households** The Project puts a focus on supporting women through income-generating activities. An increase of women's income (through project-sponsored activities) could lead to gender-based violence in some households. The project might perpetuate existing or lead to new discriminations against women in their access to natural resources, especially where communications are hampered by cultural and language barriers.	Social and environ-mental	I = 3 L = 2 **Moderate**	Awareness and sensitization sessions will be organized and/or reinforced by the Project to explain the benefits of the Gender Equality and Women's Empowerment for the communities. A Gender Expert with local knowledge conducted a Gender Analysis outlining and explaining gender inequalities, and the complex legal, cultural, and constraints on women's participation, and drew up a Gender Action Plan to help overcome these. The findings were fully integrated into the detailed project design from the start. The Gender Analysis and Gender Action Plan will be embedded in the ESIA/ESMP. Modules on environmental and social safeguarding, women's empowerment, prevention of gender-based violence (GBV), etc. will be included in the training package provided to women cooperatives. In advance of undertaking consultations, steps will be taken to gather information about obstacles faced by women, their preferred approaches for consultation, and how to provide and share information with them, Additionally, the project-level Grievance Redress Mechanism will be developed during the implementation phase and will address the issue of potential complaints by women or men in the context of livelihoods and resource management activities of the project.	MERF
6	**Consultation may not be comprehensive** Full participation of potentially affected stakeholders in the design and implementation of the Project is critical. However, because of logistical and/or cultural barriers, there is a risk that consultations with indigenous people, as well as local women and men (incl. FPIC process) may not be comprehensive.	Social and environ-mental	I = 3 L = 3 **Moderate**	During the PPG, assessments and meaningful, effective and informed consultations, following FPIC approach, were conducted in the project landscape. These activities were led by an experienced Environmental and Social Safeguards Expert and by a Stakeholder Engagement professional who also has good understanding of local contexts and profound knowledge of consultation with local communities, to both gather views and concerns of stakeholders and facilitate their full contribution to project design. The Project has also developed an EGPF, in addition to the ESMF. During implementation, the Project will develop an EGP. The Project also will put measures in place to ensure local people are inclusively consulted and provided with regular feedback on how their input is taken into consideration and to address any additional concerns that may be identified as the project moves forward. This engagement process will include disclosure of information in appropriate format that is understandable and relevant to local women and men and consultation in a culturally appropriate manner. A detailed Gender Analysis and Action Plan has been prepared during the project design phase (and annexed to the Project Document), for subsequent implementation.	MERF

#	Description	Risk cate-gory	Impact and Proba-bility (1-5)	Risk treatment / management measures	Risk owner
7	**Non-compliance with labour standards** Project activities (e.g. agriculture / agroforestry supply chain, land restoration, erosion control) could potentially involve practices that fail to comply with national and/or international labour standards or safety standards.	Social and environ-mental	I = 3 L = 3 **Moderate**	Risks associated with occupational health and safety, working conditions, and/or the prevalence of child labour will be further assessed during the project development phase and addressed as appropriate through implementation of an scoped ESIAs/ESMPs and subsequent measures as required. The relevant procedures are described in the ESMF annexed to the ProDoc.	MERF

#	Description	Risk cate-gory	Impact and Proba-bility (1-5)	Risk treatment / management measures	Risk owner
8	**Capacity gaps towards Safeguards standards** Project implementation partners (e.g. Government ministries, agencies, NGOs, private sector partners, as well as cooperative units established as part of this Project) may not have all the capacity and tools needed to meet their obligations in the project, especially those related to their roles and responsibilities in the project cycle, as well as the social and environmental safeguarding.	Social and environ-mental	I = 2 L = 4 **Moderate**	The Project will ensure that such partnerships are established with renowned organizations, that can demonstrate some level of experience and expertise in the subject matter. The SESA and ESIAs will conduct further assessment on risks associated with partnering with Third Parties and integrate specific procedures into the ESMPs. At a minimum, these will include requirements for partners to: ▪ adhere to the UNDP social and environmental standards (SES), ▪ subject all on-the-ground activities to screening, using the SESP ▪ clear all proposed activities with the Project Safeguards expert ▪ ensure that gender considerations are fully integrated into all activities, and that activities proactively promote women's empowerment and human rights. ▪ prepare bi-annual reports on progress, including status of their compliance with UNDP environment, social, and gender policies When necessary, the Project will organize trainings and/or workshops to build the capacity of key project implementation partners and equip them with necessary knowledge and tools needed to achieve the objectives of the Project effectively and efficiently. This is key to ensuring continued success over the course of the project implementation, and beyond. Such capacity building activities will start before the implementation of the first activity and will include a combination of the following topics: ▪ UNDP Social and Environmental Standards (SES) ▪ Stakeholder Engagement and FPIC (Free Prior and Informed Consent), ▪ UNDP Accountability Mechanism (Grievance Redress Mechanism, SRM, SECU), ▪ Understanding UNDP Project Cycle, ▪ Monitoring and Evaluation of UNDP Projects, ▪ Gender, ▪ Human Rights Overall, the project will have a strong focus on enhancing capacity of relevant authorities and targeted communities to ensure that they have the required knowledge and skills to actively participate in project interventions, incorporate lessons learned, and uptake good practices.	MERF

#	Description	Risk cate-gory	Impact and Proba-bility (1-5)	Risk treatment / management measures	Risk owner
9	**Impacts of climate change** The project outcomes could be compromised by the impacts of climate change. The Project will carry out SLM/SFM activities that could be subject to hazards such as severe winds, storms and floods, etc. The interventions of the Project could also be impacted by disasters. This could have negative impact on both the communities and the environment.	Social and environ-mental	I = 3 L = 3 **Moderate**	As part of the scoped ESIAs, the Project will evaluate, the climate risks related to the activities, and consider the measures that will need to be put in place to minimize the risks to project activities. A Disaster/Emergency Preparedness Plan will be prepared as part of the ESMPs for on-the-ground (downstream) activities. The Project will integrate disaster risk reduction measures into the design and implementation of SLM/SFM interventions.	MERF
10	**Impact on potential critical habitats** The Project will carry out activities within or near potential protected areas and could create adverse impacts to the fauna and/or flora species living there and the ecosystems that support them.	Social and environ-mental	I = 2 L = 5 **Moderate**	An integrated watershed and landscape management plan will be developed to inform land use planning in the Oti River basin, which includes the Oti-Keran /Oti-Mandouri Biosphere Reserve. The Project will develop action plans for identified areas with SLM / SFM and restoration approaches. The Project's ultimate objective is to benefit biodiversity and the ecosystems. The Project will elaborate an ESIA/ESMP to address the biodiversity risks identified in and in the surroundings of protected areas and other critical habitat.	MERF

#	Description	Risk cate-gory	Impact and Proba-bility (1-5)	Risk treatment / management measures	Risk owner
11	**Areas with cultural value** The Project could be carrying out activities within or near protected areas which have touristic and/or cultural value, The Project activities will also intersect with community and sacred forests. Tangible and/or intangible cultural assets in those areas could be impacted on all those sites	Social and environ-mental	I = 2 L = 3 **Moderate**	The Project has developed an ESMF during PPG phase. Scoped ESIAs will be completed during the implementation phase. The ESIA will assess the level and extent of the Project's impact on tangible and intangible cultural assets in its landscape. An ESMP will be developed to mitigate/manage eventual impacts. Care will be taken to avoid inadvertent impacts on cultural heritage assets.	MERF
12	**Introduction of invasive plant species** Project activities supporting regreening of drylands could encourage planting of exotic plant species, which then leads to adverse environmental effects through becoming invasive or lowering the water table. This risk may also exist in private nurseries that will eventually be supported by the Project.	Social and environ-mental	I = 4 L = 2 **Moderate**	The Project will prepare a scoped ESIA for each of the four landscapes presented in the ProDoc. Along with each **scoped ESIAs,** an **Environmental and Social Management Plan (ESMP)** will be prepared. The ESMPs will layout the measures to prevent the introduction of invasive alien tree or other plant species. The project will promote the regeneration of useful and resilient indigenous plant species for regreening or land restoration. The Project will select indigenous species that could help with increasing crop yields, improving groundwater recharge, retaining soil moisture, and increasing soil organic carbon, nutrient recycling, shade, wind and dust barriers, fodder and compost production and availability of fruit and medicine, etc. and that are not invasive. The spreading of invasive weeds through contaminated seeds will be avoided through careful selection and preparation of seeds and the use of best practices in nurseries, planting etc.	MERF

#	Description	Risk cate-gory	Impact and Proba-bility (1-5)	Risk treatment / management measures	Risk owner
13	**Exposing communities to COVID-19 and other disease outbreaks** The COVID-19 and other potential disease outbreaks could pose serious difficulties for effective project implementation and benefit sharing. The project activities (e.g. frequent meetings, field visits, travelling, etc.) could inadvertently cause significant spread of the COVID-19 virus.	Social and environ-mental	I = 4 L = 2 **Moderate**	Mask wearing and usage of hand sanitizers were adopted during the meetings and consultation events by the PPG by Project Team and community. To manage potential risks and vulnerabilities related to Covid-19, during the implementation, the project team will continue applying the Covid-19 prevention protocols in effect in Togo.In addition, awareness will be promoted to ensure that people (project staff and stakeholders) are aware of the risks and undertake mitigation measures.	MERF
14	**Use of chemicals and pesticides** The farming and product transformation initiatives supported by the Project could be using pesticides or other chemicals that may have a negative effect on the environment of human health. These activities could also waste (e.g. human waste, metal scraps, plastic, batteries, chemicals, etc.). Any poor waste management at these places could cause environmental pollution and pose a threat to the health of the community.	Social and environ-mental	I = 3 L = 3 **Moderate**	The Project has been designed to promote organic practices that avoid the use of pesticides and other harmful chemicals on the farming initiatives it supports and to encourage proper handling of wastes generated at those sites. The project will include environmental awareness activities with local communities on how to avoid issues related to waste management and environmental pollution. These issues will nonetheless be addressed in the ESMPs.	MERF

#	Description	Risk cate-gory	Impact and Proba-bility (1-5)	Risk treatment / management measures	Risk owner
15	**Over-extraction of groundwater** Support to groundwater extraction using solar photovoltaic-powered pumps might lead to over-extraction and dry up wells in communities.	Social and environ-mental	I = 3 L = 3 **Moderate**	The scoped ESIAs will analyse the potential impact/risk of groundwater extraction, and develop appropriate Management Plans that promotes the sustainable use of water resources. This will include requirements related to: • optimal siting of new or refurbished well-points • measures to enhance natural recharge of aquifers where possible, and • an agreed governance system to allocate and enforce access, timing and length of extraction by water users and community members. Full safeguards measures will be determined by the ESIA/ESMP prepared during implementation. The proposed project Grievance Redress Mechanism will also include a section dealing with potential complaints by users of groundwater schemes and/or downstream communities who might experience or perceive negative impacts on their resource supply.	MERF
16	**Human-wildlife conflict (HWC)** Project-sponsored activities could increase the frequency of interactions between humans and wildlife, especially in the Protected Areas buffer zones, consequently increasing the likelihood of conflicts between people and animals in agricultural contexts. (Output 2.4)	Social and environ-mental	I = 3 L = 4 **Moderate**	The Project will develop and implement a human-wildlife conflict mitigation program, following widely-recognized IUCN Best Practices guidelines or similar, to ensure that efforts to manage human–wildlife conflicts are pursued through well-informed, holistic and collaborative processes that take into account underlying social, cultural and economic contexts.	MERF
17	Risks associated with partnering with third parties	Organiza tional	I = 3 L = 3 **Moderate**	The SESA and ESIAs will conduct further assessment on risks associated with partnering with Third Parties and integrate specific procedures into the ESMPs, including specific requirements for such partners	MERF
18	Risk of project interventions being affected by natural disasters	Social and environ-mental	I = 3 L = 3 **Moderate**	The SLM/SFM activities could be subject to hazards such as severe winds, storms and floods, etc. These and other project interventions could also be impacted by disasters, with resulting negative social and environmental impacts. For this reason, the Project will integrate disaster risk reduction measures into the detailed design and implementation of all SLM/SFM interventions. In particular, a Disaster/Emergency Preparedness Plan will be prepared as part of the ESMPs for on-the-ground (downstream) activities.	MERF

#	Description	Risk cate-gory	Impact and Proba-bility (1-5)	Risk treatment / management measures	Risk owner
19	Risk that livelihoods action plan could be subject to political pressures	Political	I = 3 L = 3 **Moderate**	The plan will include safeguards designed to minimize political influence related to selection of livelihood types, locations and beneficiaries	MERF
20	Risk of unclear institutional roles (overlaps, gaps) impeding project implementation	Organiza tional	I = 3 L = 3 **Moderate**	Stakeholder analysis and action plan includes emphasis on understanding relevant institutional mandates and roles. Where needed, coordination mechanisms will be established to defuse potential institutional conflicts before they become problematic	MERF
21	Low capacity of the IP in procurement, which may lead to delays in the implementation of project activities	Organiza tional	I = 3 L = 3 **Moderate**	Recruitment of an experienced procurement specialist Retraining of the members of the public procurement commission of the Ministry of Environment and Forestry Resources on the public procurement code to support the project procurement specialist	MERF
22	Weak knowledge of GEF and UNDP project management procedures	Organiza tional	I = 3 L = 3 **Moderate**	Although the risk is low, it will be necessary to build the capacity of the project team that will be recruited to produce and disseminate reports to the various stakeholders, including the grassroots population.	MERF
23	Weak knowledge of GEF and UNDP financial procedures in project management	Organiza tional	I = 3 L = 3 **Moderate**	Strengthen the partner's capacities in accounting procedures, particularly in the separation of tasks, and carry out controls (Spot checks) to ensure the proper application of the knowledge acquired during this training	MERF
24	Continued or renewed efforts in COVID-19 containment are likely over the course of project development and possibly into implementation	Health and safety	I = 3 L = 3 **Moderate**	The project development work plan and team will be built with this in mind, for example, maximizing experts in country. However, if the number of COVID19 cases increases beyond the currently low numbers and is not effectively contained, project start-up and implementation could be delayed. Methods for bio-secure implementation will be needed, such as increased use of remote communication, use of PPE, etc.	MERF

#	Description	Risk cate-gory	Impact and Proba-bility (1-5)	Risk treatment / management measures	Risk owner
25	Limited capacity for remote work and interactions in Togo	Health and safety	I = 3 L = 3 **Moderate**	The rural areas of Togo are not well equipped for remote work, in terms of wi-fi availability. The project will attempt to hold consultations in halls or open spaces, while observing government and UNDP safety protocols. Availability of international personnel on-site will depend on working in a post-pandemic scenario. However, if the pandemic persists, experience in Togo and elsewhere to date indicates that remote training and consultation methods can be developed and that planning work can be accommodated in this manner at halls and offices where Wi-Fi is available.	MERF
26	Depending on the development of the pandemic in-country, it may be difficult to do community-level consultations	Health and safety	I = 3 L = 3 **Moderate**	Availability of international personnel on-site will depend on working in a post-pandemic scenario. However, if the pandemic persists, experience in Togo and elsewhere to date indicates that remote training and consultation methods can be developed and that planning work can be accommodated in this manner at halls and offices where Wi-Fi is available.	MERF
27	Government may be too occupied with COVID issues to deal with regular business	Health and safety	I = 3 L = 3 **Moderate**	At the national level, Government has its protocols in place for staff, and is requiring a full normal workload. Meetings are being conducted in small groups and via video. Unless there is a major increase in the pandemic, the risk is considered low.	MERF
28	Impacts on co-financing could result	Health and safety	I = 3 L = 3 **Moderate**	The availability of co-financing could be affected by changes in government fiscal priorities and exchange rates. Methods for safe implementation will be needed, such as increased use of remote communication, use of PPE, limited meetings. Government is, however, fully supportive of the project.	MERF

Annex 7: Overview of technical consultancies / sub-contracts

Consultant	Time Input	Tasks, Inputs and Outputs
For Project Management		
Local / National contracting		
Project team leader[107] @ $3,500 / month (BN3)	30 months	The Project team leader 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. <u>Duties and Responsibilities</u> • Manage the overall conduct of the project. • Plan the activities of the project and monitor progress against the approved workplan. • Execute activities by managing personnel, goods and services, training and low-value grants, including drafting terms of reference and work specifications, and overseeing all contractors' work. • Monitor events as determined in the project monitoring plan, and update the plan as required. • Provide support for completion of assessments required by UNDP, spot checks and audits. • Manage requests for the provision of UNDP financial resources through funding advances, direct payments or reimbursement using the FACE form. • Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports. • Monitor progress, watch for plan deviations and make course corrections when needed within project board-agreed tolerances to achieve results. • Ensure that changes are controlled and problems addressed. • Perform regular progress reporting to the project board as agreed with the board, including measures to address challenges and opportunities. • Prepare and submit financial reports to UNDP on a quarterly basis.

[107] This role will be combined with the Enabling environment specialist position, creating a single full-time position, the costs of which will be allocated on a 50:50 basis.

Consultant	Time Input	Tasks, Inputs and Outputs
		• Manage and monitor the project risks – including social and environmental risks - initially identified and submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log; • Capture lessons learned during project implementation. • Prepare revisions to the multi-year workplan, as needed, as well as annual and quarterly plans if required. • Prepare the inception report no later than one month after the inception workshop. • Ensure that the indicators included in the project results framework are monitored annually in advance of the GEF PIR submission deadline so that progress can be reported in the GEF PIR. • Prepare the GEF PIR; • Assess major and minor amendments to the project within the parameters set by UNDP-GEF; • Monitor implementation plans including the gender action plan, stakeholder engagement plan, and any environmental and social management plans; • Monitor and track progress against the GEF Core indicators. • Support the Mid-term review and Terminal Evaluation process. • In collaboration with other project staff and consultants, ensure adequate communications and visibility of the project.
Procurement specialist (BN35, 51)	60 months	Full-time appointment. With guidance from the National Project Director, and under direct supervision of the Project Manager, the Procurement Specialist will carry out the following operations tasks: Duties and Responsibilities • Support the development of annual budgets and work-plans, and other procurement related planning processes; • Contribute to the preparation and implementation of progress reports (procurement part); • Prepare and implement annual procurement plans; • Support the preparation of Terms of Reference and support their advertisement; • Support the correct implementation of procurement processes and contracting; • Provide necessary information on procurement related issues as and when required for project management decisions; • Provide necessary procurement related information during project audit(s); • Perform other relevant tasks related to the procurement role as required and requested by the project manager.

Consultant	Time Input	Tasks, Inputs and Outputs
Finance specialist (BN35, 51)	60 months	Full-time appointment. With guidance from the National Project Director, and under direct supervision of the Project Manager, the Financial Specialist will carry out the following financial management, accounting, and related tasks: Duties and Responsibilities • Keep records of project funds and expenditures, and ensure all project-related financial documentation are well maintained and readily available when required by the Project Manager; • Review project expenditures and ensure that project funds are used in compliance with the Project Document and GoT financial rules and procedures; • Support the development of annual budgets and work-plans, and other operational and financial planning processes; • Review annual budgets and project expenditure reports and notify the Project Manager if there are any discrepancies or issues. • Validate and certify FACE forms before submission to UNDP; • Contribute to the preparation and implementation of progress and financial reports; • Provide necessary financial information as and when required for project management decisions; • Provide necessary financial information during project audit(s); • Review annual budgets and project expenditure reports, and notify the Project Manager if there are any discrepancies or issues; • Consolidate financial progress reports submitted by the responsible parties for implementation of project activities; • Liaise and follow up with responsible parties for implementation of project activities in matters related to funds and financial progress reports. • Maintain data on co-financing commitments to the project using the required templates and ensure that all relevant financial data is supplied for the MTR and TE; Perform other tasks related to the finance role as required and requested by the project manager.
Short-term support services to PMU in finance and/or admin @ 200 /day (BN34)	60 days	Part time appointment. Supporting project coordinator, procurement and finance specialist in specific administative and finance tasks such as preparation of financial reports, procurement, payments

Consultant	Time Input	Tasks, Inputs and Outputs
Admin and finance assistant @ 1,200 / month (BN49)	60 months	Full-time appointment. Working under the direct supervision of the project Manager, the Admin and Finance Assistant will carry out the following tasks. Duties and Responsibilities • Assist the Project Manager in day-to-day management and oversight of project activities and maintaining relationships with key project stakeholders; • Assist the M&E Officer in matters related to M&E and knowledge resources management; • Assist in the preparation and distribution of project progress reports, all documentation required for Project Board and other meetings (such as the Inception Workshop, Introductory Meetings, and collation of the document packs for the MTR and TE; • Ensure all project documentation (progress reports, consulting and other technical reports, minutes of meetings, etc.) are properly maintained in hard and electronic copies in an efficient and readily accessible filing system, for when required by PB, TAC, UNDP, project consultants and other PMU staff; • Receive, screen and distribute all project correspondence; • Maintain the project equipment inventory; • Assist the Project Manager in matters related to M&E and knowledge resources management; • Coordinate the implementation of the stakeholder engagement plan; • Assist in the logistical organization of stakeholder 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; Provide other PMU-related administrative and logistical assistance, as required.
Drivers @ $500 / month (BN2)	180 months	Full time appointment (x3): • Providing driving services • Providing maintenance of vehicles
For Technical Assistance		
Outcome 1 – Enabling frameworks and capacity for LDN implementation and biodiversity conservation		
Local / National contracting		
LC1 – Sustainable land use management: policy	80 days	• Carry out a diagnostic study on the strengths, weaknesses, opportunities and threats of the existing policy framework related to SLM / SFM (1.1.1)

Consultant	Time Input	Tasks, Inputs and Outputs
and planning specialist(s) @ $200 / day (BN2)		• Strengthen consultative frameworks and build capacities to enable the effective participation of women and young people in the master planning process and in the subsequent implementation of local SLM / SFM development projects (1.2.1) • Ensure that lessons from demonstration actions under Component 2 are being taken into account in the planning process (1.2.4)
LC2 – Protected areas management specialist @ $200 / day (BN2)	50 days	• Assess, and promote actions towards the improved demarcation of PAs and their buffer zones (1.1.2)
LC3 – Stakeholder consultation & networking specialist @ $200 / day (BN2)	125 days	In coordination with the international platform development and operation specialist, • Create a national multi-stakeholder platform for the coordination of activities in terms of SLM / SFM (1.6.1) • Create and support two regional platforms for the coordination of SLM / SFM activities in Kara and Savanes provinces (1.6.2) • Organize capacity building workshops for national and regional platforms to improve networking (1.6.3)
LC4 – Agricultural extension/training specialist @ $200 / day (BN2)	180 days	• Develop and implement a training program for existing institutions for the extension and implementation of SLM / SFM practices on SLM / SFM techniques (1.7.1)
International / Regional and global contracting		
IC1 – Platform development and operations specialist @ $500 / day (BN2)	110 days	In coordination with the local stakeholder consultation & networking specialist, • Create a national multi-stakeholder platform for the coordination of activities in terms of SLM / SFM (1.6.1) • Create and support two regional platforms for the coordination of SLM / SFM activities in Kara and Savanes provinces (1.6.2) • Organize capacity building workshops for national and regional platforms to improve networking (1.6.3)
Contractual Services (individuals)		

Consultant	Time Input	Tasks, Inputs and Outputs
PMU1 – Enabling environment expert[108] @ $3,500 / month (BN3)	30 months	• Raise awareness regarding existing forestry texts at the level of local communities, political decision-makers, opinion leaders and project leaders (1.1.3) • Continue a process of participatory mapping and develop follow up recommendations based on results (1.1.4) • Develop a normative framework document for SLM / SFM in Togo (1.1.5) • Organize workshops to inform and raise local community awareness on local issues related to land use, conservation of biodiversity and management of protected areas (1.2.2) • Develop and make available to local populations simplified guides on land use, biodiversity conservation and protected area management and translate into local languages, in line with conclusions of the master planning process (1.2.5) • Identify specific actions for implementation through GEF funding under Component 2, while seeking leveraged cofinancing for additional elements (1.3.2) • Build the capacities of technical service and local actors to use data collection and processing tools for monitoring progress towards LDN (1.5.3)
Contractual services companies (sub-contracts)		
Development of Master Plans and Oti watershed plan - $90,000 (BN4)	N/A	• Develop master plans (“schémas directeurs d'aménagement”) for Kara and Savanes regions through a participatory process (1.2.3) • Develop plans for the Oti watershed and associated landscapes, focused on local populations and gender in the part of the Oti basin located in the Savanes and Kara regions (1.3.1)
Development of GIS and remote-sensing based system and associated activities - $150,000 (BN4)	N/A	• Develop a GIS database, covering land use, land cover and SLM / SFM actions, to be managed by MERF’s UGBDC (1.4.1) • Launch a website for disseminating data and information contained in the database (1.4.2) • Build capacity among staff of MERF, the ministry of agriculture and other ministerial departments, in GIS and database management for monitoring land use and progress towards achieving LDN (1.4.3)

[108] This role will be combined with the Team Leader position, creating a single full-time position, the costs of which will be allocated on a 50:50 basis.

Consultant	Time Input	Tasks, Inputs and Outputs
Training in plan implementation (1.5.1) - $50,000 (BN4)	N/A	• Train the staff of MERF, ODEF, ANGEL, the Ministry of Agriculture, local authorities (Prefects, Mayors), and other targeted stakeholders to implement local development plans, watershed management plans, relevant management and associated monitoring processes to achieve LDN and biodiversity conservation (1.5.1)
Outcome 2 - Sustainable land and forest management and biodiversity conservation at site level		
Local / National contracting		
Short-term consultants for development and effective implementation of project safeguards, including preparation of ESIA and related management plans @ $200 / day (BN10)	150 days	• Support the development and/or implementation of ESIA and other safguard plans, in cooperation with the international safeguards expert and project safeguards specialist
Short-term technical support to individual restoration actions @ $200 / day (BN10)	225 days	Together with short-term national and international restoration consultants: • Support participatory mapping of ecosystem services within the four project landscapes, including their typology, in the Savanes and Kara regions (2.1.1) • Contribute to assessing ecosystem services provided by key landscapes using the natural capital accounting methods (2.1.2) • Develop action plans for identified areas with SLM / SFM and restoration approaches (2.3.2)
International / Regional and global contracting		
Short-term consultants for effective implementation of	150 days	• Support the development and implementation of ESIA and other safguard plans, in cooperation with the national safeguards expert and project safeguards specialist

Consultant	Time Input	Tasks, Inputs and Outputs
project safeguards, including preparation of ESIA and related management plans @ $500 / day (BN9)		
Restoration specialist for support to plan development @ $500 / day (BN9)	100 days	Working in coordination with PMU2 (National restoration expert) and restoration sub-contractor(s): • Advise on participatory prioritization of land and ecosystem management interventions in the Savanes and Kara regions (2.3.1) • Support development of action plans for identified areas with SLM / SFM and restoration approaches (2.3.2) • Support decentralized / municipal administrations in the project intervention area for the preparation and validation of community development plans (PDC) integrating SLM / SFM (2.3.3) • Provide technical support and guidance to design and implementation of restoration practices (2.4.1 - 2.4.10)
Contractual services (individual)		
PMU 2 – SLM/SFM/ Restoration expert @ $3,000 / month (BN11, BN41)	60 months	• Participatory mapping of ecosystem services within the four project landscapes, including their typology, in the Savanes and Kara regions (2.1.1) • Assess ecosystem services provided by key landscapes using the natural capital accounting methods (2.1.2) • Actively disseminate and promote the findings of the assessment and mapping exercises (2.1.3) • Develop educational and technical tools (training modules, technical sheets, etc.) for technical training and sensitization of targeted actors to strengthen the valuation of ecosystem services in key landscapes of the Savanes and Kara regions (2.2.1) • Build the capacities of stakeholders on techniques for valuing ecosystem services identified in the landscape assessments (2.2.2)

Consultant	Time Input	Tasks, Inputs and Outputs
		• Advocate with institutions and private sector actors (SMIs / SMEs, banks, microfinance, etc.) for the development of public-private partnerships for the strengthening of financing for the valuation of the ecosystem services identified (2.2.3) • Set up a process with key private sector operators to assess in a participatory manner their vulnerability to the decline of ecosystem services and develop action plans for the most vulnerable sectors / companies (e.g. the cotton sector, selected NTFPs, etc.) (2.2.4) • Carry out participatory prioritization of land and ecosystem management interventions in the Savanes and Kara regions (2.3.1) • Develop action plans for identified areas with SLM / SFM and restoration approaches (2.3.2) • Support decentralized / municipal administrations in the project intervention area for the preparation and validation of community development plans (PDC) integrating SLM / SFM (2.3.3) • In collaboration with international restoration specialist and restoration sub-contractor(s), provide technical support and guidance to design and implementation of restoration practices (2.4.1 - 2.4.10)
Contractual services (companies)		
Restoration ($865,000) (BN12)	N/A	• Promoting agroforestry and tree crops (at least 5,000 hectares in each region, 10,000 ha total) based on néré, shea and other useful local tree species with good performance in the fields and rural areas in each of the two project intervention areas. This will include the implementation of areas with tree species that are (also) suitable for use as fuel wood. Restoration/rehabilitation actions of degraded lands will use Integrated Management of Soil Fertility (GIFT) and endogenous methods. (2.4.1) • Carry out actions to restore forest ecosystems on at least 6,000 ha in each of the two project regions across the four project landscapes (12,000 ha total) for the extension of forest cover and for the conservation of biodiversity through the enrichment and management of buffer zones, protection series / green belts around village areas and other priority issues. This will include the restoration of at least 25 linear km of the banks of the main rivers of the two regions (Kara, Koumongou, Kéran rivers, etc.) and of at least 5,000 ha of sensitive areas and mountainsides (Cuesta Bombouaka, mountains Kabyè hills of Pan- Bitchinga) through enrichment planting, reforestation, assisted natural regeneration, reduced grazing, etc. Restoration/rehabilitation actions of degraded lands will use Integrated Management of Soil Fertility (GIFT) and endogenous methods. (2.4.2)

Consultant	Time Input	Tasks, Inputs and Outputs
		• Develop technical guidelines relating to integrated management of soil fertility, soil and water conservation, conservation agriculture and agroforestry and private and community forests to serve as training tools for support and advice to populations (2.4.3) • Popularize the technical sheets relating to " Integrated management of soil fertility", "soil and water conservation", "conservation agriculture" and "agroforestry and individual forests" to serve as training tools for support and advice to populations (2.4.4) • Develop a training program for local actors in the project landscapes on good practices for sustainable management of land and forest ecosystems, integrating aspects related to the valuation of ecosystem services (2.4.5) • Build the capacities of local actors on good SLM and SFM practices for the restoration of degraded lands and targeted landscapes (2.4.6) • Strengthen the offer of support and advisory services to producers of the different categories of actors in the sectors of agriculture, livestock, agroforestry, forestry, etc. according to gender and category for the identification and reasoned use of technical itineraries and specific inputs in SLM (2.4.7) • Strengthen the offer of support and advisory services to producers of the different categories of actors in the sectors of agriculture, livestock, agroforestry, forestry, etc. according to gender and category for the identification and reasoned use of technical itineraries and specific inputs in SLM (2.4.8) • Train at least 1,000 farmers (especially young farmers and women) from project landscapes on land restoration techniques based on endogenous practices and GIFT (2.4.9) • Train at least 500 technicians and local actors from deconcentrated and decentralized administrations and representatives of the private sector in planning and policies for restoring land and forest ecosystems integrating LDN, including in the use of GIS to monitor LDN practices. (2.4.10)
SLM/SFM practices ($750,000) (BN12)	N/A	• Strengthen the technical and operational capacities of AVGAPs and other community forest management organizations as partners to support SLM and SFM actions, including clarification of roles and responsibilities, legal status, equipment, training, visit to exchange and share experiences, etc. (2.5.1) • Raise awareness and train local populations of protected areas and community forests on the fight against brush fires and in the appropriate use of approved and organic phytosanitary products (2.5.2)

Consultant	Time Input	Tasks, Inputs and Outputs
		• Implement SLM and SFM actions within approximately 5,000 ha of the three targeted protected areas (Oti Mandouri, Oti Keran and Fazao-Malfakassa), including actions identified in Tables 3 and 4 above. Activities will include protection measures (e.g., from livestock and fire), protection of regeneration and, where necessary, replanting with local species. (2.5.3) • Implement SLM and SFM actions within approximately 1,000 ha of the main community forests and sacred forests (area ≧ 10 ha) identified in the two regions (community forests supported by PALCC, Baghan, Farendè , etc), including actions identified in Tables 3 and 4 above. Activities will include protection measures (e.g., from livestock and fire), protection of regeneration and, where necessary, replanting with local species. (2.5.4) • Implement SLM and SFM actions within approximately 37,000 ha of the productive portions of the four project landscapes, tentatively including: - Rehabilitate degraded grazing areas through grazing management, fire control and other suitable measures in the two intervention regions of the project (17,000 ha total); - Rehabilitate degraded and overused agricultural land, including land subject to erosion, through measures such as reduction or elimination of the use of fire, conservation of soil cover, use of soil improving plants (e.g. pigeon pea), composting, etc. (20,000 ha total) (2.5.5)
Outcome 3 – Sustainable nature-based livelihoods		
Local / National contracting		
Short-term consultants for effective implementation of project safeguards @ $200 / day (BN18)	100 days	• Support the development and/or implementation of ESIA and other safguard plans, in cooperation with the international safeguards expert and project safeguards specialist
Short-term technical support to prioritized value chains @ $200 / day (BN18)	200 days	In coordination with the international value chain specialist: • Map the short-listed value chains (3.2.1) • Undertake surveys within potential beneficiary communities to assess preferences among alternative value short-listed chains (3.2.2)

Consultant	Time Input	Tasks, Inputs and Outputs
		• Select five priority value chains, based on predetermined selection criteria and with reference to specific landscapes (3.2.3) • Prepare five value chain analyses, including priority measures needed to strengthen. These should include, inter alia: (i) good practices and associated technologies for the storage / conservation and processing of various products (plants, animals, fisheries and forestry, etc.); (ii) the potential contribution of each product / value chain in terms of climate resilience, zero degradation or restorative production and gender-balanced income generation; (iii) specific barriers and opportunities associated with each value chain (3.2.4) • Develop an action plan for strengthening each value chain (3.2.5)
Short-term support to development of nature-based livelihood opportunities and strengthening of value chains @ $200 / day (BN18)	300 days	• Working closely with international value chain specialist and project livelihoods specialist and local proponents, provide technical support to development and implementation of site-specific livelihood and value chain grants
Development of bankable public-private partnerships @ $200 / day (BN18)	200 days	In coordination with the international consultant, • Develop public-private partnerships for the reforestation of species with economic value, potentially including Khaya, Rosewood, Néré, Shea, Rônier, Tamarind and Lannea, among others (3.5.1) • Support the establishment of private tree nurseries in the prefectures (3.5.2) • Connect agricultural cooperatives with national / international investors willing to support the further development of value chains (3.5.3)
International / Regional and global contracting		
Short-term consultants for effective implementation of	50 days	• Support the development and/or implementation of ESIA and other safguard plans, in cooperation with the national safeguards expert and project safeguards specialist

Consultant	Time Input	Tasks, Inputs and Outputs
project safeguards @ $500 / day (BN17)		
Value chains specialist for support to plan development and implementation @ $500 / day (BN17)	100 days	In coordination with the local consultant, • Map the short-listed value chains (3.2.1) • Undertake surveys within potential beneficiary communities to assess preferences among alternative value short-listed chains (3.2.2) • Select five priority value chains, based on predetermined selection criteria and with reference to specific landscapes (3.2.3) • Prepare five value chain analyses, including priority measures needed to strengthen. These should include, inter alia: (i) good practices and associated technologies for the storage / conservation and processing of various products (plants, animals, fisheries and forestry, etc.); (ii) the potential contribution of each product / value chain in terms of climate resilience, zero degradation or restorative production and gender-balanced income generation; (iii) specific barriers and opportunities associated with each value chain (3.2.4) • Develop an action plan for strengthening each value chain (3.2.5)
Development of bankable public-private partnerships @ $500 / day (BN17)	100 days	In coordination with the local consultant, • Develop public-private partnerships for the reforestation of species with economic value, potentially including Khaya, Rosewood, Néré, Shea, Rônier, Tamarind and Lannea, among others (3.5.1) • Support the establishment of private tree nurseries in the prefectures (3.5.2) • Connect agricultural cooperatives with national / international investors willing to support the further development of value chains (3.5.3)
Contractual services (individual)		
Livelihoods & social safeguards specialist @$3,000 / month (BN19, BN43)	60 months	• Working closely with short-term consultants and sub-contractors under Component 3, provide technical suport and guidance to implementation of relevant outputs • Provide technical support and contributions to finalization and implementation of all project safeguards

Consultant	Time Input	Tasks, Inputs and Outputs
Contractual services (companies)		
Support to nature-based livelihoods opportunities - $575,000 (BN20)	N/A	• Train, organize and equip 20 cooperatives for the promotion of vegetable production sectors (3.1.1) • Build water supply infrastructure (10 water reservoirs and five boreholes with water reservoirs powered by solar energy) for the development of market gardening, off-season crops and watering for animals (3.1.2) • Provide improved seeds and short cycle to 20 agricultural cooperatives (3.1.3) • Train and equip 10 local nurseries for the production of forest and fruit seedlings (3.1.4) • Equip 20 beekeeper cooperatives with 200 beehives, 100 sets of protective clothing and 40 smokers (3.1.5) • Support 30 households in poultry breeding, 30 households in small ruminant breeding and 30 households in pig breeding (training and equipment in breeding methods (3.1.6) • Train, install and equip village livestock auxiliaries (AVE) in relevant cantons (3.1.7)
Strengthening of selected value chains - $300,000 (BN20)	N/A	• Map the short-listed value chains (3.2.1) • Undertake surveys within potential beneficiary communities to assess preferences among alternative value short-listed chains (3.2.2) • Select five priority value chains, based on predetermined selection criteria and with reference to specific landscapes (3.2.3) • Prepare five value chain analyses, including priority measures needed to strengthen. These should include, inter alia: (i) good practices and associated technologies for the storage / conservation and processing of various products (plants, animals, fisheries and forestry, etc.); (ii) the potential contribution of each product / value chain in terms of climate resilience, zero degradation or restorative production and gender-balanced income generation; (iii) specific barriers and opportunities associated with each value chain (3.2.4) • Develop an action plan for strengthening each value chain (3.2.5)
Capacity-building of cooperatives - $90,000 (BN20)	N/A	• Identify 50 cooperatives of farmers, breeders, market gardeners including 10 operated by women's groups and train 500 of their members, including 200 women and 100 young people, on cooperative management and agricultural entrepreneurship (3.3.1)

Consultant	Time Input	Tasks, Inputs and Outputs
		• Train 20 market gardening cooperatives, including 12 operated by women's groups, on organic market gardening techniques, organic farming, composting methods, and conservation methods for different crops to reduce post-harvest losses (3.3.2) • Train 12 women's cooperatives on leadership to promote decision-making, especially in natural resource management (3.3.3)
Development of local processing and packaging units - $215,000 (BN20)	N/A	• Build and equip 20 processing units for shea butter, peanuts, tomatoes and peppers for 20 cooperatives including 10 operated by women's groups (crushers, roasters, mills, presses and small tools, packaging equipment, etc.) (3.4.1) • Equip with materials (moulinex, jars, labels, heating system) 10 units for the processing and packaging of tomato and chilli mash (3.4.2) • Equip two shea butter production cooperatives with equipment to enable them to produce soap and cream based on shea products (3.4.3) • Equip 20 honey production cooperatives, including 6 women, with 20 honey extractors and honey packaging equipment (e.g., containers, labels) (3.4.4) • Equip two honey production cooperatives for the production of wax, royal jelly and bee charm (3.4.5) • Equip eight women's cooperatives with a sheller, heating system and mills for the processing of néré seeds into traditional mustard (3.4.6) • Provide materials to two agricultural cooperatives for the processing of mangoes, oranges, pineapples, ginger and palm tree juice (3.4.7)
Establishment of community plant and tree nurseries - $90,000 (BN20)	N/A	• Establish community tree and plant nurseries in 10 carefully selected communities in project areas
Outcome 4 – Knowledge management, M&E, and gender mainstreaming		
Local / National contracting		

Consultant	Time Input	Tasks, Inputs and Outputs
PMU 4: Gender specialist @3,000 / month (BN26, BN43, BN46)	60 months	• Monitor progress in implementation of the project Gender Action Plan ensuring that targets are fully met and the reporting requirements are fulfilled; • Oversee/develop/coordinate implementation of all gender-related work; • Review the Gender Action Plan annually, and update and revise corresponding management plans as necessary; • Work with the M&E officer and Safeguards Officer to ensure reporting, monitoring and evaluation fully address the gender issues of the project; • In collaboration with project coordinator, other project staff and consultants, ensure adequate communications and visibility of the project.
Project M&E specialist (@3,000 / month (BN26, BN46)		• Monitor project progress and participate in the production of progress reports ensuring that they meet the necessary reporting requirements and standards; • Ensure project's M&E meets the requirements of the Government, the UNDP Country Office, and UNDP-GEF; • Develop project-specific M&E tools as necessary; • Oversee and ensure the implementation of the project's M&E plan, including periodic appraisal of the Project's Theory of Change and Results Framework with reference to actual and potential project progress and results; • Oversee/develop/coordinate the implementation of the stakeholder engagement plan; • Oversee and guide the design of surveys/ assessments commissioned for monitoring and evaluating project results; • Facilitate mid-term and terminal evaluations of the project; including management responses; • Facilitate annual reviews of the project and produce analytical reports from these annual reviews, including learning and other knowledge management products; • Support project site M&E and learning missions; • Visit project sites as and when required to appraise project progress on the ground and validate written progress reports. In coordination with international project evaluation specialists:

Consultant	Time Input	Tasks, Inputs and Outputs
		• Set up an M&E mechanism involving project stakeholders at all levels (national, regional, community) with clearly defined indicators (4.2.1) • Implement the M&E system in a participatory manner (4.2.2) • Create and feed a database on good SLM / SFM practices and lessons learned with a portal accessible to all stakeholders (4.2.3) • Strengthen the technical, material and human capacities of data collection and management structures in connection with SLM / SFM (4.2.4) • In collaboration with project coordinator, other project staff and consultants, ensure adequate communications and visibility of the project.
Project evaluation specialists for mid-term review and final evaluation @ $200/day (BN31)	80 days	• Conduct mid-term and final project evaluations
Local consultant support for tracking and encouraging of diffusion and related surveys (BN2)	225 days	• Assessment of project impacts and associated lessons emerging (4.3.1) • Based on project results / demonstrations, develop and implement a training and dissemination plan aimed at women's groups and mixed farmers' organizations to support the further uptake of implementing technologies for the restoration of natural ecosystems, innovation in soil water conservation, etc. (4.3.2) • Organize networking sessions to share experiences on SLM / SFM between the intervention municipalities on the one hand, and other municipalities within the four landscapes, including an emphasis on actions and practices initiated by women or women's organizations (4.3.3) • Strengthen the capacities of women, young people and small producers in the management of digital tools (financial, digital education, e-commerce, etc.) for better climate resilience (4.3.4) • Organize exchange trips / visits among project landscapes and capacity building for the benefit of stakeholders on SLM/SFM (4.3.5) • Develop and implement strategies to optimize diffusion within and across project landscapes, based on identification of innovators, early adopters, etc. (4.3.6)

Consultant	Time Input	Tasks, Inputs and Outputs
International / Regional and global contracting		
Project evaluation specialists for mid-term and final evaluation @500/day (BN30)	80 days	• Conduct mid-term and final project evaluations
Innovation diffusion specialist @500/day (BN45)		• Develop and implement strategies to optimize diffusion within and across project landscapes, based on identification of innovators, early adopters, etc. (4.3.6)
Impact evaluation specialist @500/day (BN49)		• Conduct an evaluation to assess / quantify the impact of the project's livelihoods intervention in terms of economic benefits to individuals as well as in terms of possible global benefits generated
Contractual services (individual)		
PMU5 – Knowledge management/ M&E specialist @3,000 / month (BN26, BN50)	60 months	• Set up an M&E mechanism involving project stakeholders at all levels (national, regional, community) with clearly defined indicators (4.2.1) • Implement the M&E system in a participatory manner (4.2.2) • Create and feed a database on good SLM / SFM practices and lessons learned with a portal accessible to all stakeholders (4.2.3) • Strengthen the technical, material and human capacities of data collection and management structures in connection with SLM / SFM (4.2.4) • Develop an IEC strategy taking into account all categories of stakeholders (4.4.1) • Develop and implement a Communication for Development (C4D) strategy on SLM / SFM with emphasis on differentiated practices and attitudes between women, men and young people (4.4.2) • Implement a multi-media communication strategy adapted to the different categories of actors which creates spaces for learning, exchange and dissemination of best practices in SLM (technical sheets, radio / TV broadcasts, bulletins, posters, flyers, website, etc.) (4.4.3)

Consultant	Time Input	Tasks, Inputs and Outputs
		• Develop a communication, training and advocacy plan to strengthen the valuation of ecosystem services provided by the key landscapes of the Savannah and Kara regions (4.4.4) • Develop a communication, training and advocacy plan to strengthen the valuation of ecosystem services provided by the key landscapes of the Savannah and Kara regions (4.4.5) • Support the exchange and sharing of good practices among women's organizations (4.4.6) • Develop and disseminate popularization articles, documents to capitalize on achievements, documentaries on good practices in SLM / SFM and lessons learned from the project (4.4.7) • Involve the academic community through student internships and publications in scientific journals (4.4.8)