

INTERNATIONAL TROPICAL TIMBER ORGANIZATION

ITTO

PROJECT PROPOSAL

TITLE:	CAPACITY-BUILDING PROGRAMME TO FOSTER LAW ENFORCEMENT AND LOCAL GOVERNANCE OVER TIMBER USE AND MARKETING ACTIVITIES IN THE SEGOU REGION, MALI
SERIAL NUMBER:	TFL SPD 038/13 Rev.3 (M)
COMMITTEE:	TFLET
SUBMITTED BY:	GOVERNMENT OF MALI
ORIGINAL LANGUAGE:	FRENCH

SUMMARY:

Mali is a vast landlocked Sahelian country in the heartland of West Africa having about 60% of its area included in the desert area. It covers an area of 1,241,138 km² and has a tropical climate characterized by a long dry season and a rainy season lasting from two months in the North to 5 or 6 months in the South. Mali's economy is based primarily on the rural sector, which contributes on average 42.4% of GDP and employs 80% of the population.

The project is located in the Segou region, the 4th administrative region of the country with an estimated population of 2,336,255 inhabitants, distributed among 114 communities (including three urban municipalities), 2133 villages, seven Districts. It covers 5% of the National territory, i.e. 62,000 sq. km. Logging and timber use remain active in the rural areas. Logging is conducted in the forestlands of the region and the timber industry is based on two major supply basins: NIONO and SAN. Trends in rural and urban wood consumption and specifically wood energy, on the one hand and the findings made at field level on the rapid degradation of forest ecosystems on the other hand, have provided the basis for identifying intervention strategies and priority actions tailored to each area. Strict adherence to this strategy is to ensure the sustainability of the forest resource base supplying the main large cities of the region and the timber and fuel wood trade to the capital Bamako and its area. For this purpose, rural markets have been designed and implemented as a tool to achieve the sustainable management of forest resources.

The use and marketing of timber and fuel wood are regulated by the national legislation, but the sector suffers from inadequate law enforcement, due among other things to the low enforcement capacity of the forestry administration and the uncontrolled nature of these timber and fuel wood industries. Illegal logging on community land poses a major challenge for the sustainable management of forest resources, the establishment and maintenance of efficient markets and sustainable forestry practices in the region.

The project is part the strategic priorities of the National Forest Policy of Mali; it is aimed at strengthening the capacity of local communities to enforce forestry legislation and local governance in the area of logging operations and timber and wood marketing, through outreach and education work targeting the stakeholders of the timber industry in accordance with ITTO objectives. It will be implemented by a national NGO for a period of 12 months with a budget of USD **178,893** of which USD **149,707** are requested from ITTO.

EXECUTING AGENCY:

COOPERATING GOVERNMENTS:

DURATION: 12 MONTHS

APPROXIMATE STARTING DATE TO BE DECIDED

PROPOSED BUDGET AND OTHER SOURCES OF FUNDING:	Source	Contribution in US\$.
	ITTO	149,707
	Gov't of Mali	29,186
	TOTAL	178,893

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List of Acronyms

ADAM:	Association for development and self-governance in Mali
AMADER:	Malian Agency for the Development of Rural Domestic Energy
Bois (Wood/timber):	Refers to all products: firewood, service wood, and timber harvested in forest areas
CRA:	Regional Chamber of Agriculture
CR-ONG /NGO-CR:	Regional Coordination of Non-Governmental Organizations
DNCN:	National Directorate of Nature Conservation
Fuel wood:	Refers to the charcoal and firewood harvested in forest areas
HCRS-Cab- CAAJ:	High Commission of the Segou Region – Advisory Cabinet for administrative and judicial matters
ITTO:	International Tropical Timber Organization
NGO:	Non-Governmental Organization
PNF:	Politique nationale forestière (National Forest Policy)
RGPH:	General Census of Population and Housing
SDA:	Supply Scheme
SED:	Domestic Energy Strategy
SFM:	Sustainable forest management
TV:	National Television Broadcasting Corp.

PART 1 PROJECT CONTEXT

1.1 Origin

The recent adoption in 2010 of the new forestry law by the Government of Mali aims to reorganize in a novel, more adequate legislative, technical and social framework the use, transportation and trade of timber in Mali. Implementation of forest policy gives prime of place to civil society, private operators and NGOs, to ensure a sustainable and participatory management of forest resources in the country. To achieve this, the NGO ADAM collaborates with local communities in the Ségou area in the management and conservation of the environment and forest resources; and through this project it will seek to contribute to the implementation of National forest policy by raising awareness among key stakeholders on the implementation of forestry regulations in the use and marketing of forest products. The uncontrolled use of forest resources without compliance with the regulations has been identified as a constraint to the sustainability of forest stands on rural community land. This constraint is due in part to stakeholders' lack of information on regulations relating to the commercial use of forest resources. Therefore it became necessary to take outreach action to promote better knowledge of environmental regulations among local communities who ignore the contents of these regulations by lack of information and advocacy. The identification of this project follows one recommendation of the National Review on the Status of Environment in Mali undertaken in March 2007.

The NGO ADAM, through this project seeks to enhance the management of natural forest stands in rural village community lands which have been intensively used for the production of fuel wood, poles and timber, by local communities as income source and to improve their livelihoods.

1.2 Relevance

The use and marketing of forest products, particularly fuel wood, is a major issue for the country. Indeed, the cumulative decline in agricultural production partly due to low rainfall has led some rural communities to fall back on the timber trade for their livelihood. That is why the political and administrative management of the sector is very sensitive as it concerns a vulnerable segment of our society. Forest resources are the only resources available within the reach of the poorest segments of the population.

Exploitation and marketing of wood are regulated by national legislation; however they suffer from poor law enforcement, caused inter alia by the weak law enforcement capacity of the forestry administration and the general disorganization surrounding this activity.

To address this issue rural markets have been designed and established as a tool to facilitate the rational management of forest resources. They should produce a geographic shift of timber extraction to areas more appropriate, and the direct involvement of local communities in the management of resource with a redistribution of revenue derived from the timber trade to benefit rural communities. A rural wood market is a sales outlet managed by a government-approved rural management structure;

It is characterized by a rural timber management structure, a forest area with identified boundaries, a harvest quota awarded annually to the structure, a market place and transport vouchers.

1.2.1 Conformity with ITTO Objectives and priorities

This project is to enhance forest law enforcement and local governance in timber use and marketing through appropriate advocacy, information and education of timber industry stakeholders on forest legislation aims; its aim is to enhance the enforcement of legislation on the use and marketing of timber and it conforms with ITTO objectives as explained below.

1.2.1.1 Conformity with ITTA Objectives (ITTA, 2006)

<The objectives of the International Tropical Timber Agreement, 2006 (hereinafter referred to as "this Agreement") are to promote the expansion and diversification of international trade in tropical timber from sustainably managed and legally harvested forests and to promote the sustainable management of tropical timber producing forests by :

- C) *Contributing to sustainable development and to poverty alleviation*
- N) *Strengthening the capacity of members to improve forest law enforcement and governance, and address illegal logging and related trade in tropical timber*

- *r) Encouraging members to recognize the role of forest -dependent indigenous and local communities in achieving sustainable forest management and develop strategies to enhance the capacity of these communities to sustainably manage tropical timber producing forests >*

The objectives of this project are consistent and in line with the objectives of ITTA 2006 through the following aspects:

- The promotion of national forest legislation enforcement in the use and marketing of timber, and
- The enhancement of local governance over the long run,
- And the implementation of actions aimed at involving local communities in the sustainable management of local forest resources, so as to improve their income and more effectively alleviate poverty in rural areas.

The project will contribute to achieve the following objectives of ITTA 2006.

1.2.1.2 Conformity with ITTO priorities (Strategic Action Plan 2013-2018)

The project is consistent and in line with the priorities of the ITTO Strategic Action Plan 2013 -2018, which is:

<Strategic Priority 1. Promote good governance and enabling policy frameworks for strengthening SFM and related trade and enhancing SFM financing and investment > including through capacity building actions and the development of governance and a tighter control on illegal logging and the related timber trade, which constitute one means to achieve the objectives of ITTA, 2006 and to implement the following priorities of the Action Plan:

- To enforce forest law and governance ;
- To support the production and marketing of tropical timber from legal origin as well as the effective management of the industry.

1.2.1.3 Conformity with the objectives of the TFLET Thematic Programme

- 1- *<< The general objective of the Thematic Programme is to improve national forest law enforcement and governance in tropical ITTO member countries >>*,
- 2- which is consistent with the objective of the project to support the implementation of forestry regulations, governance and trade in the field of community forest use and trade of timber from local forests. The specific objectives of the project are also consistent with the specific objectives of the Thematic Programme including *<< Strengthen forest law compliance and governance through improved national policy and legal frameworks, strengthened enforcement and other institutions, improved data and knowledge, strengthened partnerships and improved cooperation among the private sector, civil society organizations and other stakeholders >>* by which the project aims to (i) inform, educate and raise awareness of the timber industry, and (ii) strengthen the organizational and institutional capacity of stakeholders around the timber industry in the Segou region.

Illegal logging on community lands poses a major challenge for sustainable forest management, the establishment and maintenance of efficient markets as well as sustainable harvesting practices of the region's forests. Illegal and uncontrolled practices in timber transportation and marketing are opportunities cause loss of profits and opportunities for the Government, local communities and populations; they also are a source of increased environmental damage and social problems.

1.2.2 Relevance to the policies of the submitting country

To overcome the degradation of national forest resources, the Government of Mali adopted a forestry policy and new legislation covering timber harvesting, transportation and marketing in Mali. Due to the limited capacity of the National Forestry Administration, the civil society is involved in the dissemination process of the new forest legislation. Within this context, this project is to support the implementation of the National Forestry Policy and the enforcement of the new law regulating logging, timber transport and marketing in Mali. The project is part of the strategic focuses of the National Forest Policy of Mali, having as one area of intervention communication to the environmental awareness of the public at large. Within this framework, it is specifically designed to support the implementation of forestry regulations, governance and trade in the area of logging and the marketing of timber from community forests so as to strengthen the management and conservation of local forest resources and improve the forest surrounding communities. Specifically, it will contribute to environmental awareness for a change of practices through information, education and

communication, the organization of communities and others stakeholders around the timber industry in the Ségou region.

Moreover, the project is consistent with the second guidelines of the national energy policy, namely the progressive matching of cost of wood-based fuel with the economic value of the resource. It is consistent with the ecological, economic and social guidelines of the national forest policy in that the SDA (*Schéma d'Approvisionnement* – Rural Timber Supply Scheme) promotes private initiative and partnership, structured management of forest resources at different spatial and organizational scales and encourages investment at various stages of the wood energy sector, based on forest-law compliant practices.

1.3 Target area

1.3.1 Target area

Mali is a vast landlocked Sahelian country in the heart of West Africa. It covers an area of 1,241,138 km² of which 60% is included in the desert area. It has a tropical climate characterized by a long dry season and a rainy season lasting from two months in the North to 5-to-6 months in the South. The average rainfall varies from less than 100 mm in the north to over 1100 mm in the south.

In January 2009, the population of Mali, of which 73% live in rural areas, was estimated at 14.4 million people with 51.5% women; 46,1% children under the age of 15 years and a poverty rate of about 69%. In terms of education, only 15.5% of the population aged 12 and over can read and write (RGPH 2009).

The Mali's economy is based primarily on the rural sector (agriculture and livestock), which contributes an average 42.4% of GDP against 18.8% for the secondary sector and 38.8% for the tertiary sector. This sector employs 80% of the active population and three-quarters of export revenues consist mainly of cotton and livestock.

The targeted project area is the Ségou Region, which is the 4th administrative region of the country with a population estimated to number 2,336,255, distributed among 114 municipalities (including three urban municipalities), 2133 villages, seven "circles" (districts). It covers 5% of the National territory, ie 62,000 km².

A recent study of the supply scheme in the area (SDA 2009 AMADER) identified two main wood fuel wood supply basin: Niono and San. This study established that the ratio of produced to harvested raw material is equal to the ratio of the total consumption (including urban and rural) plus the volume of exports (products shipped out of the basin to Segou for example) relative to the total production of fuel wood in the municipality. The assessment of this balance has helped identify those rural communities running a fuel wood surplus, those with a balanced ratio and those running a deficit. Changes affecting rural and urban consumption trends on the one hand and the findings made at field level evidencing a rapid degradation of forest ecosystems on the other hand were used to determine intervention strategies tailored to each area and priorities for action. Only the strict adherence to this strategy can ensure the sustainability of forest resources in the basin supplying fuel wood to the main large towns in the area together with the market of the national capital Bamako.

1.3.2 Socio-economic and cultural context of the project area

Mali has significant natural resource reserves. The National Forest Estate covers 100 million hectares (80% of the country) of which only 32 million (26% of the territory) of forest stands of which only 21 million hectares yield an effective forest production. Meanwhile gazetted forest reserves, covering a total an area of 5.2 million hectares, represent only 4.2% of the national territory for an international accepted standard of 15% (DNCN Briefing Note, 2003 on forest management issues).

Wood is a well sought-after product in rural areas for cooking, the food processing industry, heating, in urban areas in the Ségou region. Along major roads in the Ségou area there are over a 100 wood sale outlets: Ségou Bamako, Ségou-Koutiala, Bla San, San-Kimparana, San Mopti, in more than 50 villages populated by some 10,500 people including 58% women. (DNCN Briefing Note 2003 on forest management issues).

National Road N° 6 runs through the Ségou area over 450 km along the East-West axis; the Niger River also flows through this area over 229 km; the river

The Ségou region is crossed by the N6 from East to West and 450 km from the Niger River 229km on which the Markala dam is built and the Talo threshold on the Bani River a tributary of Niger River, making the region the breadbasket of the country with a contribution of about 65% to the national cereal production.

1.3.3 Ecological context of the area

The Ségou Region has a rich natural potential and large, varied agro-pastoral resources. This significant level of natural resources, which form the productive base of the rural sector, are currently seriously threatened by the progress in soil degradation and desertification processes that can be evidenced to varying degrees from the South to the North of the country. This sharp decline is due to a combination of factors:

- **Climate conditions:** recurrent droughts during the past 40 years in connection with highly irregular spatio-temporal patterns of rainfall.

- **Human pressure** linked to the increase of people's needs, resulting in uncontrolled forest clearing for agricultural production, the overexploitation of firewood and poles, thinning operations and overgrazing, the persistence of extensive production systems unsuitable to local environment conditions. These practices have caused a decline in soil fertility, and decreased farming outputs, lower incomes degraded living conditions of the communities in this area:

The Ségou areas has three distinct climate zones -- the Northern Sudanese (31% of the surface area of this region), Southern Sahel (45%) and Northern Sahel (24%) zones. The prominence of the Sahelian zone (69% of the national territory) is such as to make the Ségou zone a semi-arid area. This climate data is nevertheless influenced by the abundance of freshwater provided by the Niger and Bani rivers, which make it possible to maintain irrigated farming.

Agro-pastoralism and forestry and the different types of land-use define transition bands from one climate zone to the next, each zone having has its own particular dominant production system – pastoralism is the prime type of activity in the Northern Zone; agro-pastoralism characterizes the central zone, under heavy human-induced pressure, while in the Southern Zone crop farming is dominant.

Under the law, the national forest estate of the country is subdivided into the Statal Forest Estate, the Community Forest Estate and the Private Forest Estate. At the current stage of the decentralization process under way in Mali, most forest stands are included in the Statal Forest Estate; the Government identifies the appropriate management arrangements for these forests with beneficiary communities through the enactment of national forest legislations. The Segou region has only 78,860 ha of forest reserves (“gazetted forests”), in which logging is conducted; logging activities are also taking place in the other forest stands within both timber/wood supply basins (Niono and San).

The forest stands have medium productivity levels and only cover one third of the land mass in the region; they are generally characterized by a dramatic degradation and community forest reserves have particularly low annual yield rates with only 10 cc. m. per ha. This overall situation is of particular concern considering the high level of wood product consumption rate, accounted for by the high population concentration and annual growth rates in the region, the latter being estimated at 3.1 per cent (RGPH, 2009). Forest product supply difficulties are clearly visible both in the village communities and in the major towns and cities of the region. An estimated 2 kg of fuel wood are needed per person per day in the region. With a population of 2,336,255 inhabitants, the needs for fuel wood products can reach 1,705,466,150 tons / year against standing timber potentials estimated between 100 and 200 million cc.m. and an increment ranging between 0.4 and 11 m3/ha/year (SDA Niono San, Segouoct AMADER 2009). Moreover due to the degradation of plant cover and severity of erosion there are duripans (hardened soil horizons) and severely eroded soils and a significant decrease in the fertility of agricultural soils and siltation of streams characterized by very low water levels and even dried up and interrupted streams.

1.4 Outcomes at project completion

1.4.1 By project completion date, the following outcomes are expected:

- a) Better use of the local forest resource base in compliance with forestry regulations, which will be reflected through indicators of logging and behavior change among industry operators and timber users.

These indicators will be as follows: The number of commercial licences taken up by forest users; the number of logging permits issued by the Forest Department and the number of timber transport vouchers issued per year. These indicators are supported by the proportion of loggers and timber traders and other stakeholders informed, educated and having changed their behaviour with regard to the enforcement of Mali forestry regulations in the areas where wood and timber are harvested and traded. These indicators will be measurable and will reflect the level of control and monitoring of forest resource use achieved by the Government by the end of the project. The target values of the indicators by project completion are as follows:

- Increased rate of operating licences taken up by forest users (60% increase)
 - Increased number of logging permits and timber transportation vouchers (50% increase)
 - 80% of local industry stakeholders are informed of the national forest regulations.
- b) Good governance in the wood trade (logging and marketing) will be provided through the locally established loggers and lumber merchant organizations in the communities and seven districts of the region and a regional umbrella organization for loggers will be established and operational. This umbrella organization will be eligible for the Regional Chamber of Agriculture and it will act as an interface between loggers and governmental institutions. Measurable good governance indicators in the wood/timber use and trade by project completion will be as follows:
- The number of wood/timber user and wood merchants organizations established,
 - The number of operational organizations;

The target values for these indicators are as follows: 40 forest and timber users' organizations established and/or with enhanced capacities with a 60% overall rate of operation.

1.4.2 These results are consistent and correlated with outcomes / outputs / deliverables of the ITTO TPD TFLET program, including the following

- Outcomes** : < *Improvement in the efficiency and effectiveness of forest law enforcement and governance* >
Outputs :< - *Improved access to forest resources by forest communities and other forest-dependent people.*
- *Multi-stakeholder platforms for policy dialogue on forest governance* >
Deliverables ; < - *Evidence on policy and legal changes on forest tenure and their implementation.*
- *Evidence on participatory processes applied in policy and programme design* >

1.4.3 Links with similar experiences and projects

During the past 27 years Segou has been targeted by several forest resources management and conservation actions, including a number of them under several projects. (i) The *Village Woodlots* Project which whose objective was to implement community-based reforestation programmes in rural areas (ii) The project on *Rural Forestry Practices*, which had as its objective the promotion of community forestry through the integration of natural resource management in the process of local development, (iii) The project on *Fuelwood Supply to Larger Communities*, whose purpose is to organize and control the fuel wood supply to town communities under the national domestic energy strategy and in line with local NGO strategies through advocacy, information and community outreach in connection with reforestation and forest resources protection. These projects have yielded significant results in the management and conservation of forest resources within the Segou area.

To implement its activities, the project will build on outputs already existing from activities by completed projects mainly aspects relating to community organization, management and local governance over forest resources in the selected sites. The project will contribute to the strengthening of local governance over resource management and especially to the enforcement of existing regulations in the current socio-economic and policy context. It will follow a dynamic and adjustable approach to SFM in the Segou area in the pursuit of its objectives and expected results.

PART 2 PROJECT RATIONALE AND OBJECTIVES

2.1 Stakeholders analysis

Stakeholders identified below will have a role to play in the implementation of the project:

- The NGO ADAM collaborates with the CR-ONG in Segou. It support development activities with grassroots communities through mobilizing additional resources and promoting the capacity building of key stakeholders and it will be involved in the project as secondary stakeholder. It will be responsible for project planning with local beneficiary communities, it will ensure the implementation of the whole project including scheduling, coordination, monitoring, evaluation and control.
- Technical government services, including the Forest services, will monitor and control activities and they will provide technical support to project activities in accordance with their respective remits. The same applies to the social development service which is responsible for organizing and monitoring of community structures in rural areas. There is also the Regional Chamber of Agriculture, which is a parastatal structure representing producers' organizations in rural areas. It plays the role of an organizing interface between government authorities and the producers.
- Decentralized local authorities, ie rural municipalities directly concerned by the project and the seven districts; they are secondary stakeholders and direct beneficiaries of the project results; they have in their mandate the management of natural resources and conservation of the environment within their territorial jurisdiction; they will act collectively as agent (*maître d'ouvrage*) for project beneficiaries. The current regulation provides for the transfer of environment management roles and responsibilities to the local communities through the establishment of the Community Forest Estate. However, at present there are still no Community Forest Estate; yet the roles and responsibilities for natural resources management lie with the State, which delegates to local authorities the responsibility for monitoring the use of forest resources for which these authorities have a financial income as provided for by the national regulations. They will be empowered to induce the commitment of local populations, facilitate their participation and involvement in the actions. They will monitor and ensure the sustainability of project results and continuity of actions at the close of the project funding period.
- Local beneficiary communities and wood users and traders' organizations, either individually or as formal corporations (wood harvesters/users and sellers) are the main project beneficiaries. They will participate in every implementation phase of the project: identification, planning, implementation and monitoring and evaluation of project activities as a whole. They will ensure the project activities will be sustainable after the funding period, both as individuals and as organized communities through the monitoring undertaken by newly-created or newly-reinforced village community organizations.

Partners : The project will develop partnership relations during its duration and after the external support period with the following partners, each in accordance with its own role and sectoral remit:

- **The Regional Chamber of Agriculture:** This parastatal structure is responsible for the defense and promotion of the interests of rural producers. It acts as an interface between the Government administration and rural producers. The partnership aims to integrate the umbrella organization of resource users' and timber traders' organizations within the CRA.
- **The Regional NGO Coordination (CR-NGO) :** This is an independent regional organization that binds together NGOs in this region of Mali; it disseminates information and undertakes coordination and harmonization of NGO activities in the region. The partnership will focus on the sharing of information in the area of natural resource management.
- **The Regional Directorate of Social Development:** This is the Government Structure in the region; it provides support to the establishment of rural organizations and associations. The partnership will provide assistance to stakeholders' organizational and institutional capacity-building activities.
- **Local and regional administration (Prefect, Sub-prefect Governorate).** This structure represents the State in each community and ensure compliance with regulations in the implementation of activities.
- Projects and programmes involved in the management and conservation of natural resources in the area.

Table of Stakeholders Analysis

Stakeholder Groups	Features	Problems, Needs and Interests	Potentials	Participation in the project
Primary stakeholders (main stakeholders)				
Farmers, local harvesters and users of fuel wood	Draw their income from wood harvesting activities in community forests	Livelihoods base threatened; forest law not enforced	Local knowledge	Prime beneficiaries, Main stakeholders in project implementation and the sustainability of project outcomes after the end of the project funding period
Village operators (resource users) organizations	Capable to play a role in wood use and sales. Constitute the interface and facilitators in the village communities	Low organizational level of stakeholders, if not non-existent and not operational. Requires capacity-building.	Organization influential and representative at village level.	Prime beneficiaries, Main stakeholders in project implementation and the sustainability of project outcomes after the end of the project funding period
Traders and retailers of wood and timber	Derive income from wood transport activities and sales activities	Wood supply on market places	Operators influential on product retail activities	Prime Stakeholders, Project Beneficiaries ; participate in all the implementation phases till the end of the funding period
Secondary stakeholders				
Local authorities	Must play a significant role in the monitoring of decentralized natural resource management on community lands, and in the collection of taxes on forest products	Lack of monitoring and control capacities on natural resource management, rural community lands, and inadequate income levels due to illegal wood harvesting.	Local structures influential at village community level.	Main actors of micro-planning and local development at village community level. They secure the monitoring of activities and consolidation of actions once external funding is exhausted.
Administrations forestière locales	Lack of capacity to undertake the management of natural resource uses.	Lack of financial, material and human capacities to enforce forest law in this region of the country.	Can enforce penalties and fines on perpetrators of illegal logging	Direct involvement in project implementation. They intervene at all stages of project implementation and ensure the consolidation of

				results once external funding is exhausted
Chamber of agriculture	Represents producers organizations in rural areas	Lack of wood users representatives in the chamber of agriculture networks within this region of the country	Assumes the role of an interface organization between government structures and producers	Collaborates to the implementation of activities relating to stakeholders' capacity building.
Social development	Actively involved in monitoring and organizing rural communities.	Lack of human, financial and material resources to cover farmers' organization in the area	Provides the required guidance and support services to rural organizations.	Is involved in and collaborates to the implementation of activities relating to stakeholders' organization.
CR –ONG	Actively involved in the implementation of rural development activities	Lack of micro-planning skills for development	Significant capacity to involve stakeholders and rural communities	Collaborates to the implementation of planning and coordination activities in the area aiming at harmonizing practices.

2.2 Problem analysis

There is a strong demand for wood, especially for domestic energy consumption where it covers 80% of national needs. In rural areas, wood has to cover 100% of fuel needs for household food cooking; it also supplies energy to the food manufacturing industry, heating during the cold season, some lighting and is also used by the handicraft sector. In urban areas, annual household consumption levels have been on the increase due to population growth. For instance, fuel wood consumption in some larger cities of Mali are as follows (from a recent survey by AMADER, 2009): Bamako: 752,881 cc. m., Ségou: 59,215 cc. m., Niono: 57,940 cc. m. and the San supply basin: 828 031 cc. m.

These needs have been covered by fuel wood extraction conducted in the forest estate, characterized for over a decade by the following features: massive and uncontrolled extraction of firewood, coal and lumber, marketed along major roads, rideable tracks both in rural and urban areas, the encroachment of forest reserves by farmers and ranchers, uncontrolled bush fires. Presently, the unbridled exploitation of fuel wood for commercial purposes has gained ground throughout the country and some socio-professional groups engage in the trade in rural and urban areas. The development of lines of communication, especially major roads, and the construction of new rural roads and tracks have contributed to the proliferation of roadside sales outlets and/or log and lumber sales depots.

To meet local and national needs for wood products including fuel wood both in rural areas and big cities, pressure on forest resources has been strong and has led to a of rapid deterioration of the national forest resource base and depletion of village forest reserves. The population of Mali is 80% rural and its livelihood is mainly derived from natural resources, agriculture, livestock and forestry. The degradation and decline of village forest reserves has resulted in lower incomes and threats to the livelihoods of local forest-dependent communities.

The implementation of the National Strategy for Domestic Energy (SED), especially its supply side, has caused a reform of forest regulations, control procedures on forestry activities and the taxation scheme for fuel wood. It provided the communities and the State the opportunity to generate revenues as part of a collaborative, participatory system of sustainable forest resources management.

Unfortunately given the current trend in logging operation we've found that it is done haphazardly without compliance with regulations. Despite the numerous activities conducted (reforestation, improved stoves) in order to reduce demand or increase fuel wood supply, wood harvesting in forest areas bears the brunt of

repeated damages inflicted by population groups who are more concerned by wood extraction than by resource renewal, reforestation and tree plantation development.

The use and marketing of wood and timber from forest stands are increasingly non-compliant with laws and regulations, having as consequence the degradation and depletion of village forest reserves. There are several fuel wood sale outlets along the main roads of the Segou region: Segou-Bamako, Segou-Koutiala San Bla, San-Kimparana San Mopti, Segou-Niono, Segou-Macina, in villages located on these axes and which include a sizable population of which 58% are women, conducting commercial operations using wood and timber. Wood depot and sale outlets called "rural wood markets" are supplied from the neighboring forests stands located on village community lands. These forest types are mostly comprised of forests having no development plan and are located in the national forest estate which are the properties of State; they are either gazetted or non-gazetted forests.

In the Segou region, there are 16 forest reserves (gazetted forests) totalling 78,860 ha, severely degraded and endangered as a whole.

The causes related to this degradation of forest resources are as follows:

- Poor organization of key stakeholders around the timber industry, and low capacity in the management and conservation of forest resources on village community lands

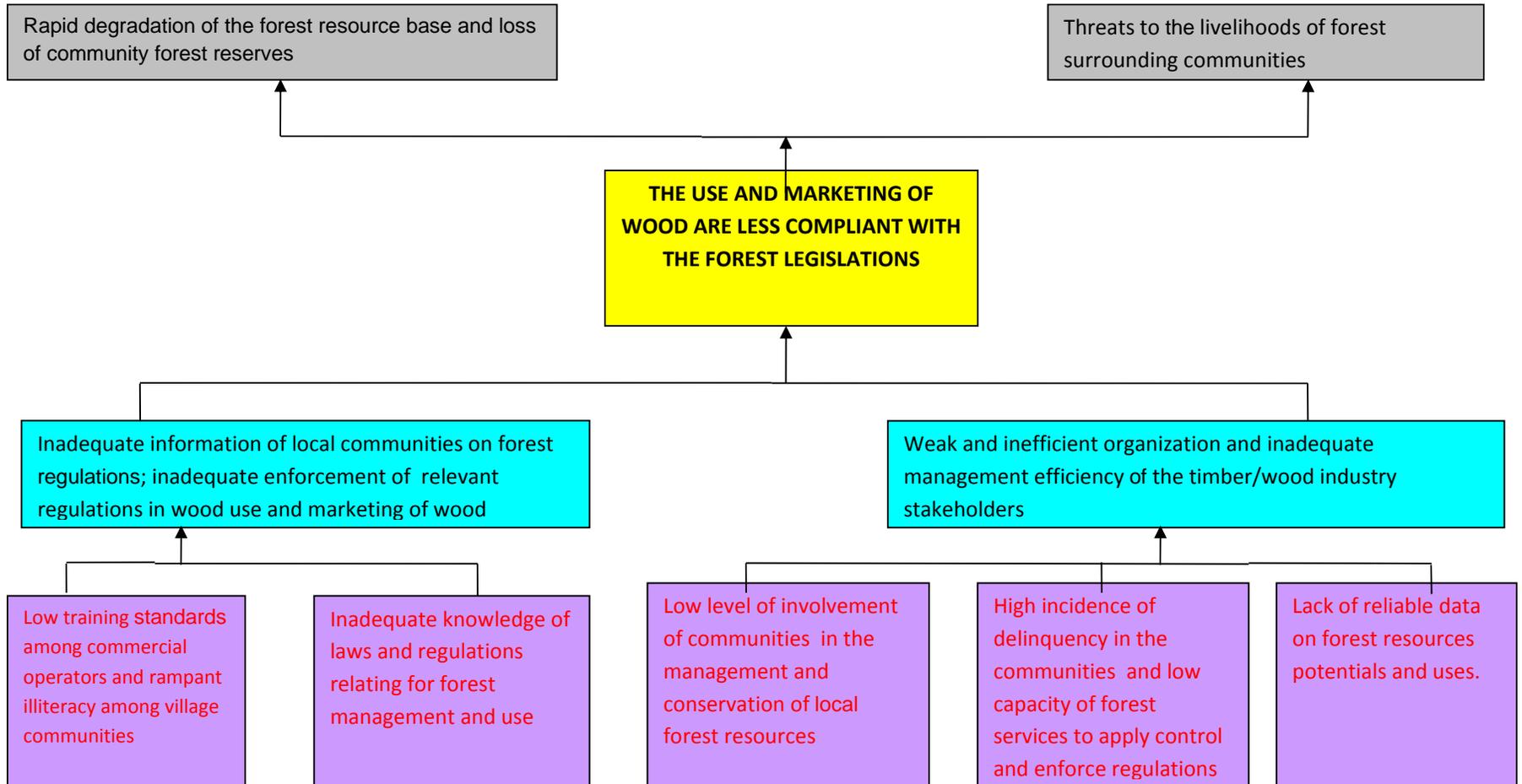
Insufficient information to local communities on forest regulation while these communities operate illegally and haphazardly without complying with laws regulating the use and trade of timber and wood from community lands.

These causes are mainly the result of:

- the low level of support to rural development for rural stakeholders from Government services
- illiteracy in rural communities,
- the lack of coordination of institution support for the local communities
- inadequate knowledge of the laws, regulations and high incidence of misdeeds among the local communities,
- the weak administrative capacity of the Forest Service to undertake effective control procedures,
- the lack of involvement of local communities in the decentralized management of forest resources,
- the lack of forest management plan in the region as provided for by the regulatory forest provisions.

Along the main roads running through the Ségou area there are more than 100 fuel wood sales outlets: Ségou-Bamako, Segou-Koutila, Bla San, San-Kimparana, San Mopti, Segou-Niono , Segou-Macina in more than 80 villages with a sizeable population of which 58% are women.

Problem Tree



2.3 Objectives

2.3.1 Development Objective and impact indicator

a) **Development Objective** : The project aims to strengthen the management, conservation of local forest resources and to improve the income of forest surrounding communities and enhance the enforcement of forestry regulations, governance and trade in the field of logging and marketing of wood from forest areas surrounding village communities.

b) The development impact of the project is a better management of community forests through the enforcement of forest regulations relating to the use and marketing of wood in the Ségou area. This impact is to be reflected by verifiable indicators:

- 60% of wood use in the local forest areas will be compliant with the regulation in force, controlled and monitored by the industry stakeholders of the Ségou area; this impact is to be measured by the number of operating licences and transport vouchers issued under the regulation in force and the proportion of wood users, wood merchants and timber traders operating in compliance with the forestry regulations.
- Twenty per cent (20%) increase in income of loggers and traders of wood from community forests and improvement of the living conditions of forest surrounding communities. The use of timber in compliance with regulation will make it possible to control and monitor the rate of wood harvesting on community lands and to control illegal logging and wood harvesting; and to reduce the strong pressure on the resource base. This will support the sustainability of community forestry activities conducted by local communities and sustainable conservation of the diminishing resources on village community lands.
- Improving governance in the use of forest resources in the region.

2.3.2 Specific objectives and outcome indicators

a) The specific objective of the project is to build the organizational and institutional capacity of stakeholders in the wood industry and to raise awareness to forest law aspects relating to the use and marketing of wood;

b) Outcome indicators are as follows:

- 80% of major wood industry stakeholders are kept informed, educated and outreached on forest regulation and legislation regarding the use and trade of wood in the Ségou area.
- Wood harvesters and traders have had their organizational and institutional capacities enhanced around the wood industry through the establishment of 30 community organizations and seven (7) district-level organizations in the region, together with an umbrella organization at the relevant sub-national level; and the training of 50 managers among them.

PART 3 DESCRIPTION OF PROJECT INTERVENTIONS

3.1 Outputs

Output 1 : Stakeholders in the wood industry are informed, educated and made aware of regulations and legislation covering the use, transportation and marketing of wood.

Activities that will contribute to the achievement of this Output are stakeholders' education, outreach and awareness-raising activities in connection with forest regulations. They will be conducted through awareness-raising workshops and the preparation and dissemination of radio broadcasts and audiovisual materials presenting the regulations in force on commercial wood resource use and wood marketing.

Organizing information and outreach activities targeting stakeholders will contribute to improving the stakeholders' knowledge on forest regulations and the commercial use and marketing of wood and timber in the region; it will also reduce the high rate of misdeeds (environmentally and socially irresponsible practices) in the population and enhance the commitment of the communities in the management and conservation of local forest resources. Output indicators are as follows: 80% of industry stakeholders are informed and made aware through the use of media and verbal communications on the national forest regulation through eight (8) workshops and six (6) months of radio broadcasts.

Output 2 : Stakeholders of the wood industry have had their organizational and institutional capacity enhanced around the wood industry in terms of wood harvesting, use and trading.

Activities that contribute to the achievement of this output are the establishment and strengthening of organizations using forestlands and marketing timber at the municipal, regional and local level and the establishment of a database on community forest resources and stakeholders of the wood and timber industry around the marketing outlets in the Segou region. These activities aim to improve the effectiveness of support from government departments and NGOs to operators and the wood harvesting and marketing trade on rural community lands through better coordination of technical support. In addition the activities that contribute to the achievement of this output will help reduce the antisocial behaviour (misdeeds) of populations, promote greater involvement of communities and especially strengthen the monitoring capacity of the Forest Service through better monitoring and the availability of baseline data to be used in the development of management plans for certain community forest lands. Outcome indicators of this product are: 38 organizations of commercial wood users and traders put in place and operational, and 50 members having received relevant training.

3.2 Activities and inputs

Output 1 : Stakeholders in the wood industry are informed, educated and made aware of regulations and legislation covering the use, transportation and marketing of wood

Activity 1.1 : To organize information and outreach workshops with stakeholders on regulations relating to wood use and marketing

- a) A project launching workshop will be held at the start of project activities in the capital city of the area targeted by the project, in order to share information on the objectives, results expected and targeted project stakeholders;
- b) A workshop to present the results of the project will be convened at the end of the project to enable experience-sharing with regional and local stakeholders in relation to the results obtained during the project, and to share the prospects to build upon the project achievements after the close of the external funding period;

These workshops will bring together all stakeholders in the industry: The Forest Department, local and sub-national authorities (District Counsel, municipalities and the Regional (sub-national) Council), trade chambers (commerce and agriculture), representatives of the rural market outlets established along highways at sub-national level, the NGO CR, government authorities, etc.. The number of participants is estimated at 40 people for 1 day.

- c) To provide a reliable database, a census of stakeholders around the sales outlets will be conducted by the project in order to identify the main features of those points of sale and establish the baseline picture of the trade and transport of wood: number of points of sale, population involved, sites of operations, level of organization, constraints etc.. for a period of 20 days.

A computerized database will be established for this purpose and administered by the Forest Department and the Regional Chamber of Agriculture in collaboration with ADAM.

- d) A one-day information, outreach and education workshop will be conducted in seven districts of the project area (Ségou, Bla, San, Niono, Macina and Baraouéli), on the regulation and legislation relating to the use/extraction, transportation and marketing of wood.

The workshop participants will cover a broad spectrum of industry stakeholders by districts: Village heads, wood harvesters and users, authorities of local communities (municipalities, districts), NGOs, technical support services, transporters / freight forwarders, local farmers' associations, wood market management structures, etc. The number of participants per district is estimated as 15, i.e. 105 participants in total.

Workshop material and props relating to the themes of local workshops will be developed and distributed to participants. Workshops will be facilitated by consultants specializing in forest law and having an effective knowledge of the wood industry in Mali.

Activity 1.2 : Development and broadcasting of radio and audio-visual outreach material on wood use and marketing regulations

This activity will consist in conducting a large information and outreach campaign towards stakeholders and communities in the region regarding forest law and covering the commercial use and marketing of wood and timber, through the local, regional and national media (radio and TV)

Workshops organized under Activity 1 will be covered by the local radio stations within the districts and the National TV Network at both sub-national and national levels.

The project will undertake the development of audio-visual communication material presenting the objectives, results and activities of the project. This outreach and support material will be produced and broadcasts by local radio stations in each district. The total duration of broadcasts will be 100 hours distributed over the entire project life. The development and production of the audio-visual material will be under the responsibility of a communication expert.

Output 2: Stakeholders of the wood industry have had their organizational and institutional capacity enhanced around the wood industry in terms of wood harvesting, use and trading

Activity 2.1: To create wood industry organizations at the municipal, local and sub-national levels.

Results of Activities 1 et 2 will contribute to wide information and awareness for the key stakeholders in the wood industry.

Subsequently, wood industry organizations will be established at the following levels:

- **Municipalities** hosting wood sales outlets (rural wood markets) to bring together stakeholders at the local community and municipal level;
- **The seven district capitals** in order to have a local interface who will act as liaison with public sector authorities and others interested in activities to promote the wood industry at local level. This level of organization will bring together representatives of members of municipal-level organizations.
- **The sub-national capitals** as umbrella organization for the wood industry. This level of organization will bring together elected members of local organizations in the various districts. Its role will be that of an interface and relationships between the industry and the public authorities and other stakeholders having an interest for activities to promote the wood industry at the sub-national level, particularly with the Regional Chamber of Agriculture in the same way as other farmers' organizations in rural areas, within the remit of the Regional Chamber of Agriculture.

During the project implementation period, the Project will provide support to the established organizations in providing them a legal existence with the public authorities, so as to secure the sustainability of project outcomes after the completion of the external funding period. The project will contract the services of an expert in farmers' organizations.

Activity 2.2 : To provide training to members of newly-established industry organizations .

The elected members of farmers' organizations at the municipal, local and sub-national levels of the wood industry will then undertake a training on the role of industry organizations in the various aspects of OPs (farmers' organizations) activities and relevant regulations and the role of members in the life of the organization. These training sessions will be concentrated at the sub-national level and will be facilitated by an expert in farmers' organization. The duration of the training session will be three days and will include all elected members of farmers' organization in municipalities, districts and at the sub-national level. The number of participants will be 5 members per organization, i.e. 50 persons. This activity will involve specialist trainers.

Activity 2.3 To establish a data base on forest resources and the wood industry stakeholders

The project will provide support to the Regional Directorate of Water and Forests and Regional Chamber of Agriculture for the establishment of a database on the wood industry in the Ségou sub-national region. This database will include socio-economic data on stakeholders, and the places of business and wood sales outlets in the area. It will receive regular inputs through the monitoring system of the Directorate of Water and Forests, to which the project will provide technical and organizational support during its period of implementation.

3.3 Strategic approaches and methods

1) The project implementation strategy is based on a participatory approach relying on leverage actions to induce environmental awareness in a broader public, promote the implementation of effective actions to enforce the National Forest Policy, including actions that will ensure the sustainable use of natural resources, in compliance with the regulations and national legislation in force for forest resource use, to contribute to sustainable development.

2) The implementation strategy will be based on the following:

- The involvement of local communities and decentralized authorities, local stakeholders engaged in the industrial use and utilization of forest resources, and more especially the municipal, local and regional Water and Forest Service;
- To enhance the sustainability approach in actions to be undertaken, that is to say (i) the conservation and sustainable management of natural resources according to the principle of sustained yield; (ii) to take into account the interests of disadvantaged social strata and households in the local communities and to achieve their mainstreaming through the implementation of specific actions, and to facilitate their access to factors of production; (iii) to promote the financial profitability of wood harvesting operations; (iv) to build the capacities of decentralized local authorities and those of natural resource users in both technical, organizational and institutional terms;
- information, education and communication across all levels of intervention within the project; and regular monitoring;

3) The method of execution of the activities will comprise the following:

- to conduct a broad outreach and information campaign targeting stakeholders,
- to conduct the activities selected and agreed together, addressing the needs of each party according to its role, and following a programme developed and agreed by all parties,
- The information campaign will be through direct contacts, using written messages and vocal ones broadcast on the local radio stations. A consensus will be reached on the programme of activity with all partners of the project. This method will provide a broad participation of the beneficiaries and their involvement in the project implementation process.
- Project activities will be consistent with those of the *Direction Régionale des Eaux et Forêts* (Regional Directorate for Water and Forests) in Ségou, which will be the main partner of the project throughout the project and beyond its completion.

3.4 Work Plan

Project duration is 12 months from 1st October 2013 to 30 September 2014, i.e. four quarters

Outputs/Activities	Responsible Party	Year 1 / Quarter			
		1	2	3	4
Output 1 Stakeholders in the wood industry are informed, educated and made aware of regulations and legislation covering the use, transportation and marketing of wood.					
A1.1 To organize information and outreach workshops with stakeholders on regulations relating to wood use and marketing	Coordinator				
A1.2 Development and broadcasting of radio and audio-visual outreach material on wood use and marketing regulations	Coordinator /Contractor				
Output 2 Stakeholders of the wood industry have had their organizational and institutional capacity enhanced around the wood industry in terms of wood harvesting, use and trading					
A2.1 To create or to build the organizational capacity of the industry.	Coordinator/ Contractor				
A2.2. To provide training to members of newly-established industry organizations	Coordinator /Contractor				
A2.3 To establish a data base on forest resources and the wood industry stakeholders	Coordinator/ Contractor				

3.5 Budget

Table 1 : Budget by Components / items (in USD)

Budget components	Description	Unit	Quantity	Unit costs	Amount in USD
10	Personnel costs				
	11 Full-time staff				
	11.1 Project coordinator	month	12	1250	15 000
	11.2 Driver	Month	12	200	2 400
	12 Support staff				
	12.1 Comptable	Month	12	450	5 400
	12.2 Secretary	Month	12	225	2 700
	12.3 Consultants	day	20	120	24 000
	Personnel Sub-Total				27 000
20	Duty travels				
	21 Daily subsistence Allowance				
	21.1 National Counterpart Staff				
	21.2 Consultants	Day	12	60	720
	21.3 Coordinator	Day	60	100	6 000
	21.4 Driver	Day	60	60	3 600
	Sub-Total				10 320
30	Capital Goods				
	31 Office rent	Month	12	375	4 500
	32 IT Equipment	Unit	4	1500	6 000
	33 Office (automation) equipment	Unit	4	1500	6 000
	34 Training material	unit	3	950	2 850
	35 Vehicle	Km	25 000	0,70	17 500
	36 Material/ Equipment of wood sales outlets	Unit	100	100	9 000
	Sub-Total				45 850
40	Consumables				
	41 Office supplies	Month	12	250	3 000
	42 IT Service / Internet	Month	12	312,5	3 750
	43 Document printing and copying/ Documentation	Month	12	375	4 500
	Telephone /Fax	Month	12	325	3 900
	Sub-Total				15 150
50	Workshop costs /Conference/ Training sessions				
	51 Project launching and reporting workshop (2 days 40 persons)				
	51.1 Facilitation	day	2	60	120
	51.2 Daily Subsistence Allowance	Pers/j	40 X2	40	3 200
	51.3 Coffee Break/ luncheon	Person /day	40 X2	20	1 600
	51.4 Room rental	day	2	500	1 000
	51.5 Media /Press	day	2	100	200
	52 Local Workshop /Information campaign at district level (1 day for 105 participants)				
	52.1 Facilitation	day	7	60	420
	52.2 Travels	km	1500	0,7	1 050
	52.3 Daily subsistence Allowance	Person /day	105 X1	40	4 200

	52.4	Coffee Break/ luncheon	pers	105X 1	20	2 100
	52.5	Room rental	day	7	50	350
	52.6	Media /Press	day	7	100	700
	53	Training workshops (3 days for 40 persons)				
	53.1	Facilitation	day	3	60	180
	53.2	Travels	km	-		
	53.3	Daily subsistence Allowance	Pers/day	40 X 3	40	4 800
	53.4	Coffee Break/ luncheon	Pers/day	40X 3	20	2 400
	53.5	Room rental	day	3	50	1 500
	53.6	Media /Press	Day	1	100	100
		Sub-total				23 920
60	Information management costs					
	61	Outreach /Information				
	61.1	Research /survey	Lump sum			4 500
	61.2	Database establishment	Lump sum			3 500
	62	Other awareness-raising actions				
	62.1	Development of audio-visual material on legislations	Unit	7	350	1 750
	62.2	Dissemination of audio-visual material	Unit	7	250	1 750
	62.3	Translation of (regulation) texts in national language	Unit	500	5	2 500
	63	Miscellaneous	Lump sum			3 400
	64	Project Audit	Lump sum			4 000
	65	Contingencies	Lump sum			2 600
	69	Sous-total				24 000
70	Project management and monitoring costs (5%)					
	71	Executing Agency Management costs				4 913
	72	Focal Point monitoring costs (2%)				1 700
	79	Sub-total				6 613
80	Project Monitoring and Admin. costs					
	81	ITTO Monitoring and Review Costs				10 000
	82	ITTO Mid-term Evaluation				0
	83	ITTO ex-post Evaluation 12% (19, 29, 39, 49, 59, 69 and 81)				16040
100	OVERALL TOTAL					
						178 893

Table 2 : Budget by Outputs and Activities (in USD)

Outputs /Activities	Description	Unit	Quantity	Unit costs	Total amount	Contributions		
						ITTO	Partenaires locaux	
							Exec. Agency	Local communi-ties
Output 1	<i>Stakeholders in the wood industry are informed, educated and made aware of regulations and legislation covering the use, transportation and marketing of wood.</i>							
Activity 1	To organize information and outreach workshops with stakeholders on regulations relating to wood use and marketing							
A1.1 Project launching and reporting workshop	Facilitation	jour	2	60	120	120	-	-
	Daily subsistence Allowance	Pers/j	40 X2	40	3200	3200		
	Coffee-break/ luncheon	Person /day	40 X2	20	1600	1600		
	Room rental	jour	2	500	1000	500	500	
	Media /Press	jour	2	100	200	200		
	Sub-total 1				6120	5620	500	
Outreach and in information workshop	Facilitation	jour	7	60	420	420		
	Travels	km	1500	0,7	1050	5 00	550	
	Daily subsistence Allowance	Person /day	105 X1	40	4200	3427		773
	Coffee-break/ luncheon	pers	105X 1	20	2100	2100		
	Room rental	jour	7	50	350	350		
	Media /Press	jour	7	100	700	700		
	Sub-total 2				8 400	7 497	550	773
	Total (st 1+2)				14 540	13 117	1050	773
Activity 2	Development and broadcasting of radio and audio-visual outreach material on wood use and marketing regulations							
A1.2 Design/ Develop./ Production	Private consultants and operators	Unit	7	350	1750	1750		
Broadcast	Radio and TV	Unit	7	250	1750	1750		
Translation of (regulation) texts in national language	Consultant	Unit	500	5	2500	2500		
	Sub-total				6 000	6 000		
Output 2	<i>Stakeholders of the wood industry have had their organizational and institutional capacity enhanced around the wood industry in terms of wood harvesting, use and trading</i>							
Activity 3	<i>To create or to build the organizational capacity of the industry at the local and subnational level.</i>							
A2.1	Surveyors	jour	30	150	4500	3000	1500	
	Consultant	jour	10	100	1000	1000		
	Conduct of meeting	jour	10	50	500	-	500	
	Analyste des données	Jour	20	100	2000	2000		
	Sub-total				8000	6000	2000	

Activity 4 <i>Training of members of newly-established industry organizations</i>								
A2.2	Facilitation	day	3	60	180	180		
	Daily subsistence Allowance	Pers /day	40 X 3	40	4800	4800		
	Coffee-break/ luncheon	Pers /day	40X 3	20	2400	1800		600
	Room rental	jour	3	50	1500	1000	500	
	Media /Press	Jour	1	100	100	100		
	Sub-total				8980	7880	500	600
Activity 5 <i>To establish a data base on forest resources and the wood industry stakeholders and to coordinate the project</i>								
A2.3	Monitoring and coordination							
Resources	Project coordinator	month	12	1 250	15 000	9 000	6000	
	Driver	Month	12	200	2 400	1 800	600	
	Accountant	Month	10	450	4 500	4 000	500	
	Secretary	Month	12	225	2 700	2 700		
	Consultants	jour	20	120	2 400	2 400	-	
	Daily subsistence Allowance de Travels							
	Consultant s	Jour	12	60	720	720		
	Coordinator	Jour	60	100	6 000	6000		
	Driver	Jour	60	60	3 600	3600		
	Office rent	Mois	12	375	4500	2250	2250	
	IT Equipment	Unit	4	1500	6 000	5400	600	
	Office (automation) equipment	Unit	4	1500	6 000	5400	600	
	Training material	Unit	3	950	2 850	2500	350	
	Vehicle	Km	25 000	0,70	17 500	15 000	2500	
	Material / Equipment of wood sales outlets	Unit	100	90	9 000	9 000	-	
	Office supplies	Month	12	250	3000	3000		
	IT Service / Internet	Month	12	312. 5	3750	3000	750	
	Document printing and copying/ Documentation	Month	15	375	4500	4000	500	
	Telephone / Fax	Month	12	325	3900	3500	400	
	Miscellaneous	Lump sum			3 400	3 400		
	Project Audit	Lump sum			4 000	4 000		
	Contingencies	Lump sum			2 600		2 600	

Table 3 : Detailed Budget by contribution

Component/Item	Description	Unit	Quantity	Unit costs	Amount in USD	ITTO Contribution	National Contribution
10	Personnel costs						
	11	Full-time staff					
	11.1	Project coordinator	mois	12	1250	15 000	9 000 6000
	11.2	Driver	Mois	12	200	2 400	1 800 600
	12	Support staff					
	12.1	Accountant	Mois	10	450	4 500	4 000 500
	12.2	Secretary	Mois	12	225	2 700	2700
	12.3	Consultants	jour	20	120	2 400	2 400 -
		Personnel Sub-Total				27 000	24 200 2 800
20	Duty travels						
	21	Daily subsistence Allowance					
	21.1	National Counterpart Staff					
	21.2	Consultants	Jour	12	60	720	720
	21.3	Coordinator	Jour	60	100	6 000	6000
	21.4	Driver	Jour	60	60	3 600	3600
		Sub-Total				10 320	10 320 -
30	Capital Goods						
	31	Office rent	Mois	12	375	4500	2 250 2 250
	32	IT Equipment	Unit	4	1 500	6 000	5 400 600
	33	Office (automation) equipment	Unit	4	1 500	6 000	5 400 600
	34	Training material	unit	3	950	2 850	2 500 350
	35	Vehicle	Km	25 000	0,70	17 500	15 000 2 500
	36	Material / Equipment of wood sales outlets	Unit	100	90	9 000	9 000 -
		Sub-Total				45 850	39 550 6 300
40	Consumables						
	41	Office supplies	Month	12	250	3 000	3 000 -
	42	IT Service / Internet	Month	12	312.5	3 750	3 000 750
	43	Document printing and copying/ Documentation	Month	12	375	4 500	4 000 500
		Telephone /Fax	Month	12	325	3 900	3 500 400
		Sub-total				15 150	13 500 1 650
50	Workshop costs /Conference/ Training						
	51	Project launching and reporting workshop (2 jours 40 personnes)					
	51.1	Facilitation	day	2	60	120	120 -
	51.2	Daily subsistence Allowance	Pers/j	40 X2	40	3200	3200 -
	51.3	Coffee Break/	Person	40 X2	20	1600	1600 -

		luncheon	/day					
51.4		Room rental	day	2	500	1000	500	500
51.5		Media /Press	day	2	100	200	200	-
		Sub-total				6120	5620	500
52		Local Workshop /Information campaign at district level (1 day for 105 participants)						
52.1		Facilitation	day	7	60	420	420	-
52.2		Travels	km	1500	0,7	1050	5 00	550
52.3		Daily subsistence Allowance	Person /day	105 X1	40	4200	3427	773
52.4		Coffee Break/ luncheon	pers	105X 1	20	2100	2100	
52.5		Room rental	day	7	50	350	350	
52.6		Media /Press	day	7	100	700	700	
		Sub-total				8820	7497	1323
53		Training workshops (3 days for 40 persons)						
53.1		Facilitation	day	3	60	180	180	-
53.2		Travels	km	-				
53.3		Daily subsistence Allowance	Pers /day	40 X 3	40	4800	4800	-
53.4		Coffee Break/ luncheon	Pers /day	40X 3	20	2400	1800	600
53.5		Room rental	day	3	50	1500	1000	500
53.6		Media /Press	Day	1	100	100	100	-
		Sub-total				8980	7880	1100
59		Sub-total				23 820	20 997	2 923
60		Information management costs						
61		Publicité/Information						
61.1		Research /survey	Lump sum			4 500	3 500	1 000
61.2		Database establishment	Lump sum			3 500	2 500	1 000
		Sub-total				8 000	6 090	2 000
62		Other awareness-raising actions						
62.1		Development of audio-visual material on legislations	Unit	7	350	1750	1750	
62.2		Dissemination of audio-visual material	Unit	7	250	1750	1750	
62.3		Translation of (regulation) texts in national language	Unit	500	5	2500	2500	
63		Miscellaneous	Lump sum			3 400	3 400	
64		Project Audit	Lump sum			4 000	4 000	
65		Contingencies	Lump			2 600	2 600	2 600

			sum					
	69	Sub-total				24 000	19 400	4600
70	Project management and monitoring costs (5%)							
	71	EA Management Costs				4 913		4 913
	72	Focal point monitoring costs				1 700		1 700
		Sub-total				6 613		6 613
80	ITTO Monitoring and administration costs							
	81	ITTO Monitoring and Review				10 000	10 000	
	82	ITTO Evaluation				0		
	83	ITTO ex-post évaluation 12% (19, 29, 39, 49, 59 , 69 et 81)				16 040	16 040	
80	OVERALL TOTAL					172 386	149 707	29 186
						100	84%	16 %

Table 4 : Yearly Consolidated Budget by Partner

Category	Description	Total amount in USD	Contribution by partner Year 1	
			ITTO	Local Partner
10	Personnel costs	27 000	24 200	2 800
20	Duty travels	10 320	10 320	-
30	Capital Goods	45 850	39 550	6 300
40	Consumables	15 150	13 500	1 650
50	Workshop costs	23 920	20 897	
60	Information Management Costs	24 000	19 400	4 600
70	Project Management and Monitoring costs (7%)	6 613	-	6 613
80	ITTO Monitoring and Management Costs (12%)	16 040	16 040	-
	OVERALL TOTAL	178 893	149 707	29 186
	% of contribution	100	84%	16%

PART 4 IMPLEMENTATION ARRANGEMENTS

4.1 Executing agency and organizational structure

The project will be implemented by the NGO Association for Development and Self-Governance in Mali (ADAM) acting as executing agency, in collaboration with the Focal Point of the Directorate of Water and Forests. The NGO has expertise in the management of forest resources and a capacity to involve field-level stakeholders, and a good knowledge of the area and main stakeholders.

The governing bodies of this NGO are The General Assembly, the Board of Directors and the Supervisory Committee. It has on-site facilities and staff of 12 people having different technical backgrounds and qualifications.

Executing Agency's management chart

EA's Management Structures are as follows :

- The General Assembly
- Board of Directors
- Supervisory Committee

The membership of the Board of Directors is as follows :

- Chairperson /Executive Director
- Administrative Secretary
- Secretary of External Relations
- Secretary in charge of conflict management (and litigation)
- Financial Controller / Treasurer General

The Board of Directors undertakes the implementation of the General Assembly Decisions. The personnel in charge of implementing the project will include Board of Directors' personnel, comprising five (5) members working most of the time as volunteers and the salaried personnel including support staff (1 secretary, 1 driver) and consultants hired to respond to the needs of field activities and in accordance with funding received from financial partners.

4.2 Project management team

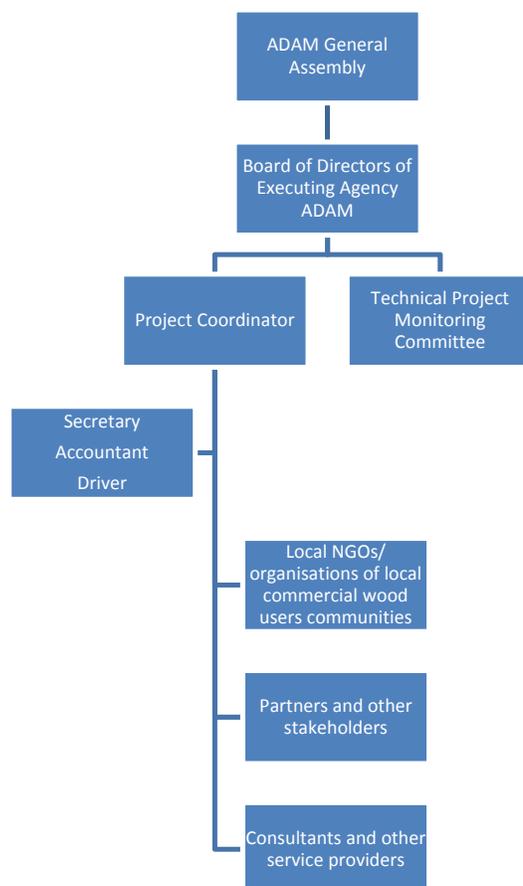
The Project will be managed by the Chairperson of the Board of Directors. ADAM's personnel involved in the project will include the following staff: Chairperson of the Board of Directors, Accountant, Support Staff (Secretary, Driver); resource persons will be contracted as consultants for the conduct of activities. The ADAM NGO will put in place a project team to ensure the implementation of activities, which will include four (4) people.

The project will be implemented by a permanent team composed as follows:

- One project manager, responsible for the coordination of all Project Activities. He will undertake project programming, control, monitoring and evaluation and will be in charge of the relationship between the project and its partners.
- One (1) Accountant, responsible for maintaining the books and accounting records of the project and for monitoring the financial management of the project resources provided by the NGO (sic).
- Support staff (1secretary,1-Driver) provided by the NGO.

The project will use the services of Contractors to carry out technical tasks for which there are no skills available in the project team: one communication expert; one farmers' organization expert; one forest legislation expert; one surveyor.

Project Staff Chart



Hardware and equipment required to implement the project include the following:

- 1 (one) 4X4 vehicle to conduct monitoring work and to be used for duty travels as required by the project activities -- to be provided by the NGO;
- Training material, to meet the training needs of members of the committees of local and sub-national community organizations;
- Audio-visual communication material.
- Information plaques on wood sales outlets on highways
- Office equipment.

4.3 Monitoring and reports

4.3.1 Project monitoring and evaluation procedure will be undertaken as follows:

- At the village and sales outlets level, by community-level organizations and beneficiary communities through site inspections and regular meetings whose timing and terms of reference will be determined by the articles of association and bye-laws of the village community organizations;
- At the municipal level authorities will also [undertake] regular visits and meetings with the village community organizations, and project sites will be visited by the municipal officer in charge of natural resources and environment management. The frequency of visits and meetings will be determined by the municipal authorities;
- By the NGO ADAM through field visits and regular follow-up meetings at the outlets and in some villages to take stock of the progress of activities scheduled for the period in review, and review the achievements and difficulties encountered. Follow-up meetings will be convened on a quarterly basis to bring together all stakeholders (NGOs, local communities, government technical services, village committees and others). These meetings will review the progress achieved and decide any adjustments as required.

At each meeting a monitoring report on project activities will be established and copies thereof will be dispatched to all stakeholders and the financial partner. It should be noted that internal monitoring at village community level is part of their regular activity under the implementation of their mission. These internal monitoring missions have not been budgeted under the project. However costs associated with their participation in the monitoring meetings have been incorporated in the budget.

- Monitoring tasks will also be undertaken by the focal point and ITTO through correspondences and reviews of field-level activity reports provided by the NGOs. The Focal Point may at any time carry out supervision missions at field level.

Monitoring activities will include inter alia:

- The review of project work plans and budgets;
- The verification of the implementation of the project and the implementation of the budget on the basis of criteria and indicators to assess the performance of the project;
- The review of project reports.

The project monitoring plan will verify that the planned activities have taken place, that outputs (and services) have been provided with the required quality standard and that the expenses were incurred in accordance with the budget and in keeping with the established schedule.

Monitoring and evaluation of project activities will focus on outputs / indicators and sources of verification with respect to the objective of the ITTO monitoring protocol are correlated with those of the project as follows:

Outputs : - *Improved access to forest resources by forest communities and other forest-dependent people.*
- *Multi-stakeholder platforms for policy dialogue on forest governance.*
<*Improved verification and control procedures for lawfulness of practices* >

Output indicators :

Legislations and legal instruments on tenure and tenure rights established, revised or improved.
Establishment and operation of a multi-stakeholder consultation mechanism.

The monitoring of project expected outputs will be undertaken through the following indicators and means of verification:

- The level of stakeholders information on forest law and the number and description of stakeholders concerned
- The number, existence and operational status of wood using and marketing organizations in the project area;
- The proportion of products produced/used in compliance with the Forest Law,
- The proportion of illegal transactions recorded in the use and marketing of wood in the project area ;
- The mean annual income level of community forest users;

Source material used as verifiable indicators include:

- The project progress reports;
- The forest service management and control documents;
- Data base on the wood industry in the area.

4.3.2 Internal project evaluation will be conducted at the end of the execution of Activities. It will bring together beneficiaries, communities and government technical services involved in the execution of the Activities of the project. The results of this internal evaluation will make adjustments and harmonization of actions possible with other stakeholders to facilitate the consolidation of results and make proposals on the future course of action.

4.3.3 Reporting: The Executing Agency will provide four (4) quarterly reports and a project completion report.

Quarterly reports will be provided by the executing agency to retrace the activities undertaken, outcomes achieved in relation to forecasts as well as the constraints encountered and existing options to address them.

The project completion report will be prepared by the Executing Agency, which will focus on the activities carried out and the financial situation and provide a review of performance against the objectives and deliverables of the ITTO / TFLET Programme. This report will briefly summarize the activities implemented, and especially insist on the project's impact and results. It will be a systematic comparison between the project as described in this document and the reality of its implementation and it will present an analysis of the situation using the deliverables and indicators provided for by the ITTO monitoring protocol.

The project audit report will be prepared by a selected audit firm in compliance with all applicable standards and with the acceptance of project partners, especially the ITTO.

The Executing Agency, through the ITTO projects online monitoring system, shall submit to the ITTO during the project implementation period the following reports and documents:

- Annual operational plan at the beginning of each project year;
- At the end of each month, a summary of the highlights of the month along with the tables of unaudited financial and cash-flow statements ;
- By the end of February and end of August, the progress reports developed after the format introduced in the ITTO Manual for monitoring, review and evaluation of ITTO projects, including measures to sustain the project after the end of donors' financial support. Tables of the project's unaudited financial statements and cash flows relating to external funding and counterpart funding must be attached to each progress report;
- All results, outputs and other means of verification documented in accordance with the logical framework matrix as soon as they are finalized or in compliance with the project schedule
- And the completion report no later than three months after completing the execution of Project Activities.

With regard to external financial supervision, the implementing agency shall submit an annual financial audit to the ITTO within three months following the end of the year in review. The latest audited financial statements must be submitted within four months following the completion of the project. Project accounts shall be audited by duly recognized external auditors, selected by the Executing Agency in consultation with ITTO. For the execution of this project, the financial year runs from 1st January to 31st December of each calendar year.

After signing by all Contracting Parties of the project, the agreement that will govern the implementation of the Project, a Project Launch Report (RL) will be prepared and sent to the ITTO Secretariat. The RL will be matched by the first annual plan of operations, and introduce the procedures for monitoring and evaluation of project performance, give a description of the roles and responsibilities of institutions, and also describe the inter-agency coordination and partner coordination mechanisms under the project.

ANNEXES

ANNEX 1 PROFILE OF THE EXECUTING AGENCY

1. Historical Background of the Executing Agency:

- **Name** : *Association pour le Développement et l'Auto-gouvernance au Mali (ADAM)*
- **Date of incorporation**: A non-profit making association created in February 2003 and legalized by Decree N0 005 /HCRS-cab-CAAJ of 28 April 2003.

Mission and goals of the Organization :

The purpose of the association is as follows :

1. To promote participatory development in rural and urban areas and human rights through the building of stakeholders' capacity for development and combatting poverty,
2. To ensure sustainable and equitable development in Mali and developing countries in general.

The strategic vision of the Organization is as follows:

- To contribute to the emergence of social justice with equal opportunity for all citizens;
- To facilitate the implementation of sustainable changes through policy, strategic options and development activities for poorer communities in Mali and in other developing countries;
- To eradicate poverty and ;
- To promote the enjoyment of human rights.

The NGO undertakes actions in the following areas:

1. Education, training and literacy
2. Human health, environment and biodiversity conservation;
3. Governance and human rights;
4. Agricultural Production, Food Security and Rural Extension/ Guidance.

- **Staff Chart of the Organization**

Management structures include the following:

- **General Assembly**: The GA is the organization's management and decision-making body. It convenes once a year and include all members and contracts resource persons as appropriate.
- **Board of Directors**: The executive body in charge of executing the General Assembly decisions. It manages the organization's operations and ensures that its development objectives are implemented.
- **Supervisory Committee**: It ensures the control and supervision of the organization's operations.

The Membership of the Board of Directors is as follows:

- Chairperson
- Administrative Secretary
- Secretary for External Relations
- Secretary in charge of conflict management (and litigation)
- Financial Controller /Treasurer General

List of major projects in the field of natural resource management

1. Participatory Forest Management in the Ségou Area;

The participatory management project in the gazetted forests of the Ségou area aims at involving local communities living around the forest reserves in the management of the Statal Forest Estate, to secure the commercial use, monitoring and control of forest lands. In spite of the efforts deployed for several years, the results achieved have fallen short of expectations, and the forest degradation process could not be halted in spite of the involvement of local communities.

The role of NGO ADAM has been to outreach the communities through awareness-raising activities.

2. Fisheries Development and Management Project in the Ségou Area

3. Forest Resources Rehabilitation and Conservation Project in the Bani Valley

4. Manatee Conservation Project in Ségou

2. Financial and Material Resources

Budget

Year	Amount in FCFA	Source of funding		
		Local populations and communities	Association –ADAM	Financial Partners
2010	65 780 000	3 578 000	16 797 000	45 468 000
2011	79 550 000	3 955 000	9 865 000	65 730 000
2012	89 380 000	5380 000	9 845 000	74155 000

1- ; Personnel

Total Staff : 12

Number of employees who are MA graduates or equivalent: 2

Number of employees who are BA graduates or equivalent: 5

Certified engineers: 2

Number of administrative staff: 3

NOTE : Members of the NGO are rural development and environment management executives; they have worked in the project area for over 30 years in various sectors of activity, including natural resources and biodiversity management and conservation. The identified project is the result of their activity, knowledge and field-level experience of local communities.

ANNEX 2 TASKS AND RESPONSIBILITIES OF THE MAIN EXPERTS TO BE CONTRACTED BY THE EXECUTING AGENCY

CV of Project Manager

Surname and Forename : BOUARE Fanseri

Age 59, Sex : Male

Formal training: Forest Engineer

Training Institute : Institut Polytechnique Rural de KATIBOUGOU Mali **Major** : Forestry

Position within the Organization : Chairman of the Board

Relevant experience:

- **Technical coordinator** of the « Village Wood Project » and the Rural Forestry Project in the Ségou area; the project aims to promote the technical management of village community land resources through information, training, education of village communities, in order to conserve the environment.

- **Manager of the Natural Resources Conservation Division of the Regional Directorate for Water and Forests in Ségou; in charge of**
 - The technical coordination and planning of natural resources management, protection and conservation activities,
 - Supervision and monitoring of natural resources management, protection and conservation activities in the region;
 - Supervision of fisheries and rural forestry project activities in the region.

- **Director of the Rural Development and Equipment Department for the Ségou area.**
responsible for:
 - translating into programs and projects the national strategies and policies for development and rural infrastructure, management of natural resources, agricultural mechanization and technologies tailored to the needs of rural farmers;
 - Supporting, supervising and monitoring their implementation by the sub-regional services and decentralized authorities;
 - planning and organizing the activities of the Service management structure;
 - coordinating the activities of service;
 - ensuring the implementation of regional development and rural infrastructure projects and programmes;
 - conducting studies and work relating to the identification of regional projects, programs and strategies for their Implementation;
 - Establishing study and progress reports of the Regional Directorate.

ANNEX 3 TERMS OF REFERENCE OF THE PROJECT PERSONNEL AND CONSULTANTS FINANCED BY ITTO

1 Terms of Reference of the Project Coordinator

Project coordinator's role includes the following:

- Preparation of quarterly activities programmes broken down into monthly activity with related tasks and a detailed work schedule designed after the GRNAT diagramme with of specified timetable of dates or periods;
- Development plan monitoring activities in accordance with the work plan developed and adopted by all parties;
- Organizing meetings and roundtables under the project and preparation and dissemination of meeting reports;
- Liaison between the project and other partners and project stakeholders within and without the region and ensuring their involvement in the implementation of the project;
- Preparation of periodic reports under the project document including quarterly reports and the final report of the project. Development of ToRs for the audit and selection and hiring of audit firm;
- Monitoring village organizations, convening and supervising information, outreach and training workshops. The Project manager is in charge or programming, control, monitoring and evaluation of project activities and the relationship between the project with other partners. It prepares reports on project activities in progress.

The project coordinator is to be appointed by the NGO ADAM and will be employed full-time in accordance with the Project Work Schedule and during the entire period of project execution. His background profile will be that of a Forest Engineer, with a long experience in participatory management of natural resources and a good knowledge of the forest development and management in the Segou area. The cost of his service has been budgeted at USD 15,000.

2 Terms of Reference for the Consultant in Forest Law and Regulations

The ToRs of the consultant in charge of forest legislation are as follows:

- Planning and organizing information and awareness-raising workshops on forest law in the relevant districts;
- Facilitating information and awareness-raising workshops on forest legislation;
- Preparing workshop documents containing forest pieces of legislations for the participants;
- The preparation of the workshop reports by districts and a final report at the close of the series of seven awareness-raising and information sessions within a seven-day period;

The Consultant in forest legislation will be an executive of the Forest Service administration, with a long experience in the preparation and implementation of forest legislation in Mali. He must have a thorough knowledge of forest law enforcement and Natural Resource Management issues in Mali.

The consultant will be working with the communication consultant for the production of outreach themes on local radio networks and on national TV for the duration of his mission according to a coordinated schedule of activities to be approved by all parties.

Consultant will be used for a period of 12 days for a cost of USD1,440.

3 Terms of Reference for the Communication Consultant

The communication consultant is to be responsible for:

- The development of audio-visual material on forest legislation in the local language and in French;
- broadcasting on local radio and national TV informational broadcast topics on forest regulations issues across the region during a 6-month period using broadcasting material developed in collaboration with the Forest Law Consultant.

The communications consultant will be a communication expert providing communication services in the region. Radio station managements in the seven districts and the regional representative of the National TV network will execute the mission of the Consultant, because of their expertise in this area and their knowledge of the target public in the region. The duration of the consultancy will be six (6) months for a total cost of US\$3,500.

4 Terms of Reference for the Data Base Consultant

The Terms of Reference for the Database Consultant are as follows :

- Support for the organization of baseline data collection on the basis of wood marketing outlets, by adapting collection tools, and surveyors training;
- The design and preparation of tools required to install the database;
- Processing and analysis of data collected at marketing outlets;
- Preparation of the report on data collected at wood marketing outlets in the region;
- Development of a data base on the wood marketing outlets in the region;
- Providing a basic training to the staff of the Regional Directorate of Forestry to enable them to use the database: data input, processing, and final use.

The database consultant will be recruited from local IT service providers having a long experience and proven ability to carry out the mission. He will be selected through a tendering process. The duration of the service will be 3 months at a cost of USD3,500.

ANNEX 4 RECOMMENDATIONS OF ITTO EXPERT PANEL AND RESULTING CHANGES

Number	Comments / Recommendations by the Experts	Changes introduced	Page number
1-	List of Abbreviations and Acronyms is missing.	List of acronyms included	3
2-	The map of the project target area should be added. Please clarify the land tenure/ownership of the forested lands: Are the harvested forests government owned, community owned (or 'leased' /having rights).	The map of the area has been introduced under sub-section 1.3 ; the tenure status of forest lands has been detailed together with the management arrangements for the target forests, under sub-section 1.3.3.	8
3-	The outcomes at project completion should be further elaborated in relation to the top of the Problem Tree. In order to achieve the outcomes please be realistic in terms of what will be the outcome after this small project and be very clear on how it is contributing and linked to broader efforts or projects that may be taking place in the area, to ensure enhanced production of the degrading resource.	Project outcome indicators at project completion are defined and reflect the core problem in the Problem Tree shown in paragraph 4 and chapter 4.1.2. Outcome indicators are very realistic and outcomes can be reached by project completion date.	8
4-	<p>The table of stakeholder analysis is provided, but lacking any analysis for explanation. It is not clear how decentralized local authorities will act as contractors or whether they are able to induce the cooperation of local communities; the role of Village Committees are unclear.</p> <p>Some of what is listed in the stakeholder analysis is not consistent throughout the proposal, such as the direct involvement and change of behavior among farmers, including the organization and better understanding of the market and prices they can charge for their trees, given the dwindling supply and strong demand.</p>	The Stakeholders' analysis table has been analyzed (sic). Details on the characteristics and problems encountered by village organizations and local communities have been provided and inserted in the Stakeholders' Analysis Table.	10-11
5-	The Problem tree should be improved by merging the first and third causes of the key problem, and take into account the gender issue. Please include the strong demand for fuel wood and degrading resources base/diminishing supply as a driver contributing to the current situation.	The Problem Tree has been revised by merging the first and third causes to the key problem and the gender issue has been incorporated in the wood harvesting and outlet sale process	12-13-14
6-	Please either provide indicators that support the strengthening of management, conservation of local forest resources" and "better management of community forests", or explain how enhancing the income to traders and loggers will preserve the degrading resource base.	<p>Indicators supporting the strengthening of forest resources management and conservation are included in Cap. 2, 3, item 2.3.1</p> <p>Indicators that support capacity-building enhancement, forest resource conservation together with a "better management of community</p>	14 -15

		forests” have been explained and inserted in Section 2.3; Item 2.3.1	
7-	The outputs should be reformulated in order to ensure the correlation with the Problem Tree to be amended/improved.	Both outputs have been reformulated and are correlated with the modified problem tree. These changes have been introduced in Part 3, subsections 3.1 and 3.2.	15-16
8-	Activities should be elaborated under each output in consistency with the Problem Tree to be amended/improved.	Activities have be developed under each output in consistency with the modified Problem Tree in Part 3, subsections 3.1 and 3.2	15--16
9-	The Work Plan should be improved with Activities covering all sub-causes of the Problem Tree to be amended/improved. Please also be realistic about goals to achieve (wood industry associations) within the time frame of this small project.	The Work Plan has been improved with the insertion of sub-activities in the Table, Part 3, Section 3.4.	17-18
10-	There is a need to strictly follow the numbering of budget items and sub-items, and add the budget sub-item 81 (US\$10,000), sub-item 83 (12% of the sum of 19, 29, 39, 49, 59, 69 and 81 items/sub-items of ITTO budget) and sub-item 62 on financial audit report for an amount of US\$4,000) . The budget item 70 shall be covered by the counterpart contribution, not by ITTO.	Budget items 81 , 82 and 63 have been inserted in Part 3, Section 3.5 in the various budget tables. Budget component 70 has been allocated to the national counterpart contribution and modified.	19-20- 21-22- 23-24
11-	The organizational chart should be added under the chapter 4.1. Highlight and reference the other project More information on the Participatory Forest Management project in the Segou area listed in the profile, in the other sections of the proposal to give context and understand the links with forest management would greatly benefit this proposal	The Staff Chart of the Executing Agency has been added to Section 4.1 and details on past participatory forest management projects in the region have been provided in the EA profile.	25-26
12-	The TOR of consultants should be improved by further elaborating on their tasks, while adding also the duration and costs.	ToR of the consultants have been improved with added details on the duties, durations and costs, in Annexes 2 and 3.	29-32
13-	It should be added under the Section 4.33 that a final financial audit report should be submitted within 4 months after the project completion. Please clarify how information will be gathered by community level organizations, municipal authorities, etc. Is there an established system or protocol? What would be their motivation if they are not fully integrated into the project budget for incentives or participation?	The development of the final project report and the financial audit report have been added to Part 4, subsection 4.3.3 The role of stakeholders has been analyzed and the involvement of each party project monitoring has been detailed in subsection 4.3.1. Information on project monitoring by local communities and municipalities have been provided in subsection 4.3.1	26-27

14-	The tasks and responsibilities of the project leader should be further developed.	The tasks and responsibilities of the project leader have been further detailed in annexes 2 and 3.	30-33
15-	The TOR of consultants should be improved by further elaborating on their tasks, while adding also the duration and costs.	The Terms of Reference of consultants have been improved with details on the tasks, duration and costs, in Annexes 2 and 3.	29-30-33

ANNEX V: Recommendations by project reviewers and resulting amendments

Comments /Recommendation by project reviewers	Amendments introduced	Page
COMMENTS		
1- Detail the origins and sources of the project, and show the desirability of the project proposal.	Details have been provided on the origin of this project proposal	Page 4
2- Comments on the compliance of the project with ITTO Objectives and Priority Actions.	This information has been provided in sub-section 1.2.1	Page 4 and 5
3- Comments on how the project is linked to the national policy of the submitting country.	The compliance of the project with the national forest policy of Mali has been addressed in sub-section 1.2.2	Page 5 and 6
4- Comments on sub-section numbering under the the project section describing the project area ; consolidation of sub-sections 1.3.2 and 1.3.3.	Sub-sections 1.3.1 , 1.3.2, 1.3.3 are now compliant with the format provided in ITTO project proposal manual	Page 6
5- Comments on expected outcomes at project completion: impacts, benefits, expected changes.	The issues raised have been addressed in section 1.4, sub-section 1.4.1	Page 8
7- Stakeholders analysis: Role of the NGO and beneficiary communities in project development and implementation.	The explanations on the role of the NGO and beneficiary communities in the development and implementation of the project are provided in Chapter 2, Section 2.1.	Page 10
8- Problem analysis: How the needs of beneficiaries constitute the core problem the project will address.	The needs and interests of stakeholders' groups have been covered in the relevant Table, section 2.1.	Page 11
9- Comments on project objectives: the Development Objective and Specific Objectives of the Project: relevance and impact indicators.	The relevance of the impact indicators of the project is described in sub-sections 2.3.1 and 2.3.2.	Page 13
10- Comments on the outputs, relevance of solutions to beneficiaries' problems, the specific objective, measurable activities and indicators.	Explanations provided on outputs, impact and performance indicators are provided in Chapter 3, Section 3.1.	Page 14
11- Comments on activities and impact/performance indicators.	Explanations on activities and impact indicators are provided in Chapter 3, section 3.2.	Page 15
12- Comments on the strategic approach and methodology of project implementation: Holistic, participatory and inclusive Development, involving women's groups and other marginal/ underprivileged segments of society.	Information on the project implementation approach and strategy is provided in Chapter 3, section 3.3 addressing women's groups and the underprivileged.	Page 16
13- Comments on the presentation of the Work Plan in the Gant Diagramme showing the ToRs of key project staff.	Roles and responsibilities of the project team addressed in section 3.4.	Page 17
RECOMMENDATIONS		
1- Results achieved at project completion have been described under the problem analysis. However there is still no information on the link between the results achieved at project completion and any similar on-going efforts or	Data and information on the links between the results expected at project completion and similar efforts or projects being undertaken in the area during and	Page 9

<p>projects being implemented within the project target area at large.</p>	<p>after project implementation have been provided in sub-section 1.4.3.</p>	
<p>2- The Problem Tree needs to be improved at the sub-cause level under each of the two main causes of the core problem identified, in compliance with the Problem Tree format as described in the ITTO Manual for Project Formulation. Such improvement should be consistent with item 3.2 (Activities and inputs) and section 3.4 (Work Plan).</p>	<p>The Problem Tree has been improved at the Sub-cause tier under the two main causes of the core problem and made consistent with the planned project activities and Work Plan, through the reformulation of sub-causes and further detailed activities.</p>	<p>Page 13</p>
<p>3- ITTO Budget should be slightly adjusted in the calculation of ITTO Programme Support Costs in line with the standard 12%, so as to avoid exceeding the USD 150,000 ceiling amount required for a small ITTO project. This slight ITTO budget readjustment should be addressed in the consolidated budget.</p>	<p>ITTO Budget has been amended slightly with the standard 12% to keep its costs under the ceiling amount for small projects. This amendment has been incorporated in the consolidated budget.</p>	<p>Page 19 to 22</p>
<p>4- The project staff chart should be included in section 4.1 in compliance with the format provided in ITTO Manual for Project Formulation.</p>	<p>The flow chart of the project implementation structure linked to the Executing Agency has been incorporated in Section 4.1.</p>	<p>Page 25</p>