

Activity reports

From January 1st to December 31st, 2014

July 2015

Enterprises Territories and Development ETD

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Sectors of activity and areas of expertise

- Family Farming and Market Access
- Local governance and territorial economic development
- Environment and sustainable management of natural resources

Intervention areas

Togo: Maritime Regions, Plateaux, Centrale, Kara and Savannas

Benin: Plateaux Ouémé, Mono, Gouffo, Zou-collines, Borgou, Alibori, Atacora-Donfa regions

Main Partners

Institutional partners: International Center for Development and Research (CIDR) and APRM (Ministry of Agriculture, Livestock and Fisheries) in Togo and Benin

Financial Partners:

- European Union (EU),
- PPLM - EWDE (Bread for the World) - Protestant development service,
- Embassy of France in Togo,
- GeTM (Geneva Third World),
- Land of men,
- General Council of Yvelines,
- UCT (Union of Municipalities of Togo),
- World Bank via MAEP Togo and Benin (Ministry of Agriculture, Livestock and Fisheries),
- IFAD via MAEP Togo
- CFSI / FDF (Foundation of France)

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Abbreviations list

AFD:	French Development Agency
AIDR:	International Alliance for Development and Research
AMAF:	Market Access and Family Farming
ANPGF:	National Agency for Promotion and Guarantee for the Financing of SMEs and SMIs
AVSF:	Agronomists and Veterinarians Without Borders
CCR-B:	Benin Rice Producers Concertation Committee
CEET:	Electric Power Company of Togo
CeCPA / SCDA:	Communal Center for Agricultural Promotion / Communal Sector for the Agriculture Development
CIDR:	International Center for Development and Research
CNSS:	National Social Security Fund
COOPEC:	Savings and Credit Cooperative
CSP:	Producer Monitoring Officer
BTC:	Belgian Technical Cooperation
DRAEP:	Directorate of Agriculture, Livestock and Fisheries
PRSP:	Poverty Reduction Strategy Paper
ESOP:	Services Company and Producer Organizations
ETD:	Enterprises Territories and Development
EWDE:	Bread for the World - Protestant Development Service - BrötFür die Welt
FAO:	Food and Agriculture Organization of the United Nations
FECECAM:	Faisstière of Caisses d'Epargne and Crédit Agricole Mutuelle
FECECAV:	Federation of Savings Banks and Credit Associations of Villages
IFAD:	International Fund for Agricultural Development
FIDES:	Investment Fund for the Development of Solidarity Enterprises
FUCEC:	Factor of Savings and Credit Cooperative Units
GETM:	Geneva Third World
ICAT:	Togolese Institute of Agronomic Council
IMF:	Microfinance Institution
INRAB:	National Institute of Agronomic Research of Benin
ITRA:	Togolese Institute of Agronomic Research
INPIT:	National Institute for Intellectual Protection of Togo
MAEP:	Ministry of Agriculture, Livestock and Fisheries
OBC:	Community Based Organization
OAPI:	African Intellectual Property Organization
NGO:	Non-Governmental Organization
OP:	Farmers Organization
PADA:	Agricultural Diversification Support Project
PADAT:	Program of Support to Agricultural Development of Togo
PASA:	Agricultural Sector Support Program
PDC:	Community Development Program
PNIASA:	National Program for Agricultural Investment and Food Security
UNDP:	United Nations Development Program
POS:	Strategic Orientation Plan
PSRSA:	Special Program of Restructuring of the Agricultural Sector
PUASA:	Emergency Program to Support Food Security
PPMPVo:	Promotion of vegetable production in the prefecture of Vo

RESOP:	Network of Services Companies and Producers Organizations
SARL:	Limited Liability Company
SCAC:	Service of Cooperation and Cultural Action
SRI:	Intensive Rice Farming System
EU:	European Union
URizOP:	Union of Rice Producers of Ouémé - Plateau
WAAPP:	West African Agriculture Productivity Program
WAGES:	Women Association for Economic and Social Gain

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Summary

Elements of context

The general context in which ETD evolved in 2014 is a context of austerity and security and health crises, including the spread of the Ebola virus and the rise of the terrorist threat in West Africa.

In Togo, the year 2014 was marked by (i) the debates on the implementation of the institutional and constitutional reforms envisaged by the 2006 Global Political Agreement, (iii) the union demands, particularly in the sector of the education and health, (iv) continuation of the major works undertaken almost three years ago, (v) Strengthening of road safety measures (limitation of night-time hours for large aircraft, compulsory use of a helmet and seat belt, etc.).

In Benin, the year 2014 was marked by (i) the improvement of the conditions of business creation, (ii) the debates on youth employment, (iii) the pursuit of reforms concerning, inter alia, consolidation of public finances, the fight against corruption, (iv) the continuation of the achievement of the works including the construction of road and the rural electrification, (v) the start-up of the project of modernization of the sector of the justice through the computerization of courts and chancery.

For ETD, the year 2014 was the end of its 2010-2014 strategic orientation plan resulting from the definition of the renewal process validated by the Board of Directors. At the operational level, seven (07) new projects are known to start up, of which five are new program phases that have come to an end and two new projects initiated with new partners.

Major achievements of the year 2014

The major achievements of the year 2014 are:

(v) the promotion of 51 rural agro-food SMEs of the ESOP type operating in 9 sectors (a) 3 540 tons of processed products; (b) support for the structuring and production and marketing techniques of nearly 16,000 farmers supplying ESOPs supplying 5,000 tons of raw material; (c) more than CFAF 1,5 billion distributed to farmers by farmers; ESOP (d) follow-up support for 168 cooperative societies, (e) support for the promotion and distribution of ESOP products through the RESOP mechanisms set up in Cotonou and Lomé;

(ii) strengthening the technical, organizational and marketing capacities of 16,000 farmers, 35% of whom are women through (a) the training in technical production processes (b) the support for 168 simplified cooperative societies, (c) the dissemination of 55 ha of intensive rice-growing system, (d) the completion of 30 ha of summary lowland development; (e) the facilitation of the access of credit of campaign with MFIs for an amount of 60, 2 million FCFA.

(iii) With regard to support for decentralization: (a) 4 local communities (Prefectures of Haho, Moyen-Mono and Blitta and the urban commune of Notsé) are assisted in drawing up prefectural plans for sustainable development, strengthening of their project management capacities and the mobilization of local finances; (b) 150 persons representing different categories of stakeholders in the livestock sector are formed through the organization of 4 informed debates respectively in Notsé, Tchamba, Elavagnon and Sokodé; (c) the achievement of two regional maps of corridors practiced with the entry points and the targeting of the difficult and tension areas through two capacity-building sessions in participatory mapping, (d) the achievement of 33 local initiatives and 06 basic infrastructures improving their living environment. A total of 95,000 people are directly reached by the achievements of the year.

(iv) In terms of capitalization, knowledge management and monitoring and evaluation, the following outcomes were recorded: (a) the construction of a methodology for monitoring the impacts of ESOPs following the "Social Return on Investment" approach (SROI), With the (2003) The development of three pilot impact studies (ESOP rice Tchamba and Notsé in Togo and ESOP Ouémé Valley in Benin), (b) the production and dissemination on the UNGANA site of the AIDR of 5 methodological documents in the areas of territorial planning, project management of local communities, mobilization of local finances

(v) In terms of its governance and operations, a General Assembly was held, two meetings of the Board organized, the project and structure accounts certified by external auditors, the holding of a

methodological framing workshop to Grand Popo in Benin, recruitment of a consultant to facilitate and support the process, and analysis of the external environment partly carried out by ETD executives.

A total of 12 projects and programs were executed for a total turnover of nine hundred and seven million six hundred and seventy-three thousand nine hundred and sixty-three (907,673,963) FCFA, or one million three hundred and eighty-three or one thousand seven hundred and forty (1,383,740) euros mobilizing 72 employees (63 in Togo and 09 in Benin) including 45 executives of agronomists, economists, managers, sociologists, etc.

Major prospects or challenges of 2015

In terms of governance and strategic management, the major projects of 2015 ETD are: (i) the development and validation of a new strategic orientation plan (2016-2020), (ii) the renewal of the Board (iii) the start of the construction of the ETD head office in Lomé, (iv) the promotion of a private equity fund for the development of VSEs and ESOP-type SMEs, (v) the renewal of projects ongoing and the formulation of new programs / projects, (vi) participation in AIDR sessions and activities, (vii) the search for private funding for the diversification of partnerships.

At the operational level, in terms of access to markets for family farming, activities in 2015 will focus on: (i) the consolidation of the 51 ESOPs supported in 2014, (ii) the consolidation of the two RESOPs and the formalization of the Cotonou RESOP, (iii) the creation of 03 new ESOPs (two on pineapple and one on soybean) in Togo, (iv) the implementation of a strategy and communication actions for marketing ESOP products, (v) 6 CBO support and assistance from six localities in Vo and Lacs prefectures to strengthen local child protection mechanisms in a context of mobility, (vi) formative support and advice for 6 OP and 3 groups of individual vegetable growers in 10 localities of the Vo prefecture in Togo.

In terms of decentralization and local economic development, the activities of 2015 will revolve around (i) the definition and implementation of realistic plans to improve the local finances of three prefecture boards based in particular on better taxation direct and indirect activities in the agricultural sector, (ii) support for local governance and territorial dynamics in 3 local communities (Haho prefecture councils, the Moyen-Mono and the Commune of Notsé) through the concerted planning of the sustainable development of their territories, project management and the mobilization of local resources, (iv) support-assistance of a local authority (Blitta Prefecture Council) in the project management of an agricultural development program, (v) the facilitation of two (02) informed debates of key actors in the livestock sector, and (vi) trails and pastoral areas for secure transhumance of livestock.

ETD 2014 and 2015 in figures

Table 1: ETD in 2013-2015 figures

Years	Programs	ESOP Promoted	Employees	Beneficiaries		Turnover	
				Total	women	FCFA	EURO
2013	8	35	69	392 000	196 000	716 287 190	1 091 973
2014	12	51	72	341 611	177 528	907 673 963	1 383 740
2015	12	51	69	350 000	190 000	896 291 615	1 366 388

Table 2: ETD budget breakdown table

	2014	2015
Administration	202 448 995	252 700 420
Family farming and market access	424 525 087	372 797 956
Decentralization and community support/environment and sustainable management	237 677 649	253 418 197
Total	864 651 731	878 916 573

Administration (green)

2014 = 23, 4%

2015 = 28, 7 %

Family farming and market access (yellow)

2014 = 49, 2 %

2015 = 42, 5 %

Decentralization and community support/environment and sustainable management (blue)

2014 = 28, 8 %

2015 = 27, 2 %

Chart 1: Breakdown of the ETD budget in 2014 and 2015

Introduction

The year 2014 marked ETD's final phase of its 2010-2014 strategic orientation plan. In fact, ETD (Entreprises Territoires et Développement) adopted a five-year strategic orientation plan in 2009 to guide its activities between 2010 and 2014. This plan met the need for ETD to control its growth while remaining committed to its mission. As a reminder, the mission of ETD is to contribute to the economic and social development of populations living in rural areas by promoting local human and natural resources and preserving the environment. From this mission, arise the areas where ETD's activities are carried out namely:

- Family farming and market access
 - Promoting business interfaces between framers and the market;
 - Support to agri-food chain stakeholders to become competitive and efficient;
 - Creating favorable conditions for agricultural production.

- Decentralization and local economic development
 - Supporting local communities in defining and implementing activities that contribute to the socio-economic development of their territory;
 - Supporting local communities to improve their technical, financial and project management skills.

- Environment and sustainable management of natural resources
 - implementation of programs and activities focused on the sustainable management of natural resources;
 - supporting local stakeholders in the definition and implementation of sustainable development

This document draws up ETD's activities carried out during 2014, with perspectives for the year 2015. Designed as both a performance monitoring and evaluation tool and an accountability tool focused on the 2010-2014 strategic orientation plan and the services and contributions to the target groups and beneficiaries, it is structured in three parts in order: (i) to the general report of the year 2014, (ii) perspectives and major issues of 2015, and (iii) the appendices.

The first part presents (i) the analysis of the international and national contexts in which the 2014 activities were conducted in Togo and Benin, (ii) an overview of the activities carried out by department, and (iii) the progress made in the organizational structure with contributions from the activities carried out to achieve the goals of the 2010 – 2014 SOP. As a reminder, ETD is structured into a General Management and two technical departments grouping each of the field teams dedicated to the implementation of programs and projects.

The second part presents the operational and organizational perspectives for the year 2015. The lines of activities of the various departments for the year 2015 are specified, including programs to start, to cruise, to close and to formulate.

The third and final part is devoted to the identification of different programs and projects. The summary documents of the various programs and projects carried out in 2014 or to start in 2015 are presented precisely with the budgets and human resources allocated to these programs and projects.

- I. Summary of the year
 1. Analysis of the context
 - 1.1. General context

The general context in which ETD evolved in 2014 is characterized globally by the decline of the economic crisis in the world with a slight economic growth against a worsening of the security crisis marked especially by the terrorist groups that attack the strategic interests of the countries especially Western developed countries, the main contributors of official development assistance.

In terms of security, the year 2014 was marked by (i) the prolongation of several crises in Africa (Mali, Central African Republic, Niger), (ii) the large-scale actions carried out by the jihadists, particularly the terrorist attacks and violent confrontation between government troops and armed groups in northern Nigeria. To these foci of insecurity in Africa were added the health crisis through the spread of Ebola haemorrhagic fever in Guinea, Liberia, Nigeria, Senegal and Sierra Leone. The Ebola outbreak has severely slowed agricultural activity in affected countries, where many farmers could no longer grow their crops in affected areas, resulting in soaring prices for agricultural commodities. It had dramatic consequences on the social and economic situation in West Africa, it has led to the closing of the borders of some countries (Côte d'Ivoire and Senegal in particular).

On the political front, political upheaval brought about by organized crowd demonstrations were recorded in West Africa, notably the popular uprising in Burkina Faso, which led to the fall of Blaise Compaoré's regime after nearly thirty years in power. The Burkinabe revolution were emulated and fueled ambitions in neighboring countries that were going through a sensitive period (the day before the presidential elections), particularly in Togo and Benin, where the opposition parties demanded or contested in a climate of real socio-political tension and unsuccessful, political, institutional and constitutional reforms (marches claiming a revision of the constitution in Togo or challenging the policies and reforms initiated by the Boni Yayi regime in Benin).

1.2. National context

Togo and Benin share a border extending about 660 km. They have very similar geographical, agro-ecological and demographic characteristics. Their populations still live mainly (60 to 70%) in rural areas.

In Togo, the year 2014 was the year before the presidential elections. The political picture of Togo were decided since the failure of the political dialogue and the rejection by the National Assembly of the law on constitutional and institutional reforms. The power becomes more radical and opts for the extreme solution, the opposition is mobilized in its legendary force of pressure with the street demonstrations. The political climate is therefore taking a new, worrying turn that challenges actors and observers about the risks.

At the social level, the year 2014 was marked in Togo by union demands in the health sector and primary and secondary education.

At the programmatic level of government action, 2014 was the year in which the SCAPE (Accelerated Growth and Employment Promotion Strategy) and its priority action plan started.

In terms of bilateral and multilateral cooperation, we note the maintenance of renewed interest in the country since 2010 with technical and financial partners with the financing of major projects and programs in the sectors of infrastructure, agriculture, etc.

With regard to decentralization in Togo, activities relating to the organization of local elections are virtually stalled.

At the agricultural level, Togo recorded record agricultural surpluses this year: 156,000 tons for the cereals sector, 745,000 for tubers and 136,000 for vegetables thanks to the continued implementation of PNIASA.

At the economic level, Togo recorded a growth rate of 5.5% in 2014. A result very close to the forecasts of the International Monetary Fund (IMF) set at 5.65%. According to the Council, the Togolese economy, Togo performed well in 2014 in a context of very low inflation. It had a performance supported by a macroeconomic and financial framework characterized by an increase in banking activity of 19.8% and an increase in loans to the economy of 15.6% in the third quarter of the year. But on the other hand it was noted some difficulties in terms of bank cash which should be solved with courageous measures. The microfinance sector is becoming increasingly important, but there are still challenges for microfinance to bring the local economy to the table.

In 2014, Benin made significant progress. This progress stems first from the sound management of the macroeconomic framework. In fact, in economic and financial terms, despite the particularly difficult international situation, Benin has experienced sustained growth in real terms of approximately 5.6% on average over the 2012-2014 period. This growth is the strongest recorded in Benin since independence, according to the World Bank's report on the economic situation of our country published in September 2014. For 2014, the growth rate is projected between 5.7% and 6%, 5%, well above the world average of 3.3%.

Business environment reforms have made Benin ranked 151st out of 189 economies in the World Bank's Doing Business Report; which makes a leap ahead of 23 places, compared to the ranking of last year. Benin has made progress in terms of business creation, protection of minority investors, cross-border trade and contract enforcement.

Benin's structural transformation, beyond the prerequisites and requirements relating to the quality of governance and the efficiency of the public finance management chain, relies particularly on quality infrastructure, the revival of agriculture and the improvement of the national education system as well as the social security system.

As such, the year 2014 was a year of cruising into the implementation of ambitious programs for the construction of transport infrastructure, road network extension and rural electrification. The revival of agriculture is driven in particular by improving the quality of governance of the cotton sector, which takes into account the Government's constant concern to improve the living conditions of cotton growers. At the same time, other priority sectors benefited from substantial support, y rice, corn, pineapple, cashew nuts, market gardening, milk and meat. The Government's action in this area is mainly aimed at covering food needs as well as improving the attractiveness of agricultural activity and the rural environment through increased income.

2. Overview of the activities by department

2.1 Market access for family farming

On behalf of the AMAF department, the major achievements in 2014 are: (i) the consolidation of 35 ESOPs, 25 of which in Togo and 10 in Benin, (ii) the consolidation of RESOP Lomé and Cotonou, (iii) the creation of 16 new ESOPs, 10 in Togo and 6 in Benin, reaching a total of 1237 POs, of which 958 in Togo and 279 in Benin), (iv) follow-up and assistance for 168 cooperatives set up in 2013, (v) support and assistance of 6 CBOs from six localities in the prefecture of Vo and Lac in order to strengthening local child protection mechanisms in a context of mobility, (vi) formative local support and advice to 6 POs and 3 groups of individual market gardeners in 10 localities of the Vo prefecture in Togo.

These achievements of the AMAF department were obtained through:

- (a) The continuation of the program of consolidation of national platforms for the promotion and dissemination of ESOPs in Togo and Benin;
- b) Continuation of service contract actions on PASA and WAAPP in Togo and PADA in Benin;
- c) The continuation of the implementation of PADAT in the Plateaux region, specifically in the Amou-Ogou-Kpélé sub-area;

- d) The continuation of the "sub-regional project for the protection of unaccompanied migrant minors in West Africa" (EU mobility's Project) in partnership with the NGO Terre des hommes which is in charge of project management;
- e) The start of the project for the consolidation of a network of agri-food companies for sustainable income for farmers (CREA);
- f) The start of the agribusiness promotion and local governance project (PAGol);
- (g) The start of the market gardening promotion project in Vo prefecture (PPMPVo).

ESOP support

A total of 51 ESOPs (35 in Togo and 16 in Benin) and the two ESOP product marketing structures, the RESOPs established in Lomé and Cotonou were supported in 2014. The major performances recorded in 2014 through support-assistance ESOPs are: (i) nearly 16,000 reached farmers in 9 subsectors (rice, soybeans, rice seeds, corn seeds, groundnuts, soybean oil, meat, honey, pineapple), (ii) more than 1.5 billion CFA francs distributed to farmers and (iii) 3,540 tons of processed products.

Support for ESOPs in 2014 focused on the different functions of ESOPs. This support is provided in the form of advice, support, monitoring, service and above all, control by ETD technical teams responsible for supporting ESOPs.

RESOP (Lomé and Cotonou) received support from ETD in the definition and implementation of their marketing and communication strategy as well as in accounting and financial management.

Diverse support for vulnerable small-scale farmers in the Amou-Ogou-Kpélé subzone

As part of the implementation of PADAT in the Plateaux region, various support was provided in 2014 to nearly 600 vulnerable small-scale farmers and their organizations.

For component 1: (i) identification and pre-validation of nearly 77 ha of lowlands to be developed, (ii) follow-up to the work plan development of 160 cooperative societies, (iii) formation of committees of 168 cooperative societies.

For component 2: (i) identification and validation of beneficiary FOs of processing equipment (31 corn shellers, 2 rice harvesters, 2 rice huskers, 20 raspers and mechanical cassava presses), and distribution of processing equipment; processing (05 hullers, 20 shellers, and 36 tarpaulins).

Support to six community-based organizations to strengthen child protection in a context of mobility

The support provided to the six CBOs is financial, technical and follow-up and assistance in the definition and implementation of local initiatives (micro-projects) for strengthening the community child protection system. Thus, (i) six (06) micro-projects (local initiatives) were developed and implemented, (ii) 2120 children sensitized on different themes related to mobility, (iii) 149 children, of which 71 girls benefited from funded school kits on funds from local initiatives of an economic nature, (iv) 396 of which 220 girls on the move are detected and referred by community detection devices set up in the prefecture of Lacs.

Support for market gardeners in Vo prefecture

As part of the promotion of vegetable production in the prefecture of Vo, various supports are provided to market gardeners: (i) support and assistance of market gardeners to production processes, (ii) training of 20 market gardeners on integrated management of fertility, water and mushroom pests (GIFERC); (ii) six groups and 33 individual farmers are supplied with equipment and inputs (two super-tanks, three boosters, three motor pumps, 500 g of green pepper seeds, 500 g of Ademe seeds, 400 g of eggplant seeds) and 20 boxes, or 1000 g tomato seeds of the Mongal variety and 63 liters of phytosanitary products).

Other activities carried out by the AMAF department

During 2014, in addition to the activities described above, the AMAF department also:

- a) Contributed to the construction of a “Social Return on Investment (SROI)” methodology for impact monitoring, then to the achievement of the Esop rice impact survey in Tchamba and Notsè on the target groups, in collaboration with LARPSAD at the University of Lomé in Togo and CEFORP at the University of Abomey-Calavi in Benin;
- b) Supported the development of three new brands of products distributed by RESOP commercial structures in Togo.

2.2. Decentralization and local economic development

On behalf of the DDEL department, the major achievements of the year 2014 are: (i) support for local governance and territorial dynamics in 3 local communities (Prefecture Councils of Haho, Moyen-Mono and Commune of Notsé) through the concerted planning of the development of their territories, the project management and the mobilization of local resources, (ii) the support-assistance of a local community (Blitta Prefecture Council) in the control of the work of an agricultural development program, (iii) the training of 150 people from different categories of stakeholders in the livestock sector through 04 informed debates carried out in 04 areas (Notsé, Tchamba, Elavagnon and Sokodé), (iv) the completion of two practical corridor area maps with entry points and targeting of difficult and tension areas through two of participatory mapping reinforcement sessions.

These achievements of the department DDEL were obtained through:

- (a) The Local Governance and Sustainable Development Support Program (PAGL2D / PAGEA / PAGED) in the Moyen-Mono and Haho Prefectures,
- b) The start of new programs and projects namely:
 1. The Collaborative Governance Support Project for Agricultural Development in Blitta Prefecture (PAGDA),
 2. The support project for the preservation of ecosystems and biodiversity through pastoralism (PAPEBA).

Support to local governance and territorial dynamics

As part of the implementation of PAGL2D in 2014, (i) three local communities were assisted in the planning and management of the sustainable development of their territory with 3 charters and 2 defined sustainable development strategies; (ii) 18 consultation frameworks (15 CCD, 2 CPD and 1 quadrilogue) in Haho, Moyen-Mono and Commune de Notsé were strengthened and regularly run with a minimum participation rate of 90%; (iii) 31 local social, economic and environmental initiatives directly benefiting about 4,211 people including 2,181 women and 1,003 young people are defined and implemented; (iv) the commissioning of eight (08) holes drilled under PAGLOC and five new boreholes facilitating access to drinking water for more than 23,000 people in Haho and Moyen-Mono, (v) the implementation of service of two (02) standpipes and two latrines for access to a healthy environment to more than 2,000 inhabitants of the Commune of Notsé, (vi) the construction of two market sheds in Haho (Kpégadjé) and in the Moyen-Mono (Ahassomé) to improve local recipes.

Support for concerted governance for agricultural development

As part of the implementation of PAGDA during 2014, (i) a framework for consultation, negotiation and decisions-making between the community and the agricultural sector stakeholders is set up and is functional; (ii) an agricultural development strategy for Blitta Prefecture is defined; (iii) 38 local initiatives by farmer organizations were registered for study; and (iv) 2085 agricultural farmers are reached by production support.

Support for the preservation of ecosystems and biodiversity through Agropastoralism

As part of the implementation of PAPEBA, (i) 30 animators from different stakeholders in the livestock sector are trained on animation techniques and on trade-related issues in West Africa; (ii) four informed debates are carried out in order to bring to the attention of the different stakeholders of the sector, the issues related to mobility and livestock production; and (iii) two participatory mapping reinforcement sessions are conducted and two practical corridor area maps with entry and targeting points for difficult and stress areas are proposed.

Other activities of the DDEL department

During the year 2014, in addition to the activities described above, the DDEL department (i) conducted an opportunity and feasibility survey in the Vo prefecture, and (ii) proposed a project in response to the Call for proposals on "Innovative Operations on Food and Nutrition Security in West Africa" launched by ECOWAS Regional Agency for Agriculture and Food (ARAA).

3. Organizational progress and contributions to the achievement of the goals of the 2010 - 2014 strategic orientation plan

The progress made during 2014 is the culmination of the completion of ETD's 2010 - 2014 orientation plan (SOP). The record of the execution of the SOP shows that the level of achievement of the five results of the SOP is satisfactory.

3.1. Capitalize, validate and enhance market access gains for family farming

3.1.1. Validate and stabilize the process

a) Operationalize the ESOP financing mechanism in conjunction with MFIs and banks

The activities carried out in 2014 contributed to the strengthening of the links with the MFIs (FUCEC, FECECAM in Togo and ALIDE in Benin) resulting in the signature of a partnership contract with the ANPGF in Togo and FECECAM in Benin. The agreement between ETD and FUCEC is finalized to be signed in 2015. The options finally chosen by CRESA to finance only established SMEs pushed ETD to think about the creation of a specific fund for the incubation of small businesses food. This fund, whose feasibility survey will be carried out in the first half of 2015, will be called CIDEA. CRESA will be institutionalized at the beginning of 2015.

b) Clarify the role and positioning of ETD vis-à-vis ESOPs

The positioning of ETD was clarified within the framework of ESOP-type SME promotion activities during the period from 2010 to 2014: thus ETD initiates the implementation of ESOPs, finances the start of activities on project funds, plays the role of trusted third party by taking shares in the capital of ESOPs formalized in SARL and brings during the first 5 years technical support not invoiced to the ESOP. As part of the renewal of the SFP and ETD interventions on the theme of "access to markets for family farming", this positioning will be evaluated and lessons learned.

c) Strengthen the ESOP's own funds to prepare for the reactions of the competition

In 2014, progress was made in improving ESOP capital by:

- Improved economic performance of ESOPs, specifically Soja Nyo and ESOP kouka, as well as the new ESOPs promoted under the PASA contracts;
- The identification of a French private investor (SoyTouch) to invest in the development of Soy Nyo by acquiring shares in the capital from the end of 2015 and facilitating access to cheap loans;
- the support of 10 new ESOPs to receive start-up grants from PASA in order to constitute the stock of raw material of year 1 and the acquisition of processing equipment;
- the continuation of the process of formalization (institutionalization in Sarl) of 9 ESOPs having started the transformation during the year (8 rice, 1 soya) and the seed ESOP Kovié through the achievement of reciprocal commitment sessions and the development of legal tests (statutes and partners' pact).

CIDEA: Capital Investment for Agricultural Entrepreneurship Development

Since 2013, Soy Touch were developing business relationships with Soja Nyo for organic soybeans, and wants to increase its links with ETD and ESOPs in sectors such as soybean, sesame, palm oil, livestock and the meat production.

(d) Negotiate appropriate taxation for ESOPs and other market access systems.

In 2014, no significant progress was made on the negotiation of an appropriate tax system for ESOPs.

3.1.2. Strengthen the technical capacities of agricultural production, storage and agro-processing

a) Train farmers on production processes

In 2014, a total of around 16,000 ESOP supplying farmers were trained on production processes of various crops: rice, soybeans, rice seeds, maize seeds, groundnuts, based on updated and improved fact sheets incorporating elements related to integrated soil fertility management and crop quality management. The total area planted was 5,422 ha including 2625 ha for rice and 2500 ha for soybeans.

- Dissemination of the SRI technique

In Togo, the experimentation of the technique of Rice Intensive System (SRI) started in 2012 was continued in 2014 in 13 ESOPs (except ESOP Sotouboua white rice and ESOP Kovié seed rice). A total of 430 farmers out of 500 planned were trained in the production of rice according to the SRI technique, of which 40% (170 farmers) were able to achieve SRI parcels on an accumulated surface of 55 ha that is 88% of the 62,5 ha envisaged for year. Of the 170 farmers who set up SRI plots, 56 drove their plot to completion. Climatic vagaries have not favoured the successful execution of farmers' activities. SRI plot yields ranged from 2,534 kg / ha to 6,130 kg / ha with an average of 4,440 kg / ha compared with an average paddy yield of 1,000 kg / ha to 2,000 kg / ha depending on peasant practices or the technical process popularized in the different reached areas. The SRI technique offers higher potential productivity; only a few constraints limit its scope: (i) the lack of adequate equipment and (ii) the irregular rainfall.

Lowland development

In 2014 in Togo, 30 ha of lowlands were developed in the prefectures of Haho, Agou and Blitta for the benefit of 79 farmers of ESOP rice Notsé and Agou. These developments have made it possible to change the yields from 2000 kg / ha on average to 5250 kg / ha, an increase of about 160% on the developed sites.

- b) Linking farmers with MFIs to Finance the Agricultural Campaign

In Togo, the link between farmers and MFIs for the granting of campaign credit continued in 2014 with the following financial institutions: (i) COOPEC for ESOPs Soja Nyo and Mango, (ii) UMECTO for ESOP Dapaong and Mandouri, (iii) MUCAD for ESOP Pagouda and (iv) URCLEC for ESOP Notsè. These institutions have, on the basis of the ESOP purchase contracts, agreed to make available to farmers an amount of 60.2 million CFA francs. A total of 1860 farmers benefited from campaign credit in 2014 at interest rates between 9% and 16% depending on the financial institutions. In Benin, ESOP farmers could not receive campaign credit from MFIs.

- c) Direct support to livestock

As part of WAAPP / PPAO and the ESOP Program, three units of production and marketing of meat from family breeding (sheep, goats) were launched in 2013 in Togo, respectively in the prefectures of Blitta, Ogou and Haho. The year 2014 was marked by the continuation of the production testing operations of the three meat-related ESOPs with 511 farmers through (i) technical support to breeders (castration, closure, antibiotic therapy, deworming, vaccination of animals); (ii) training stockbreeders in commercial tontines on the rational production system for small ruminants; (iii) the continuation of the construction of 450 traditional sheepfolds improved for the benefit of 450 breeders, with a total of 150 fully implemented BTAs and 91 BTAs at the end of the period; (iv) the census of about 500 sheep and goat heads for the start of processing in 2015; (v) the construction of a slaughter area and a reduced capacity cutting unit in Notsè for the start of sheep and goat meat processing in 2015.

- d) Strengthen ESOP storage and processing infrastructures

As part of the implementation of PASA in Togo and PADA in Benin, respectively 16 and 10 stores will be built for the benefit of ESOPs in Togo and Benin. RESOP Lomé and Cotonou will benefit respectively from three and an optical sorting machine with a yield of around 6 tons per hour. The process of acquiring the optical sorter of the RESOP Cotonou was launched in 2014 for delivery in the first half of 2015 at the latest. The services of an optical sorter will be shared by several ESOPs.

In addition, with the support of FSEP, 10 ESOPs were equipped in 2014 with sheds serving as sorting facilities for processed products and related operations. The construction of animal slaughtering and meat processing facilities was also initiated at the ESOP meat Notsé.

In addition, the support of SATOM (through its ISSA Program) were mobilized to provide ESOP Kovié with a storage warehouse with a capacity of 300 tons. The store was received on February 20, 2015 in the presence of the Prefect of Zio, the Director General of SATOM in Togo, Mr. CHEVALIER Brice and the Coordinator of the ISSA Program for Africa, Mr. YEDJI Gérard.

3.1.3. Capitalize the process (ESOP)

a) Implement a capitalization approach at the ETD level

In 2014, no significant progress was recorded in the capitalization of the "promotion and support of ESOP" business. A capitalization program were defined but it were not implemented due to the large volume of activities related to the support of ESOPs.

b) Develop methodological exchanges between the Togo and Benin platforms

No meeting of methodological exchanges between the project teams of Togo and Benin was held during the year 2014 despite insistent reminders from senior management. In analysis, (i) the option of meetings or exchange workshops, (ii) the difficulties related to growth management (increase in the volume of activities, frequent solicitations from partners), (iii) the lack of integration of distance exchanges between peers by means of the NTIC (mailing list, skype, facebook, groups, etc.) would be the explanatory factors of the failure of the holding of the methodological exchanges between the platforms.

c) Develop a knowledge sharing strategy between platforms and between ESOPs (annual seminar on exchange of practices, etc.)

A formal knowledge sharing strategy between platforms and between ESOPs has not been defined; in fact, so far, at least one meeting is organized every year between ESOP managers. The exchange of practices between managers is done during training workshops or reflection on a specific subject related to the life of the ESOP. In 2014, all ESOP managers from Togo and Benin were gathered during a workshop held in Sokodé on clarifying the role and positioning of ESOP stakeholders. However, exchanges of practices or experiences are continuously informal between the ESOPs. In the future, in the absence of a formal strategy with an action plan, more effort will be made at least to hold meetings specifically dedicated to the sharing of knowledge and practices.

d) Implement a real quality improvement approach (at the ESOP and product installation process level)

In 2014, new customer satisfaction surveys were carried out: it shows that the quality of the rice still needs to be improved in terms of sorting, sizing, packaging and fumigation. In addition, a meeting between RESOP and ESOPs was organized in 2014 in Togo on the issue of the quality of Délice rice. The process of acquiring an optical sorter for Benin ESOPs to improve the quality of Délice rice has been initiated. The supplier has been identified. The optical sorter will be delivered in the first half of 2015. The improvement of the quality of ESOP products was debated throughout 2014 during steering meetings between field teams and senior management. The conclusions-major orientations of the reflections around the question are the following: (i) the implementation of pilot actions with the ESOPs most committed and willing to improve the quality of their products, (ii) the location of the function quality control at the level of the RESOP (recruitment of a quality control specialist, etc.), (iii) the definition and validation of a system of sanctions (bonus-malus) incentive to the respect of the notebooks of charges and the Délice charter.

3.1.4. Valuing achievements

- a) Adapt the legal status to the evolution of companies and the news to be created

The evolution of the legal status of SARL in SA envisaged with the ESOP Soja Nyo could not be realized in 2014 due to the poor performances of the ESOP and especially of the delay accused as well in the identification of private shareholders as in the formalization of CRESA. A restructuring plan is defined and will be the basis for the evolution of the governance and legal status of Soja Nyo in 2015.

- b) Establish new ESOPs on an entrepreneurial approach

RAS.

- c) Diversify financial partnerships to leverage the ESOP approach

The multiplication of the ESOP initiative started in 2013 was continued in 2014 thanks to financial partnerships negotiated with the World Bank under the programs of PASA and WAAPP / WAAPP in Togo and PADA in Benin. The number of ESOPs promoted including RESOP increased from 19 in 2009 to 53 in 2014 (a relative increase of 180%).

- d) Diversify the sectors in the context of ESOP creation

In the context of new partnerships underway, new sectors such as pineapple, groundnut, cassava, honey, soybean oil, corn seeds and small ruminant meat are being promoted. Production testing operations on these different sectors were conducted in 2014 and ESOP implementations planned for the course of 2015.

- e) Other market access systems

No change compared to 2013.

- f) Promote family breeding with an economic logic

Following a feasibility survey carried out in 2010 with the support of AIDR, ETD decided to promote the experiences gained in promoting ESOP in the livestock sub-sector. The three meat ESOPs launched in

2013 are supported in 2014 and have reached 576 sheep and goat farmers in Blitta, Ogoou and Haho prefectures. Initial investments will be made in 2015 by ETD on project funds and the first transformations will take place in the third quarter of 2015.

3.2. Become involved innovatively in the area of decentralization and local economic development

ETD's involvement in the field of decentralization and local economic development is based on the following major facts: (i) the definition and validation of ETD's positioning on the Board of Directors in 2010 (mainly local economic development but also local governance in Togo because of the non-effectiveness of decentralization in Togo), (ii) participation in the formulation and implementation of two three-year programs, PAGLOC and PRCP, the first phases of which were carried out between 2011 and 2013, (iii) the closing of PAGLOC by ETD in 2013 without permanent technical assistance, (iv) the mobilization of funds for the implementation of certain activities such as ADGE without the support of CIDR, (v) the retention of the European Union with a second project financed for the period from 2014 to 2016, the PAGED, (vi) the unprecedented character of the PRCP, the first and only agricultural development program led under project management of a local community in the Togolese context.

3.3. Adapt the structure to the governance and operational plans, to the strategy of controlled growth of ETD

3.3.1 Adapt the operational structure

The two technical departments of ETD are operational with two managers mainly responsible for supervising and providing technical and methodological support to the field teams. The General Manager is very little involved in the operational field and is really involved in the networking, resource mobilization and overall management activities of the organization. Monitoring, evaluation, training and knowledge management systems are operational, as is the communication service. With the increase in business volumes, new hires were made in 2014. A total of 5 new hires were recruited in 2014, bringing the total staff to 72.

In addition, (i) the regular quarterly management meetings between the project teams and the General Management and the monthly programming meetings, (ii) the deployment of the accounting and financial management software QUICKBOOKS, (iii) the holding of some Technical and methodological support visits to field teams by senior management recorded in 2014 significantly contributed to improving the efficiency of the operational management structure. In fact, with these actions, the activities were better piloted and the reports produced in a timely manner, thus reinforcing the structure's accountability capacities and the trust of the partners. The quality of ETD's accounting and financial management system that allows for transparent reporting to date were further recognized and emphasized by several auditors and partners.

However, there are still shortcomings in the technical support provided to the field teams: the number of field missions organized by the department managers is very limited in relation to their workloads.

3.3.2. Adapt the governance structure

As a prelude to the renewal of the Board of Directors, whose mandate has expired, new contacts were made with some resource persons in view of the reorganization of the Board of Directors. Four people have been identified to join the organization in 2015.

3.4. Open to new technical and institutional partnerships to participate more actively in public policy thinking

3.4.1. Develop partnerships with other operators

The different partnerships developed by ETD, including: (i) the institutional partnership with CIDR, (ii) the institutional partnership with the ministries in charge of agriculture in Togo and Benin, (iii) the institutional partnerships with the four communities local governments supported in Togo, (iv) financial partnerships with Bread for the World - Protestant Development Service, GeTM, the EU, the CFSI and the Fondation de France, the General Council of Yvelines, the SCAC, (v) partnerships with other operators (APROGESTER TOGO, Consortium of NGOs providing PADAT in the Plateaux region) were reinforced in 2014.

New partnerships were developed in 2014, especially with (i) the University of Lome and the University of Abomey-Calavi for the construction of a methodology for studying the impacts of ESOPs, and (ii) Acting For Life, a French NGO, for the implementation of PAPEBA in Togo (Plateaux region and Central region).

At the institutional level, CIDR and the Ministry of Agriculture in Togo and Benin were the main partners of ETD. In financial terms, Bread for the World, AFD (via CIDR), GeTM, the EU and the World Bank (through PASA and WAAPP in Togo) were the largest contributors to ETD in 2014.

3.4.2. Initiate and develop a knowledge management approach

Knowledge management is a function internalized at ETD. The methodological capitalization as well as the sharing of know-how are now a transversal action integrated into each program and project. In 2014, as in 2013, progress in knowledge management focused on the business process "support to local communities". A new methodological capitalization program for the approach implemented in the framework of the PAGLDD has been defined, with the delivery of a methodological manual on the preparation of the prefectural strategies for sustainable development and four fact sheets on the three community support functions (territorial animation and development planning, local finance and project management).

A specific project to capitalize knowledge from PAGLOC were negotiated with GeTM. On the other hand, no significant progress has been made on the ESOP creation and support business process. And yet, the demand for capitalization support that exposes the methodological approach of creation and promotion of ESOP, the results obtained and the difficulties encountered is large and unsatisfied.

3.5. Implement a dynamic of external communication (donors, NGOs) and get involved in networks of stakeholders from Beninese and Togolese civil society

3.5.1. Develop a communication strategy for ESOPs and partners

As a reminder, the process of developing ETD's communication strategy, initiated in 2012, led to the definition of guidelines and guiding principles for ETD communication. These include: (i) focusing ETD communication on its various programs and projects, (ii) ensuring the visibility of the various funding received, (iii) ensuring the visibility of the various institutional and financial partners associated with the different programs and projects, (iv) make communication an accountability tool (by giving voice to target groups and final beneficiaries of programs and projects) rather than an ETD promotional tool.

In accordance with these guidelines and guiding principles, in 2014, in order to promote ESOP products, an ESOP product promotion plan was developed and implemented. The communication activities carried out in 2014 as part of the ESOP product promotion plan are as follows: (i) the creation of a new graphic charter for parboiled rice (VITABRUN), (ii) the broadcasting of advertising spots on Riz Délice, (iii) participation in fairs and forum of the Togolese peasant.

3.5.2. Provide tools / materials and disseminate them

Various media (kakemonos, prospectuses, calendars and agendas) were produced and promoted to increase the visibility of ETD in 2014. ETD's website was regularly animated with information on the various activities carried out both technically and organizational. Two documentary films were broadcast in 2014, namely: (i) a 26-minute documentary film on the results and achievements of the Vo Project, (ii) a 26-minute documentary film on the results and impacts of the DIAAF program (ESOP Togo and Benin).

3.5.3. Present the 2010 – 2014 SOP to a wide range of partners in Benin and Togo

Not applicable: activities considered not appropriate.

3.5.4. Engage in networks of stakeholders from Togolese and Beninese civil societies

In 2014, ETD held the position of Treasurer General on the Board of Directors of APRO-GESTER in Togo and LCDF in Benin. ETD also coordinated the AIDR platform in Togo. In addition, ETD's application for membership of FONGTO (one of the national NGO umbrella organizations) were submitted for approval.

4. Summary Implementation report of the 2010-2014 POS

The following dashboards illustrate the progress made in the implementation of the 2010 - 2014 SOP.

Table 3: Monitoring Dashboard for Indicators of the 2010 – 2014 SOP Overall goal

Overall goals	Achieved	Variance analysis, comments
Contribute to reducing vulnerability of people living in rural areas	15,923 farmers were reached. Average gross income distributed by farmer = about 82,208 CFA francs. 15 TDP have been developed and implemented.	
Contribute to the improvement of sectoral policies in support of family farming and local economic development	ESOP approach adopted in the framework of Togo's national agricultural development policy. ETD territorial planning approach chosen at the national level for all local authorities.	

Table 4: Monitoring Dashboard for Indicators of the SOP 2010 - 2014 Specific goals

Specific goals	Achieved	Variance analysis, comments
By 2014, create at least two (2) billion CFA of wealth through the Promotion of Sustainable Market Access Systems and Economic and Local Development to be divided between economic stakeholders living in rural areas	The cumulative sum of the amounts invested in rural areas (purchases of raw materials) by all ESOPs between 2010 and 2014 = 3,782,000,000 CFA francs	

Table 5: Monitoring Dashboard for performance indicators 1 of the 2010 - 2014 SOP

Planned	Achieved	Variance analysis, comments
<i>Outcome 1: Methodological and technical achievements in the promotion of family farming through market access are validated, capitalized and valued</i>		
A charter is defined and specifies the role and placement of each stakeholder in the ESOP system	An ESOP charter specifying the role and placement of each stakeholder in the ESOP system is defined.	
A network of 50 market access systems (ESOP and others) is established	53 ESOPs are promoted at the end of 2014.	
15,000 farmers are reached	15,923 farmers are directly reached by the ESOPs at the end of 2014.	Not to mention the producers reached by the CCR-B Project, the PRCP-Bliitta, the PAGLOC, the PAGLDD, the PAGDA, the PADAT)
10 new ESOPs are promoted including 3 on an entrepreneurial approach and the cost of implementation has decreased by 10%.	34 new ESOPs are promoted with regards to 2009.	
At least 2 new sectors are promoted.	Seven new sectors are promoted (pineapple, honey, feed, meat, seeds, maize, cassava flour, peanut).	
More than 80% of ESOPs have access to credit from MFIs and banks for a cumulative amount of 2 billion CFA francs by 2014.	All ESOPs have access to credit from MFIs in Togo and Benin; 974.1 million in Togo in 2013.	
In 2014, all ESOPs in year 5 cover their financing needs with stakeholders' equity up to 30%.	Only ESOP Soja Nyo covers its financing needs at 35% with stakeholders' equity.	
A directory of methodological tools and reference documents exists.	At least 38 KM documents are developed, eight of which are disseminated on UNGANA (five on the "promotion of ESOP" activity and three on the "support of local authorities" activity).	At least 28 KM documents developed on the "promotion of ESOP" activity and 10 documents on the "support of local communities" activity.
A quality approach exists and involves the main ETD executives and ESOP staff.	A product quality approach is being implemented in the ESOPs. 10 new KM documents are developed, two of which are disseminated nationally in Togo and on UNGANA (local government support activity)	

Table 6: Monitoring Dashboard for performance indicators 2 of the 2010 – 2014 SOP

Planned	Achieved	Variance analysis, comments
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Outcome 2: ETD was involved in innovative ways in the sector of decentralization and local economic development		
3 technical partnerships are implemented with specialized stakeholders (CIDR, INADES Training, House of Local Authorities, GIC Collines, and APIDA).	Two programs are defined and implemented respectively in the Haho and Moyen-Mono and in Blitta (Togo) in partnership with CIDR and the General Council of Yvelines (France). Four partnerships are concluded with the four communities involved.	
2 executives are trained and master the field of competence.	The skills needed to support local governance and territorial planning are acquired by ETD through the training of 6 territorial facilitators, a coordinator and two support staff in project management and mobilization of local finances.	
There is a file named 2013-2016 program.	A new 2014-2016 program is drafted and submitted to two donors (AFD and EU).	
The funding is mobilized.	Funding from AFD, EU and GeTM were mobilized for the implementation of PAGLOC and PAGLDD. Funding from CG Yvelines and CFSI were mobilized for the implementation of PRCP and PAGDA.	

Table 7: Monitoring Dashboard for performance indicators 3 of the 2010 - 2014 SOP

Planned	Achieved	Variance analysis, comments
Outcome 3: ETD organizational structure is adapted to its controlled growth strategy		
The manager spends 50% of his time on the implementation of the activities (operational phase) (20% on ESOP and 30% on others including new AMAF and DDEL systems), 10% on governance, 20% for foreign relations and 20% for administrative affairs	Currently the manager spends less than 30% of his time in the implementation of the activities (operational phase) on AMAF	
Two departments (AMAF and DDEL) are established and functional.	Two departments are functional: AMAF and DDEL	
The training budget represents 5 to 10% of the structure costs.	The annual training budget represents 14% of the structural costs	
A procedures manual is available and applied.	A procedures manual is defined and submitted to the Board of Directors.	
A SIG is set up and functional.	Quick Books financial management software is installed and functional.	
The Board of Directors is expanded (number and profile) and the texts are modified.	Two new members joined the Board of Directors.	Agricultural engineer and Agroeconomist have joined the Board of Directors

Table 8: Monitoring Dashboard for performance indicators 4 of the 2010 - 2014 SOP

Planned	Achieved	Variance analysis, comments
Outcome 4: ETD built new technical and institutional partnerships and participates more actively in public policy thoughts		
ETD collaborates with 6 technical partners including 3 in the field of decentralization (CIDR, INADES Formation, GIC) and 3 in the field of AMAF (programs under the	ETD collaborated with: - CIDR, INADES, ODETA on decentralization	

APRM, GERES, RAFIA, CG Yvelines project management) by 2014.	<ul style="list-style-type: none"> - RAFIA, GERES, AVSF on AMAF - 6 provision agreements were signed (PADAT, GERES, PPAAO, PASA, PNADE, PADA) 	
ETD worked with universities on at least two research topics	ETD worked with at least three universities on research-action topics: SupAgro Montpellier (ESOP capitalization), University of Lomé and University of Abomey-Calavi (ESOP impact assessment methodology).	ETD also hosted students from the United States. Discussions are continuing for the conclusion of a formal partnership.
At least 1 provision agreement is signed each year.	<i>At least 2 provision agreements were executed per year since 2011 (PADAT, GERES, PASA, PADA, WAAPP, PNADE, PAPEBA, etc.).</i>	
3 training workshops are organized by 2014.	At least 4 training workshops were organized between 2011 and 2014 in collaboration with AIDR (knowledge management, project management, team management).	
ETD participated in 3 workshops for sectoral policy development.	ETD participated in more than 3 sectoral policy development workshops.	

Table 9: Monitoring Dashboard for performance indicators 5 of the POS 2010 - 2014

Planned	Achieved	Variance analysis, comments
<i>Outcome 5: ETD implemented an external communication strategy and was involved in stakeholder networks of Beninese and Togolese civil society</i>		
1 communication strategy file is developed.	Development of the strategy file initiated but suspended.	
Media and non-media communication products (1st ETD website, 1 documentary film per country, brochures, flyers, calendars, diaries, gadgets) are produced and disseminated.	A website created. Calendars and diaries produced per year.	
2 SOP presentation workshops are organized in Togo and Benin.	-	SOP presentation workshop deemed unsuitable following the closure of SOP funding by 2010.
2 information seminars are organized on the outcomes of midpoint ETD activities.	Dissemination of ETD activities results through the website and during various meetings (APRM, AIDR, national and international Fora, etc.)	
ETD takes part in network meetings and is present in the governing bodies.	ETD were a member of LCDF in Benin. ETD is a member of APROGESTER - TOGO. ETD is a member of AIDR and leader of the NGO consortium of PADAT in the Plateaux in Togo. The manager of ETD is CIDR, AIDR and CDEL administrator.	ETD submitted its membership application to FONGTO

The performance record of the POS is satisfactory. The implementation rate of the 2010-2014 SOP as at 31 December 2014 is estimated at 91%. Figure 2 below shows the overall level of achievement of the five results of the 2010-2014 SOP.

Chart 1: Level of achievement of the 2010-2014 SOP results

93%: Methodological and technical achievements in the promotion of family farming through market access are validated, capitalized and valued (Outcome 1)

100%: ETD was involved in innovative ways in the sector of decentralization and local economic development (Outcome 2)

98%: ETD organizational structure is adapted to its controlled growth strategy (Outcome 3)

100%: ETD built new technical and institutional partnerships and participates more actively in public policy thoughts (Outcome 4)

65%: ETD implemented an external communication strategy and was involved in stakeholder networks of Beninese and Togolese civil society (Outcome 5)

I. 2015 activity program by department

1. Market access for family farming

On the theme of market access for family farming, activities in 2015 will focus on: (i) the consolidation of the 51 ESOPs accompanied in 2014, (ii) the consolidation of the two RESOPs and the formalization of the Cotonou RESOP, (iii) the creation of 03 new ESOPs (two on pineapple and one on soybean seeds) in Togo, (iv) the implementation of a strategy and communication actions for the marketing of ESOP products, (v) support of 6 CBOs from six localities in the Vo and Lac prefecture with a view to strengthening local child protection mechanisms in a context of mobility, (vi) the support formative advice of proximity to 6 OP and 3 groups of individual vegetable growers in 10 localities of the prefecture of Vo in Togo. To do this, the AMAF department will devote the year 2015:

- a) completion of programs to consolidate national platforms for the promotion and dissemination of ESOPs in Togo and Benin and for mobility implemented with Terre des Hommes;
- b) the continuation of service contract actions on the PASA and WAAPP in Togo and on the PADA in Benin;
- c) the continuation of the implementation of PADAT in the Plateaux region, specifically in the Amou-Ogou-Kpélé sub-area;
- d) the continuation of the project to consolidate a network of agro-food companies for sustainable income for producers in Benin (CREA);
- e) the continuation of the project for the promotion of agribusiness and local governance in Togo (PAGoL),
- f) the closure of the project to promote vegetable production in the Vo prefecture (PPMPVo),
- g) the formulation of new projects / programs and the renewal of closed projects,

- h) participation in the formulation of the new ETD POS.

Table 10: Framework for monitoring the key performance of the AMAF department for the year 2015

Indicator	Value at the end of 2014	Expected target at the end of 2015
Number of farmers reached	15 923	20 000
Quantity of products processed (tons)	3 540	5 000
Amount of purchases of raw materials (millions of CFA francs)	1 509	2 000
Number of permanent jobs created by ESOPs	164	175
Equivalent net employment created per year by ESOPs	3 921	5 000

2. Decentralization and Local Economic Development

In terms of decentralization and local economic development, the activities of 2015 will revolve around (i) the definition and implementation of realistic plans to improve the local finances of three prefecture councils based notably on better taxation direct and indirect activities in the agricultural sector, (ii) support for local governance and territorial dynamics in 3 local communities (prefecture councils of Haho, Moyen-Mono and Blitta and Commune de Notsé) through the concerted planning of the development of their territories, the contracting authority and the mobilization of local resources, (iv) the support-support of a local authority (Blitta Prefecture Council) in the project management of an agricultural development program, (v) the facilitation of two (02) informed debates of the key actors in the livestock sector, and (vi) planning pathways and pastoral areas for safe transhumance of livestock.

To do this, the DDEL department will devote the year 2015:

- a) when cruising:
1. the Local Governance and Sustainable Development Support Program (PAGL2D / PAGEA / PAGED) in the Middle Mono and HAHO prefectures;
 2. The Collaborative Governance Support Project for Agricultural Development in Blitta Prefecture (PAGDA);
 3. Support project for the preservation of ecosystems and biodiversity through agropastoralism (PAPEBA).
- (b) participation in the formulation of the new ETD POS;
- (c) the formulation of new projects;
- (d) the definition and implementation of specific training curricula for support to local authorities.

Table 11: Key performance monitoring framework of the DDEL department for the year 2015

Indicator	Value at the end of 2014	Expected target at the end of 2015
Number of regularly animated consultation frameworks	20	20
Number of users of infrastructure and works carried out	25 000	30 000
Number of beneficiaries of local initiatives supported	4 211	5 000
Number of contracts awarded per year by supported communities	14	4

In addition, the two technical departments will, under the supervision of the General Management, monitor the new opportunities for financing and partnerships.

3. Governance and strategic management

In terms of governance and strategic management, the 2015 major projects of ETD are: (i) the development and validation of its new strategic orientation plan (2016-2020), (ii) the renewal of the Council of Administration, (iii) the start of the construction of the ETD headquarters in Lomé, (iv) the promotion of a private equity fund for the development of ESOPs, (v) the renewal of at least three old projects and the formulation of new programs / projects, (vi) participation in AIDR sessions and activities, (vii) the search for private financing for the diversification of partnerships.

Table 12: ETD Key Performance Monitoring Framework for the Year 2015

Indicator	Value at the end of 2014	Expected target at the end of 2015	Rate of progression (%)
Total number of direct beneficiaries	40 000	50 000	+25 %
Equivalent net employment created per year by ESOPs in rural and semi-urban areas	3 921	5 000	+27,52 %
Wealth created per year in rural and semi-urban areas (millions of CFA francs)	1 800	2 000	+11,11%
Number of proposals and tools retained in public policies in Togo and Benin	2	2	-
Annual budget implemented or turnover (millions of CFA francs)	908	897	-1,21 %

II. Appendices: identification of programs and projects

Table 13: Summary document of the PASA Contract

Title and acronym

« Agricultural Sector Support Program » (PASA)				
Contract reference	Total duration	Start date	End date	Funding
N°016/2012/MAEP/SG/PASA/SPM	5 years	2012	2017	World Bank via MAEP Togo
Project management: MAEP Togo		Project manager : ETD (services provider)		
Amount: CFAF 727 888 400 or 1 112 977 euros ALL TAXES INCLUDED		Partners : MAEP Togo, COD PASA		
ETD intervention areas				
Togo, all 5 regions: Maritime, Plateaux, Centrale, Kara and Savanes				
Beneficiaries and / or target groups				
Small farmers of rice, maize, soybeans, pineapples, etc				
Resources involved (location and composition of the project team)				
Togo (Atakpamé): Project Manager + 03 Agricultural Consultants + 04 Management Consultants + 01 Marketing Advisor + 01 Accountant + 01 Driver + 01 Guardian + 01 CT / CIDR				
Specific goals				
The development goal of PASA is to strengthen the productive capacities of the project beneficiaries within the selected sectors and promote a (public and private) environment capable of supporting the development of the agricultural sector (within the broader).				
Expected results of ETD				
ETD's mandate on PASA is to set up 20 ESOPs, 10 of which are in the rice sector and 10 in other sectors (maize, fruit, etc.) and to support the Kara paddy.				
Major achievements of the year 2014:				
Eighteen ESOPs are launched out of 20 planned (10 on the rice sector, 4 on the soy sector, 2 on honey, 1 on groundnuts and 1 on cassava) with 8,600 reached farmers including 3,557 women grouped in 636 OPs having signed production contracts with the 18 ESOPs. 2 504 tons of raw materials constituted for 16 ESOPs (1 601 tons of rice, and 883 tons of soybean, 16 tons of groundnuts and 2600 liters of honey). CFAF 395 million of turnover achieved throughout the year. Diagnosis of the Kara paddy realized.				
Reference				
Ayao D. MIDEKOR, PASA Delegated Operational Coordinator. Such. : (+228) 90 04 06 51. E-mail: midekor@yahoo.fr				
Comment and other relevant information				
The contract with PASA co-finances the ESOP TOGO Program.				

Table 15: Summary document of the SRI / PPAAO Project

Title and acronym				
« Promotion et diffusion du Système de Riziculture Intensive (SRI) dans les systèmes de production agricole au Togo »				
Contract reference	Total duration	Start date	End date	Funding
-	3 years	2014	2016	World Bank via MAEP Togo
Project management: MAEP Togo		Project manager : Consortium ETD- GRAPHE-ICAT-ITRA)		
Amount : CFAF 122 485 000 or 187 000 euros		Partners : MAEP Togo, COD PPAAO		

ETD intervention areas
Togo, all 5 regions: Maritime, Plateaux, Centrale, Kara and Savanes
Beneficiaries and/or target group
7,000 Togolese rice growers on 832,5 hectares distributed throughout the national territory
Resources involved (location and composition of the project team)
Togo: Project Leader (Atakpamé) + 02 Assistants (Atakpamé) + 13 Producer Monitoring Officers
Specific goal
The action aims to increase yields by at least 30% and lower production costs by 20% by popularizing the Rice Intensive System in Togo through an adaptive research and action research methodology.
Expected results of ETD
R1: A consortium of SRI implementation actors is operational at the national level. R2: the SRI technology pack is tested in several major Togo. R3: agro-ecologies: Rice farmers have adopted the intensive rice farming system as a production method. R4: A communication system is in place to capitalize and disseminate the process.
Major achievements of the year 2014
Training of Trainers organized by ETD for 12 CSPs from 12 different rice ESOPs out of the 14 CSPs convened. 430 farmers out of 500 planned, formed by 13 CSPs of 13 ESOPs on how to cultivate rice based on SRI practices. Parcel monitoring by the CSPs through the technical visits and by the SRI theme manager and the two other ETD agricultural advisers during the support missions in the ESOPs. Of the 170 farmers who have established SRI plots, 56 have completed their plot.
Reference
Dr ADOU-RAHIM Alimi, Coordinator Operational Coordinator of WAAPP, Togo component. Tel : (+228) 90 18 77 69. E-mail: adourahima@gmail.com
Comments and other relevant information
Contract not yet signed. Will co-finance the ESOP TOGO Program.

Table 16: Summary document of PADAT

Title and acronym				
"Togo Agricultural Development Support Project" (PADAT)				
Contract reference	Total duration	Start date	End date	Funding
-	6 years	2011	2016	FIDA, GAFSP, BOAD
Project management: MAEP Togo		Project manager: ETD (services provider)		
Amount (indicative): CFAF 950 000 000 or 1 112 977 euros		Partners : MAEP Togo, COD, COR/PADAT, ONG GRED, ODIAE et UAR, ICAT, DAER, OP		
ETD intervention areas				
Plateaux region, Amou-Ogou-Kpélé sub-area, Togo				
Beneficiaries and / or target groups				
Small farmers, individual or grouped, exploiting 0.50 ha on average, especially vulnerable women and young people, with low yields and levels of productivity and competitiveness.				
Resources involved (location and composition of the project team)				
Togo (Atakpamé): Project Manager + 04 Assistants				

Specific goals
(i) Improve the productivity of small farms targeted at rice, maize and cassava, (ii) Promote and facilitate the marketing of agricultural products.
Major achievements of the ETD team for the year 2014
Component 1: (i) distribution of 5 small mechanization kits (tillers and accessories) to the 5 beneficiary OPs of Kpélé Tutu, (ii) prevalidation of 270 ha of lowland to be developed, (iii) in total, 719 SCOOP, 98.9% of SCOOPs were supported in the development of their work plans, (iv) 67 training sessions of SCOOP monitoring committees were conducted, (v) organization of five exchange of experience exchanges by culture.
Component 2: (i) Receipt and distribution of 60 maize gins, 16 rice huskers and 107 agricultural tarpaulins, (ii) 153 requests for all recorded equipment, of which 77 were valid, (iii) establishment, training and monitoring and support of management committees and private operators), (iii) support to POs benefiting from shops and equipment to mobilize their contributions, (iv) Training of PO management committees benefiting from store on the tools of management, (v) 17 requests for feeder roads registered, 14 of which are valid, corresponding to 20 km of service road.
Reference
KODJOVI-NUMADO A. Michel, Deputy Operational Coordinator of PADAT. Such. : (+228) 22 21 55 63 E-mail: numadomich2000@yahoo.fr
Comment and other relevant information
For PADAT, the service providers' specifications are established each year. The specifications of the service providers for the year 2014 are not yet established.

Table 17: Summary document of the ESOP TOGO Program, phase 2014 - 2016 / PPLM

Title and acronym				
"Promotion of agribusiness and local governance in Togo"				
Contract reference	Total duration	Start date	End date	Funding
-	3 years	2014	2016	PPLM
Project management : ETD		Project manager : ETD		
Amount : CFA F 745 102 870 or 1 143 000 euros		Partners : CIDR, MAEP, MATDCL		
Intervention areas in Togo				
Togo (Regions of Savanes, Kara, Centrale, Plateaux and Maritime)				
Beneficiaries and / or target groups				
<u>Target groups:</u> (i) 15,000 small producers, 50% of whom are young people and 35% of whom are women in the five economic regions of Togo. (ii) 35 young entrepreneurs, both sexes. (iii) the Blitta Prefecture Council. <u>Direct:</u> small producers and inhabitants of Blitta Prefecture. <u>Indirects:</u> Togolese consumers, CTOP, MAEP, MATDCL.				
Resources involved (location and composition of the project team)				
Togo (Atakpamé): Project Manager + 03 Agricultural Consultants + 04 Management Consultants + 01 Marketing Advisor + 01 Accountant + 01 Driver + 01 Guardian + 01 CT / CIDR				
Specific goals				
1) Increase and secure the income of farmers through the promotion of small local agro-food businesses. 2) Civil society and local authorities consult and negotiate, within the framework of a sustainable development strategy, the definition, production and management of local and quality goods and services in coordination with the services of the Government and the other partners of the territory. 3) Make ETD a professional, recognized organization with controlled growth.				

Main achievements expected
1.1) 15 000 farmers of which 35% of women and 50% of young people are reached. 1.2) 7 000 tons of agri-food products (rice, soy, honey, meat) are processed per year. 1.3) The income distributed to farmers by the 35 companies created has more than doubled and represents 50% of the total wealth created. 2.1) The local communities of Blitta, Haho and Moyen-Mono are strengthened to develop and follow a concerted territorial strategy for sustainable development. 2.2) Frameworks for consultation, negotiation and dialogue are functional. 2.3) Basic services improving the urban and semi-urban environment are managed by each local authority in partnership with private structures. 3.1) A multi-year strategic orientation plan and a business plan is defined. 3.2) The technical, financial and organizational capacities of ETD are strengthened.
Major achievements of the year 2014
35 ESOP type companies including 25 old and 10 new ones in nine sectors with 12 238 farmers reached including 34% women, 1.336 billion CFAF distributed or 2.034 million euros in rural areas, 126 net jobs created and 3 180 equivalent jobs created . An agricultural development plan of the Blitta Prefecture over the period 2015 to 2019 defined. Four local communities supported in the planning and promotion of the sustainable development of their territory with: 17 consultation frameworks set up, strengthened and regularly animated in the Haho and the Middle Mono, a consultative framework in creation in the prefecture of Blitta , the commissioning of eight new boreholes, two standpipes and two latrines. Progressive reinforcement of the recognition of the reputation of ETD on the decentralization and local economic development theme with multiple requests for intervention on the other local communities of Togo
References
Ewald Zimmer, PPLM / Tel. +49 30 652111451 E-mail: Ewald.zimmer@brot-fuer-die-welt.de

Table 18: Summary document of the ESOP BENIN Program, phase 2014 - 2016 / PPLM

Title and acronym				
«Consolidation of a network of Agribusiness Companies for sustainable income for farmers»				
Contract reference	Total duration	Start date	End date	Funding
-	3 years	2014	2016	PPLM
Project management: ETD		Project manager : ETD		
Amount : CFAF 587 575 451 or 897 062 euros.		Partners : CIDR, MAEP Benin		
Areas of intervention in Benin				
Benin (Atlantique and Littoral Regions, Ouémé-Plateaux, Mono-Couffo, Zou-Collines, Borgou-Alibori and Atacora-Donga)				
Beneficiaries and / or target groups				
Target groups: Group of farmers organized into cooperatives or informal groups on the one hand and ESOPs on the other. 6,500 small scale farmers of which 1/3 of women and 2/3 of men distributed in the 6 regions of Benin. 20 ESOPs (10 years old to consolidate and 10 new ones to be created) of which 14 on rice, 3 on soy, 1 on honey, 1 on livestock and 1 on rice and soybean seeds.				
Resources involved (location and composition of the project team)				
Benin (Cotonou): Project Manager + 3 Agricultural Consultants + 2 Management Consultants + 1 Accounting Secretary				
Specific goals				

Increase and secure the income of 6,500 farm households through the consolidation of a network of companies in the rice and soy sectors and the diversification of sectors.
Main achievements expected
1.1) 6500 agricultural farmers are reached, 35% of whom are women. 1.2) 150 tons of seeds and 450 of fertilizers are distributed to farmers. 1.3) 100 hectares are developed, 20% of which is co-financed by the project. 1.4) Production yields increased by 50%. 2.1) 700 farmer groups are made up of all. 2.2) 100% of POs are in contract with ESOPs and market 75% of their surplus production through ESOPs. 2.3) 20 ESOPs are established in Benin around the three sectors (rice, soy and honey). 2.4) 5000 tons of products including 3500 tons of rice per year. 2.5) 1400 farmer representatives, of which 1/3 of women benefited from specific training in the organization of group marketing. 3.1) A quality charter is defined and applied by all ESOPs. 3.2) 20 ESOPs are formalized. 3.3) 100% of ESOPs access bank credit. 3.4) Three promotion plans were implemented and allowed to sell 60% of ESOP production in Cotonou. 3.5) 40% of the working capital needs of ESOPs are self-financed by ESOPs. 4.1) A training plan is defined and implemented for all staff. 4.2) Six training sessions are organized for the team leader. 4.3) Two workshops presenting ETD achievements are organized with the participation of 100 actors. 4.4) A business repository is updated and 6 methodological tools are defined.
Major achievements of the year 2014
17 companies supported in two sectors (rice and soy). 3,685 agricultural farmers including 48% of women under production contract with the ESOPs. Average delivery by these producers of 311 kg in 2014. 152 tons of finished products including 122 tons of milled rice marketed on local markets for a turnover of 85 million.
References
Ewald Zimmer, PPLM / Tel. +49 30 652111451 E-mail: Ewald.zimmer@brot-fuer-die-welt.de

Table 19: Summary document of the PADA Contract in Benin

Title and acronym				
"Agricultural Diversification Support Project" (PADA)				
Contract reference	Total duration	Start date	End date	Funding
N°084/ 09 August 2013	4 years	2013	2016	IDA
Project management : MAEP Benin			Project manager : ETD (service providers)	
Amount : CFAF 405 279 752 or 617 845 euros WITHOUT TAXES			Partners : MAEP Benin	
ETD intervention areas				
Benin (Atlantique and Littoral Regions, Ouémé-Plateaux, Mono-Couffo, Zou-Collines, Borgou-Alibori and Atacora-Donga)				
Beneficiaries and / or target groups				
Rice small farmers of Benin				
Resources involved (location and composition of the project team)				
Benin (Cotonou): Project Manager + 3 Agricultural Consultants + 2 Management Consultants + 1 Accounting Secretary				
Specific goals				
The development goal of the PADA is to strengthen the productive capacities of the beneficiaries of the project within the rice sector and to promote an environment (public and private) capable of supporting the development of the agricultural sector (in the broad sense).				
Expected results of ETD				

The mandate of ETD on the PADA is to set up 10 ESOPs on the rice sector.
Major achievements of the year 2014
10 ESOPs launched out of the 10 planned (6 ESOPs in production test operations and 4 ESOPs in consolidation 1). 2,737 reached farmers including 1,523 women. 728 tons of raw material constituted. 58.1 tons of certified rice seed and 163.5 tons of fertilizer, of which 112.4 tons of NPK and 51.1 tons of urea were supplied to 10 rice ESOPs. 110.7 million F CFA of income from sales of raw materials to be distributed in the villages. 9 managers recruited and trained. 4 acts of site donations to house the acquired storage and processing infrastructures and the others in progress. 4 equipment packs received by the ESOPs. 20 bikes received by ETD for the benefit of ESOP
References
Yenakpondji January CAPO CHICHI ProCAD Coordinator Email: yjcapochichi@hotmail.com
Comment and other relevant information
The PADA contract co-finances the ESOP Benin Program.

Table 20: Summary document of the PPMP Vo Project

Title and acronym				
"Promoting vegetable production in Vo prefecture" (Project Vo)				
Contract reference	Total duration	Start date	End date	Funding
AEA/2014/19-ETD/CFSI	18 months	2014	2015	CFSI/FDF
Project management: ETD		Project manager: ETD		
Amount : CFAF 30 190 915 or 46 093 euros		Partners: Terre des Hommes (TdH),		
Intervention areas				
Prefecture of Vo, Maritime Region, Togo				
Beneficiaries and / or target groups				
3 TdH Child Protection Committees in 10 localities of Vo Prefecture				
Resources involved (location and composition of the project team)				
Project Manager (Lomé) + 2 Agricultural Consultants (Vogan)				
Specific goals				
(i) Increase productivity and peri-urban vegetable production while improving the quality of products. (ii) Increase and secure the income of market gardeners.				
Expected results				
R1: 1. Market gardeners have increased their productivities and their productions. R2: 2. Quality market garden products are available in peri-urban and urban markets. R3: 3. A marketing system is promoted and secures market opportunities for market gardeners. R4: Modern marketing practices are applied.				
Major achievements of the year 2014				
(i) 120 vegetable growers supported and technically supported, (ii) supply of inputs, equipment and work equipment (02 super tank of 1 m ³ , super tank of 2 m ³ , 03 blowers, 03 motor pumps, 500g of seed green pepper, 1000g of tomato seed, 400g of eggplant seed and 63 liters of insecticides), (iii) training in technical production routes, (iv) training in fast composting techniques, (v) twenty (20) farmers composed of individual farmers and representatives of market gardening groups were trained				

on composting and land improvement techniques, (vi) three (03) wholesale traders and vegetable sellers in two major markets in the city of Lomé are identified and put in contact with the farmers, (vii) a meeting between the wholesaler and the farmers was organized with (19) representatives of the market gardeners present on the twenty (20) guests and the three (03) tradesman present on the four (04) guests.
References
Comment and other relevant information
The phase will be closed in November 2015.

Table 21: Summary document of the EU Motilities Project

Title and acronym				
"Subregional project for the protection of unaccompanied migrant minors in West Africa" (EU Mobilities Project)				
Contract reference	Total duration	Start date	End date	Funding
-	3 years	2013	2016	European Union
Project management : Terre des Hommes			Project manager : ETD (Implementing partner)	
Amount: CFAF 45 509 400 or 69 480 euros			Partners: Terre des Hommes (TdH)	
Intervention areas in Togo				
Togo: Lomé, Maritime Region (Aného: Sanvikondji, Togo - Benin border, Vo prefecture)				
Beneficiaries and / or target groups				
Unaccompanied migrant minors at risk of mobility, 2 TdH Child Protection Committees and their vegetable groups in 2 localities of the Vo prefecture,				
Resources involved (location and composition of the project team)				
Project Leader (Lomé) + 01 Animator (Lomé) + 01 Animator (Vogan)				
Specific goals				
At the end of month 36, unaccompanied migrant children benefit from better protection services along their migratory routes.				
Expected results				
R1: Communities respond more effectively to child protection in a migration context. R2: Civil society (NGO, media) raises public awareness and policy makers on the protection of unaccompanied migrant children in the region. R3: State and NGO capacities to protect children in the context of migration are strengthened.				
Main activities of ETD				
Support and assistance for 4 beneficiary communities in the development and implementation of 6 child protection micro-projects.				
Major achievements of the year 2014				
Six (06) micro-projects proposed and carried by six CBOs, four of which (04) in the potential areas of mass departure of children and two others in the areas of transit and destination of validated children. 650 children are reached by the activities carried out thanks to the funds resulting from micro-projects with AGR character. The community-based mobility detection systems, developed in the micro-projects of the CBOs of the transit and destination zones, enabled the detection of 396 children,				

including 220 girls in a situation of mobility. A total of 22 people are trained on organization and awareness-raising, 47 people are trained on detection techniques for children in a situation of mobility and more than 2000 people are reached by the community dialogues.

References

Olivier TOR, Head of the Tdh Delegation in Togo. Such. : (+228) 22 50 06 67 E-mail: tdhtogo@cafe.tg

Comment and other relevant information

ETD provides its expertise specifically for the implementation of the "development of community projects" component. The project is being implemented in five West African countries: Benin, Burkina Faso, Guinea Conakry, Mali and Togo.

Table 22: Summary document of PAGED

Title and acronym				
"Support Program for Decentralized Environmental Management"				
Contracts references	Total duration	Start date	End date	Funding
DCI-NSAPVB/2013/308-045	3 years	2014	2016	UE, GeTM, FNUD
Project management :		Project manager : ETD		
Amount: CFAF 372 768 360 or 569 112 euros		Partners: CIDR, Haho Prefecture Council, Prefecture of Moyen-Mono Council, Urban Commune of Notsé		
Intervention areas				
Prefecture of Haho and prefecture of Moyen-Mono- TOGO				
Beneficiaries and / or target groups				
The urban commune of Notsé, the Haho prefecture council and the prefecture council of Moyen-Mono.				
Resources involved (location and composition of the project team)				
Togo (Notsé): Coordinator + 01 Civil Engineer + 01 Local Finance Advisor + 01 Management Consultant +01 Marketing and Marketing Advisor + 06 Territorial Animators + 01 Secretary + 01 Driver + 01 Guardian + 02 Trainees				
Specific goals				
Significantly improve the quality of rural and urban areas through collaboration between civil society and local governments in the implementation of quality environmental actions and services.				
Expected results				
R1: The local communities - prefectures and commune - implement a concerted territorial strategy of sustainable development. R2: Diversified actions of sustainable management of natural resources are planned at the level of each canton and implemented by local CSOs. R3: Basic services improving the urban and semi-urban environment are managed by each local community in partnership with private structures. R4: The main achievements of the shares are capitalized and disseminated.				
Major achievements of the year 2014				
The three communities are supported and have a collaborative territorial development strategy in the early stages of implementation. The priority and diversified actions of sustainable management of the natural resources are planned and implemented at the level of the townships and the Commune of Notsé (restoration of the banks, promotion of agroforestry practices, competition clean village, environmental clubs and ecological agriculture). Internalization of the knowledge management				

function at ETD, experience gained by the Action team through the capitalization of PAGLOC achievements, training of the team and CIDR support in this area.
References
Delegation of the European Union to Togo. City OUA-BP 1657-LOME (TOGO) Phone (228) 22 53 60 00 / FAX (228) 22 26 57 20 .E-mail: DELEGATION-TOGO@eeas.europa.eu Website: http://www.eeas.europa.eu/delegations/Togo/
Comment and other relevant information
PAGED, GLDD, PAGEA are co-financing PAGL2D (phase 2 of PAGLOC).

Table 23: Summary document of PAGEA

Title and acronym				
"Support Program for Local Governance and Entrepreneurship in the Agricultural Sector"				
Contract reference	Total duration	Start date	End date	Funding
-	3 years	2014	2016	UE, GeTM, FNUD
Project management :		Project manager : ETD		
Amount: CFAF791 131 108 or 1 206 048 euros		Partenaires : CIDR, Conseil de préfecture de Haho, Conseil de préfecture du Moyen Mono, Commune urbaine de Notsé		
Intervention areas				
Togo: Haho Prefecture, Moyen-Mono Prefecture and Plateaux Region.				
Beneficiaries and / or target groups				
All the populations of the prefectures of Haho and Moyen Mono (about 350 000 inhabitants); civil society organizations; small farmers and their families; the two prefecture councils of Haho, Moyen-Mono and the Urbain Commune of Notsè.				
Resources involved (location and composition of the project team)				
Togo (Notsé): Coordinator + 01 Civil Engineer + 01 Local Finance Advisor + 01 Management Consultant +01 Marketing and Marketing Advisor + 06 Territorial Animators + 01 Secretary + 01 Driver + 01 Guardian + 02 Trainees				
Specific goals				
(i) Civil society and local communities consult and negotiate, within the framework of a sustainable development strategy, the definition, production and management of local and quality goods and services in conjunction with local services. Government and the other partners of the territory. (ii) Increase the income of local agribusiness stakeholders and create sustainable jobs for young people.				
Expected results				
R1: The three local communities of Haho and Moyen-Mono are strengthened and able to elaborate and follow a concerted territorial strategy of sustainable development R2: Local initiatives are supported and carried out under the project management of the local communities at the level of the cantons based on updated PDTs (Territory Project). R3: Basic services improving the urban and semi-urban environment are managed by each local authority in partnership with private structures R4: A network of agri-food companies of the ESOP type improve the income of small farmers and create jobs on the three territories. R5: The main achievements of the actions are validated, capitalized and disseminated.				
Major achievements of the year 2014				
Three ESOP-type enterprises (rice, soy, and meat) promoted in Haho, including two former consolidated (soy, rice) and one new (meat) in creation with: (i) 1,663 farmers, of which about 23%				

are women, (ii) 224 tons of paddy rice and 1,175 tons of soybeans stocked in ESOPs for processing in 2015.

Three local communities supported in the planning and management of the sustainable development of their territory, strengthening their technical and financial capacities with (i) 17 consultative frameworks regularly animated in the Commune of Notsé, rural Haho and the Moyen-Mono, (ii) the construction of six new infrastructures (two market sheds and four boreholes) in Haho and Moyen-Mono, (iii) support for the implementation of 16 local initiatives benefiting nearly 4,000 people, including 50% women and 25 per cent of young people; (iv) the commissioning of four new boreholes to provide access to drinking water for nearly 6,500 people in rural Haho and Moyen-Mono.

References

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Table 24: Summary document of GLDD

Title and acronym				
"Local governance and sustainable development in the commune of Notsé and in the prefectures of Haho and Moyen-Mono" (GLDD)				
Contract reference	Total duration	Start date	End date	Funding
-	3 ans	2014	2016	AFD, UE
Project management :		Project manager :		
Amount: CFAF 704 508 969 or 1 074 017 euros		Partners: CIDR, Haho prefecture council, prefecture council of Moyen-Mono, urban commune of Notsé		
Intervention areas				
Prefecture of Haho, prefecture of Moyen-Mono and commune of Notsé, Plateaux region, Togo				
Beneficiaries and / or target groups				
Population of Haho and Moyen-Mono: 309,000 inhabitants divided into 413 villages and districts, 14 cantons, 1 commune, 2 prefectures. Local authorities, civil society organizations, government services. At least 1000 village groups and associations.				
Resources involved (location and composition of the project team)				
Togo (Notsé): Coordinator + 06 Territorial Animators + 01 Local Finance Advisor + 01 Client Consultant + 01 Accountant-Logistician + 01 Driver + 01 Guardian				
Specific goals				
Civil society and local authorities work together and negotiate, within the framework of a sustainable development strategy, the definition, production and management of local and quality goods and services in conjunction with government services and the other partners of the territory.				
Expected results				
<u>R1</u> - The three local communities of Haho and Moyen-Mono are strengthened to elaborate and follow a concerted territorial strategy of sustainable development. <u>R2</u> - Local initiatives are supported and carried out under the project management of the local communities at the level of the cantons on the base updated PDTs (Regional project). <u>R3</u> - Basic services improving the urban and semi-urban environment are managed by each local authority in partnership with private structures. <u>R4</u> - The main achievements of the actions are validated, capitalized and disseminated. <u>R5</u> - The capacities of the inhabitants and their representatives are strengthened and they are better aware of their roles in the decentralization process.				
Major achievements of the year 2014				
The three local communities were assisted in the definition of their sustainable development program for their territory with 3 charters and 2 defined sustainable development strategies to validate in the 1st quarter of 2015, (ii) at least 300 H / D were				

devoted to training and support for local communities and local actors, (iii) the 18 consultative frameworks (15 CCD, 2 CPD and 1 quadrilogue) in Haho, Moyen-Mono and Commune of Notsé have been strengthened and regularly animated with a minimum participation rate of 90% and the revenues of the three communities significantly improved.

15 diagnoses with a sustainable development dimension were made to update the PDT, (ii) 15 cantonal plans defined with all the stakeholders, (iii) nearly 120 grassroots organizations (groups, village associations, environmental clubs) were supported in the design and implementation of 31 local social, economic and environmental initiatives, directly benefiting approximately 4,211 people, including 2,181 women and 1,003 young people.

The commissioning of eight (08) holes made under PAGLOC and five new boreholes, (ii) the commissioning of two (02) standpipes and two latrines, (iii) the construction of two market halls in the Haho (Kpégadjé) and in the Moyen-Mono (Ahasomé) and (iv) the start of the feasibility study on the removal and recovery of household waste.

Several training plans and modules have been developed, (ii) six capitalization documents, including the methodological manual for developing SPDDs, have reached the advanced drafting stage at the end of the reporting period, (iii) ten capitalization documents have been finalized two of which were published and disseminated; and (iv) the enhanced project team on the knowledge management approach.

References

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Table 25: Summary document of PAGDA

Title and acronym				
«Concerted Governance Support Project for the Agricultural Development of the Blitta Prefecture in Togo»				
Contracts reference	Total duration	Start date	End date	Funding
-	2 years	2014	2016	CFSI/FF, CG Yvelines, PPLM
Project management :		Project manager : ETD		
Amount: CFA F 135,985,919 Total = 207,612.09 euros		Partners: Blitta Prefecture Council, Union of Municipalities of Togo		
Intervention areas				
Blitta Prefecture, Centrale Region, Togo				
Beneficiaries and / or target groups				
The prefecture council of Blitta; CVD and CCD; associations, groups or farmers or women; the people of Blitta prefecture, more specifically the farmers of the prefecture; the deconcentrated technical services of the Government.				
Resources involved (location and composition of the project team)				
Togo (Blitta): Project Manager + 02 Assistants (Territory Animator and Agricultural Technician)				
Specific goals				
Promote and strengthen the partnership between the Blitta prefecture council and economic actors (farmers and their organizations, processors, suppliers of agricultural inputs and equipment, financial and non-financial service providers, etc.) for production, valorization of agricultural products of the prefecture in articulation with the technical services of the Government ".				
Expected results				
R1: A framework of consultation, negotiation and decisions between the community and the stakeholders (public-private) of the agricultural sector is set up and functional at the prefectural scale. R2: A concerted prefectural agricultural development plan is defined and implemented. R3: A financial device facilitating the access of stakeholders to bank credit is set up and functional. R4: Productive infrastructures and local initiatives supported by the groups are supported. R5: The technical and financial capacities of the Blitta prefecture council are strengthened.				

Major achievements of the year 2014
The framework of consultation, negotiation and decisions between the community and the stakeholders of the agricultural sector is set up and functional. The agricultural development strategy of Blitta Prefecture is defined. The establishment of the guarantee fund is in advanced negotiation with a microfinance institution of the place. 38 local initiatives by farmer organizations were registered for study. 2085 agricultural farmers reached, a senior agricultural technician is recruited and placed at the disposal of the prefecture council of Blitta.
References
<i>Joachim HUNLEDE, Permanent Secretary of the Union of Municipalities of Togo, Marion PERIN, Technical Assistant, Tel. (228) 22 61 45 16 - pmarion@uct-togo.org</i>

Table 26: Summary document of the PRBSA

Title and acronym				
"Strengthening the Basis of Food Sovereignty Project in Blitta, Togo"				
Contract reference	Total duration	Start date	End date	Funding
-	3 years	2013	2016	CFSI/FF
Project management :		Project manager :		
Amount: 163 750 000 CFA francs or 250 000 euros.		Partners: CIDR, Blitta Prefecture Council, Union of Municipalities of Togo		
Intervention areas				
Blitta Prefecture, Centrale Region, Togo				
Beneficiaries and / or target groups				
The people of Blitta prefecture, more specifically the farmers of the prefecture. Associations, groups or organizations of farmers or women. Young graduates who make up the occasional workforce to use within companies. The population of large cities will benefit from quality finished and semi-finished products at competitive prices. The Blitta Prefecture Council which is the direct beneficiary of the action.				
Resources involved (location and composition of the project team)				
Togo (Blitta): Project Leader + 01 Management Consultant + 01 CIDR Technical Advisor who will devote two men months.				
Specific goals				
(i) Increase and diversify farmer incomes through the establishment of small processing and marketing units. (ii) Consolidate and operationalize the role of the FO in the dialogue with territorial communities				
Expected results				
R1: Farmers have increased their production and productivity R2: Four ESOP-type agri-food companies are promoted and include farmers in their governance R3: The umbrella FO is strengthened and is recognized as an important player in the structuring of agricultural sectors in the prefecture and In the region. R4: The prefecture council of Blitta has a territorial strategy of agricultural policy.				
Major achievements of the year 2014				
Maize seed producers increased their productivity by 74%, while rice productivity decreased by 42% due to the vagaries of rainfall. Four ESOP-type agribusinesses are promoted, including one with 53 farmers in its governance, with nearly 950 farmers reached, 9 stable jobs (permanent) and 119 equivalent jobs created. The Blitta prefecture council has an agricultural development plan to begin implementation in 2015.				
References				

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Comment and other relevant information

PRBSA, PAGEA and the ESOP TOGO Program co-finance PAGDA.

Table 27: Summary document of PAPEBA

Title and acronym				
"Support Project for the Preservation of Ecosystems and Biodiversity through Agropastoralism"				
Contract reference	Total duration	Start date	End date	Funding
-	30 months	2014	2016	UE
Project management : Acting For Life		Project manager : ETD (Implementing partner))		
Amount : 169 331 euros		Partners : RAFIA, FENAFIBVTO, ARED, CIRAD, RECOPA, APIDEV, ANOPER		
Intervention areas in Togo				
Togo (Regions of Savanes, Kara, Centrale, and Plateaux)				
Beneficiaries and / or target groups				
<p><u>Target groups</u>: Population of the Savanes, Kara, Centrale and Plateaux regions. <u>Direct</u>: breeders and residents of protected areas in the 4 regions. <u>Indirects</u>: communities that, such as market gardeners, cotton and grain producers, are increasingly interested in livestock farming</p>				
Resources involved (location and composition of the project team)				
Togo: Project Leader (Lomé) + 2 Animators (Blitta and Notsè)				
Specific goals				
To enable Non State Actors (NSAs) to participate in the economic and sustainable development of their territory, strengthen the dialogue between NSAs on local and national issues of concerted management of natural resources in relation to livestock foot transportation periphery of protected areas leading to the securing and development of animal corridors.				
Expected results				
<p>R1: The associations of local residents of the classified forests, the protected areas and the associations of breeders are able to consult each other and to take common positions on the stakes of the sustainable management of the natural resources related to the mobility of the breeding in relying on functional animation tools. R2: Pathways for transhumance and livestock marketing are secured, developed and managed jointly, inclusively and equitably between users and the relevant institutional stakeholders.</p>				
Major achievements of the ETD team for the year 2014				
<p>Contact and presentation of the project to local and institutional stakeholders in the regions where activities are carried out. Facilitation of informed debates with key stakeholders in the sector by the team of facilitators formed and trained on the livestock trade module in West Africa.</p> <p>Collection of data on livestock mobility and agropastoral facilities / infrastructure.</p> <p>Realization of corridor maps with entry points and targeting of difficult areas and tensions with a series of participatory mapping reinforcement sessions.</p> <p>Networking of key players in the sector on the Beninese border through the organization of exchange visits.</p> <p>Start of creation of a favorable framework for dialogue and negotiation between different stakeholders in the sector.</p>				
References				

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