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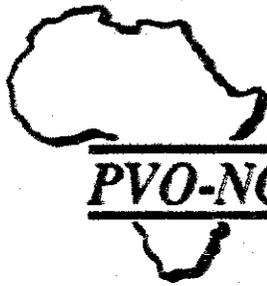
PVO-NGO/NRMS PROJECT

**Non-Governmental Organizations
and
Natural Resources Management**

TOGO

March 1993

**PVO-NGO/NRMS Project
Private Voluntary Organizations and Non-Governmental Organizations
in Natural Resources Management
(a USAID-funded project)
Suite 500
1250 24th Street, NW
Washington, DC 20037**



PVO-NGO/NRMS PROJECT

**Non-Governmental Organizations
and
Natural Resources Management**

**TOGO
Country Assessment**

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**March 1993
PVO-NGO/NRMS Project
Suite 500
1250 24th Street, NW
Washington, DC 20037**

Foreword

This document is one of 18 assessments done in 18 African countries under the aegis of the PVO-NGO/NRMS project. Broadly speaking, the assessments cover:

- the general context and issues impacting NGOs and NRM in each given country;
- the content of NGO work in NRM in each respective country;
- the needs of NGOs in NRM in each country
- types of activities that could be feasible in NRM in the given country; and
- the overall feasibility for a project like PVO-NGO/NRMS to operate in each given country.

The focus of the assessments is on institutional and technical programming issues rather than natural resources issues as might be addressed in a formal natural resources sector assessment.

It is important that readers of the document understand that the individual country assessments in both the executive summary document and the papers encompassing full length assessments are not by any means exhaustive of the NGO situation in NRM in any country. Rather, the PVO-NGO/NRMS assessment attempts to render an accurate overview of active and potential opportunities in the natural resources sector. Far more information could have been provided in the assessments than was, had time and funding permitted. Nevertheless, we feel the thrust of the overall analysis would probably not have changed significantly.

The information and analysis provided is felt to accurately portray the current situation in each country. This should prove to be useful to help orient both potential donor and NGO programming in NRM in each country. For those ultimately interested in assessing a particular country's situation in greater depth for programming purposes, we hope this assessment will provide a strong foundation from which to begin.

To provide a sense of the limitations under the assessment we note the following:

- 14 of the countries assessed were covered in six or less days in the field;
- One country (Tanzania) for logistical reasons benefited from an assessment over a 10 day period;
- Two countries and one region -- Namibia, Ethiopia, and Eritrea (a region under its own independent provisional government) -- were covered by 'desk' assessments due to logistical reasons, each over a five day period.

Other full length country assessments are also available from the PVO-NGO/NRMS project. Requests for either the entire full length document, or individual sections relevant to the readers interest may be made to the PVO-NGO/NRMS project. Comments on the assessments are welcomed.

Throughout the assessments, community-level groups are distinguished from NGOs; the latter refer to service-providing or membership organizations which work for the benefit of communities. Private voluntary organizations (PVOs), for simplicity, is the equivalent term for U.S. NGOs working internationally.

Finally, for comparative purposes, the introduction and overview of findings section of the 18 country synthesis document is provided as an annex (1) to this country-specific document.

Michael Brown
Project Director, PVO-NGO/NRMS
Washington, D.C.

March 22, 1993

TOGO
Country Assessment

DISCUSSION

I. The Context of NGO Work in Natural Resources Management (NRM) in Togo

NGO EXPERIENCE:

According to the latest survey, there are 81 NGOs operating in Togo, 60 percent of which are indigenous. While there is a fairly long history of international and church-related NGO activity in Togo, indigenous secular NGO activity is quite recent. Most local groups have formed in the last three years (since the initial moves towards democratization) and thus have very limited experience. As elsewhere, few local NGOs are specialized in a particular area; most work on "rural development." The NGO umbrella group, *Fédération des ONG de TOGO (FONGTO)*, estimates that only about 30 percent of its members are operational. As in Benin, local NGO activity is concentrated in the south of the country while the most pressing environmental problems are in the north. Both CARE and Catholic Relief Services have NRM-related activities in the north. Local NGOs are involved in reforestation, environmental education, village nurseries, potable water, socio-economic studies, appropriate technology, and organic farming activities.

FONGTO held a round table on environmental issues before the UN Rio summit. Since then, a new group has formed: *Collectif des ONG et Associations en Matière de l'Environnement au Togo (COMET)*. COMET has approximately 20 members, some of which are not members of FONGTO.

NGO PROFILES:

Global Reform and Development (GRAD) is a national service-providing NGO with international affiliation. Its California headquarters provides some operational support, which has allowed the group to rent office space and hire three staff members. GRAD also has active volunteers. Sectors targeted for intervention include water management, agronomy, agro-forestry and applied research. GRAD is presently providing some advice and technical assistance to a cooperative on agro-forestry techniques and experimenting with natural pesticides and fertilizers on individual gardens in Lome. Its leadership is exploring the idea of developing a bio-gas project.

GRAD has a well written "Note de Présentation," but most of the programs discussed remain concepts awaiting implementation.

The Association Village Enterprise (AVE) is a national service-providing NGO based in Kpalime, 120 kilometers north of Lome. It is one of the better established and most active national NGOs. The director of AVE recently completed a term as general secretary of FONGTO. AVE helps mobilize communities to prioritize problems and identify solutions. It has a wide range of activities: agricultural production, commercialization and storage; literacy; social infrastructure; savings and credit; income generating activities; and, environment and land-use planning. It has introduced agro-forestry techniques, and planted some community woodlots.

It has worked with over 63 villages. According to a February 1991 assessment, up to 10 of these villages are now capable of better managing their own activities, while another 16 are making encouraging strides. AVE's 1991 annual report notes that the land-use planning activities have been stalled, in part because the political crisis is not conducive to promoting this approach. This NGO has a team of eight technical people of which four are rural animators. In addition, it works with 14 village animators. It receives operational support from a Swiss NGO, HELVETAS.

CARE has two major sets of activities: participation in the Togo Rural Institutions and Private Sector Project (TRIPS), which operates in the south of the country with USAID (US Agency for International Development) financing; and agro-forestry training and demonstration in northern Togo (ATDNT), which will have EEC financing. The latter is the second phase of an agro-forestry demonstration and pilot project (ADAPPT) which was financed with CARE core resources.

TRIPS is actually the second phase of a major USAID effort to develop the Zio River region. CARE is executing components to promote agricultural production groups, promote small and micro-entrepreneurs, and to extend the successful components of the technical package developed during the first phase beyond the Zio River area through training. The project budget is approximately \$5 million.

The training component has been the most successful, and CARE is looking for ways to institutionalize the expertise that it has developed (on a team of one expatriate and four Togolese). It is exploring four options: turn the team into an independent NGO; integrate it into CARE as a training unit; attach it to another rural development project; or, develop it as an independent project. In any form, this training expertise represents an important resource for any PVO-NGO/NRMS initiative. While it primarily trains individual farmers or producer groups, it has done two trainings for NGOs on project identification under the auspices of FONGTO.

CARE has important agro-forestry activities in the north involving demonstration of production techniques such as alley cropping, use of organic fertilizers to increase yields and reduce soil degradation and environmental education. It has introduced a system called "pepinière-douche" wherein a nursery is placed next to the area where a family bathes so that it benefits from the water run-off. ATDNT will reinforce and consolidate these activities,

building in an important environmental education component. The project budget is approximately 1.2 million ECUs over five years.

Outside of the recent training with FONGTO, CARE has had minimal collaboration with local NGOs. It has worked with three or four within the context of its ongoing projects (e.g., Centre Philanthropique des Utilisateurs de Matériels Agricoles en Commun: CEPUMAC), but CARE has never joined FONGTO and is perceived by some within the local community as somewhat insular.

Catholic Relief Services (CRS) has three main program areas: health, agriculture and small enterprise development. In keeping with the philosophy of strengthening local partners, CRS is providing support to a church-related agricultural training center, which offers a two-year course for young farmers in agro-forestry, contouring and other soil and water conservation techniques, and other modern agricultural practices. It is also supporting a local association of herders with credit and marketing.

While CRS officials support the objectives of the PVO-NGO/NRMS project in general, they wonder whether the initiative is premature, given the fragility of the NGO network, as represented by FONGTO. (The project could, of course, play a role in reinforcing the existing umbrella group). They also warn against bringing groups together just for a vaguely defined notion of exchanging ideas. There should be more concrete reasons supported by a well-defined set of activities, it is stressed. CRS sees the need to undertake an inventory of who is doing what, as well as to provide resources for real exchanges of experiences through project visits.

ENABLING ENVIRONMENT:

The political situation in Togo is tenuous to say the least, and is likely to remain so at least through elections tentatively planned for November. Within this unsettled context, the environmental policy framework is quite weak, with government stands on community management issues and the role of NGOs unclear. The USAID environment officer feels that there are important policy level constraints to doing good work in NRM, notably land tenure issues and general management style. ("It's government policy to own, manage, and reap profits from everything; government agents talk grassroots development and then plan how to control actions..." he notes). The situation has reached a crisis point in the north where local populations have burned over 3,000 hectares of formally protected forests and slaughtered thousands of animals in anger over past repressive protection policies.

The World Bank will finance a study on buffer zones; included is an examination of different buffer village population's perceptions of why the forest is or is not important. The director anticipates that the recommendations will include support to village woodlots, development of fish farming and small ruminant raising. He stresses that ultimately the government must assist villagers in meeting their basic needs for the buffer zones to be maintained.

Since August 1991, the "ministere de l'utile" for environmental issues has changed three times: from Ministry of the Environment and Tourism created in 1987; to Ministry of Rural Development and the Environment (August 1991); to a separate Ministry of the Environment (December 1991). More recently, however, the minister was removed and the Minister of Rural Development is now handling both portfolios. USAID and the World Bank note that environmental ministry personnel have no specialized training in environmental issues and have not yet articulated an integrated approach to forest resources (combining production and conservation issues). No formal inter-ministerial coordination on environmental issues exists. The environmental action plan (EAP) is stalled, pending reorganization of the planning team.

On the other hand, discussions with the director of National Parks indicate that some members of the government are aware of the benefits of participatory approaches. He recognizes that the failure to associate communities in the efforts to conserve the parks was "bad management" and that as a result, over the last two years, the protected areas have been seriously degraded. He claims that there is now a new policy to involve local populations in resource management. The government has created a commission to meet with the communities around the parks to raise awareness of the importance of the parks and to gather information which will be used to formulate a new policy regarding the management of these lands. He stresses that "any revenues must be shared with the population."

The director of Forest Production also expresses interest in working with NGOs. His department is planning to do a survey of NGOs working in forestry, followed by a seminar to discuss ways to promote collaboration. It is concerned about harmonizing approaches of NGOs and government services. It is not totally clear what measures the director envisions to ensure coordination, but the underlying message seems to be that he is seeking to assert more control.

Donors, for example the World Bank and UNSO (UN Sudano-Sahelian Office) through the environmental action plan process and through pilot projects, are pushing for a change in the government's approach to NRM. While the political situation remains tenuous, it is difficult to say whether donors will have an impact. As long as NGOs are able to operate freely, they certainly have a role to play in pushing the concept of community management. Few have been involved so far in such advocacy, however.

NGO registration is straightforward. A new protocol defining NGO-government relations has just been published. There is, in fact, a great deal of contact between NGOs and the government due in large part to the "program for local and participatory development (PDLP)," started in 1985 to promote rural development through expansion of collaborative partnerships with NGOs in implementing small scale development projects. The World Bank, UN Development Programme (UNDP), the European Economic Community (EEC), and the French government have provided funds for small projects covering a variety of sectors and under diverse terms, for which NGOs are eligible. In general, FONGTO is the interlocutor for the NGO community on management issues concerning these funds.

In addition, the government has recently announced that it is setting aside 250 million CFA from its "budget d'investissement et d'equipement" for the co-financing of NGO-executed projects.

GOVERNMENT AND DONOR TRENDS IN NRM PROGRAMMING:

The USAID mission in TOGO is in the process of developing its next five-year country strategy overview. The mission has decided to consolidate and expand its health and population activities, while shifting away from rural development. USAID's existing rural development program, TRIPS, has four main components: assistance to Togo's credit union movement; assistance to private agricultural producer groups; the development of private enterprises; and, strengthening the Ministry of Rural Development's capacity to monitor and coordinate the promotion of private sector development in the rural sector. The first component was sub-contracted to Credit Union National Association (CUNA), while the second two have been managed by CARE, as described above. The mission will be phasing out this activity over the next few years.

USAID's other areas of concentration will be the development of an export promotion zone, and support of democratic processes. Natural resources management issues have not yet been directly addressed, although eventually one would anticipate the necessity of environmental impact studies for the EPZ activities (as Ghana has done with its non-traditional exports program). The mission, while supportive of PVO-NGO/NRMS' approach and objectives, does not see much likelihood of any local funding for a NRMS initiative. The mission has been strongly encouraged by the (USAID) Africa Bureau to focus its resources in a limited number of clearly defined areas. It would therefore be difficult to justify direct support of NRMS. On the other hand, the mission expresses willingness to collaborate with a centrally-funded initiative, and might be able to orient some of its training and small grants activities to address NRMS issues.

The mission agricultural officer feels that the policy environment in Togo is not conducive to promoting constructive change on NRM issues and notes that the technical capacity in the government is extremely limited.

The mission, apparently, has had limited contact with local NGOs. Several of the NGOs express the opinion that the USAID mission is very "closed" and difficult to penetrate.

The World Bank, in a June 1992 environmental issues paper written as groundwork for re-starting the process of elaborating an environmental action plan, proposes financing small pilot projects, the results of which will help improve the final design of the plan. The pilot projects should serve to reinforce the capacity of communities to manage the resource base.

Three projects now suggested are:

- Development of four village land management schemes "à l'approche terroir," with the objective of strengthening the capacity of village organizations for developing land use plans, entailing clarification of land rights, erosion control and promotion of agro-forestry.
- Community involvement in the management of faunal reserves, beginning with the Fazzo Malfakassa reserve, based on recommendations of an IUCN-World Conservation Union feasibility study.
- Improvement of rural sanitation and drinking water supply using a decentralized approach and involving NGOs in training and sensitization; the project will be demand driven, assisting only those communities expressing interest in contributing to maintenance costs, after an initial period of education by NGOs.

The World Bank currently funds other rural development programs and numerous activities in other sectors, several of which have NGO involvement.

UNSO, in addition to support for the EAP, is experimenting with a pilot community land management scheme in northern Togo.

The Food and Agriculture Organization (FAO) and the German Gesellschaft für Technische Zusammenarbeit (GTZ) work primarily with the government on management of state forest resources. The FAO and UNDP helped the government elaborate a tropical forest action plan and provided training for EAP staff and consultants. The two agencies are planning a survey of continental and marine fish stocks.

The World Food Programme provides food for tree planting activities.

The "approche aménagement/gestion de terroir (AT/GT)" is one of the programming areas identified for the UNDP's next five-year strategy period. The specifics of the upcoming program are not yet finalized. A feasibility study for the launching of Africa 2000 was just completed. The study suggests that Africa 2000 provide training and logistical support, not just project funds, to partners identified as NGOs, community associations or local technical committees (to be set up by Africa 2000 to help with project preparation and monitoring). The report recommends training on environmental themes and the organization of exchanges. Priority activities include reforestation, agro-forestry, soil conservation, water management, animal husbandry and rural credit. UNDP organized a round table on NGO activities and the environment in May 1992, financed by a regional project. This project also provides institutional support to FONGTO and finances training for NGOs under the auspices of FONGTO.

The Peace Corps has an agro-forestry program, with 14 volunteers in the north and apparently is exploring the idea of doubling the program in the future.

NATURAL RESOURCE ISSUES:

Soil erosion and depletion of soil fertility are the main environmental issues in Togo, according to a June 1992 World Bank assessment. Over 90 percent of Togo's energy needs are supplied from fuelwood; the area in dense forest declined by almost 50 percent between 1970-80. Tree planting remains limited. A state enterprise operates plantations geared to producing fuelwood and wood for industrial use, but its output covers only about three percent of domestic demand. Apparently there are few village-based tree planting initiatives and government has made no serious attempt to promote agro-forestry as a means of providing fuelwood and fodder and enhancing soil fertility.

Compared to neighboring countries, Togo does have a high percentage of territory designated as protected reserve. Of 640,000 hectares of nationally protected areas, 22 percent are gazetted forest and the rest are faunal reserves (most of which are in the north). The northern reserves created in the 1980s absorbed large areas of farmland and curtailed fishing and hunting rights, leading to severe conflict with local populations. These conflicts were exacerbated by crop damage near park boundaries caused by wild animals. Strict policing and heavy fines resulted in such effective protection that an IUCN report recommended reintroduction of predators in order to contain the threat of animal overpopulation. Unfortunately, this is no longer necessary. Since the undermining of central authority caused by the political crisis, the local population has "taken revenge" by seizing land, burning forests and slaughtering wildlife.

Coastal erosion significantly affects port activities and hence the heart of Togo's economy. Inadequate sanitation and drinking water supply pose serious problems, while industrial pollution is an issue around Lome.

Old laws recommending expropriation of uncultivated land by the state, even though never implemented, do little to promote an environment conducive to private investment in land improvement. The 1988 environmental code remains unenforced; no legal framework exists for associating local populations in the designation or management of reserves.

II. Institutional and Technical Issues

COLLABORATION:

FONGTO, while still young, seems to be relatively dynamic. It maintains an office and document center, and has a full-time executive secretary, secretary and part-time

documentalist. FONGO has started a newsletter (though NGO participation is weak). While it recently decided to raise the standards of membership, FONGO does not restrict access to information available. It has established regional affiliates to circulate information outside Lome.

FONGTO has organized some training for its members and would like to increase its capacity to offer such programs on a regular basis. It is looking for support to conduct a needs assessment, on the basis of which it would like to prepare a three-year training program.

FONGTO has played a major role in lobbying the government to make funds available to NGOs. As an example, it cites the 250 million CFA that will soon be available for co-financing up to 60 percent of the cost of a project submitted by NGOs. FONGO has not done much to coordinate NGO activities, nor on policy advocacy.

It is encouraging member NGOs to form sectoral working groups. As noted above, one group on the environment (COMET) has been formed. Another group on women in development has also been created.

Despite the funds available through the Ministry of Planning, the NGOs express frustration with the level of collaboration with the government. The PDLP (program for local and participatory development) does not provide opportunities for innovation, NGO officials assert, and projects are defined in advance with NGOs expected to serve as simple executing agents. Further, NGOs are asked by the government to contribute services at no cost. The officials emphasize that this attitude is a serious constraint to developing long-term programs and is not conducive to promoting a participatory approach.

Collaboration between national and international NGOs seems mixed. There are good examples of partnerships. Helvata, CUSO and Isle de Paix are cited as being particularly active in supporting the local NGO community, either on a one-on-one basis (like the partnership between AVE and Helvata) or through providing training, developing manuals, etc. On the other hand, a major actor like CARE is not a member of the umbrella group and CRS does not appear active in NGO community collaboration efforts.

LOCAL NGO CAPACITY:

Most local groups have been formed in the last three years (since the initial moves towards democratization) and thus have very limited experience. As elsewhere, few local NGOs are specialized in a particular area; most work on "rural development" in general. Many NGOs have some permanent staff, about 50 percent of whom receive some salary. As one finds elsewhere, many of those doing the work are retired civil servants or university graduates without jobs. Togo has not experienced the massive civil service layoffs affecting its neighbors, thus there is greater competition for qualified technicians.

There are numerous donor funds for NGO execution of activities supported by the UNDP, the World Bank and others. As the NGOs point out, however, the government views NGOs as sources of additional revenue; thus there is little if any coverage of project operational costs by the government. This factor has been a real constraint on the full mobilization of these funds and on their effective utilization by the NGOs.

There are limited sources of funding for institutional strengthening activities, primarily from European NGOs and the UNDP's regional project, which is coming to a close.

FONGTO sees one of its primary roles as identifying training needs and mobilizing resources to address those needs. It has organized several trainings financed by UNDP, the latest of which was carried out by CARE. The Institut Africain pour le Développement Economique et Social (INADES) has recently opened an office in Lome. There are numerous local centers up-country that train farmers and rural small-scale entrepreneurs.

Donor opinion regarding the feasibility of a PVO-NGO/NRMS intervention is varied. USAID's agricultural officer emphasizes the policy constraints (land tenure, outdated environmental legislation, poorly trained government officials). UNDP and GTZ officials, while noting the problems at the macro-level, feel that there is a lot that could be accomplished despite constraints.

NGO INSTITUTIONAL STRENGTHENING NEEDS:

The following areas are priority institutional strengthening needs for Togo's NGOs:

- strategic planning;
- strategies for greater financial autonomy;
- financial management;
- North-South partnership enhancement/networking/information exchange; and
- participatory rural appraisal (PRA)/rapid rural appraisal (RRA) training.

NGO ability to provide input into government policy beyond lobbying for funds also needs strengthening. There is much interest in developing a computerized database of NGO activities in NRM.

RECOMMENDATIONS ON APPROACH:

Some international NGOs have developed long-term partnerships with local groups; PVO-NGO/NRMS should examine these efforts and encourage duplication and expansion.

The NGOs are quite interested in the concept of a revolving fund for start-up operational costs based on the belief that they need to make an initial investment in "animation" before they can produce a project document to submit for funding.

Close coordination with UNDP's Africa 2000 program is necessary.

NGO TECHNICAL STRENGTHENING NEEDS:

Togo's NGOs are seeking training in the following technical areas:

- soil conservation techniques;
- AT/GT, agro-forestry;
- designin_ community income generating activities (as activities to accompany NRMS interventions); and
- fish farming methodologies.

NGOs have had trouble getting environmental messages across to local populations and desire training in the design of grassroots information campaigns.

There are a few local NGOs with expertise in water (primarily wells, sanitation) and nursery development; international NGOs are active in agro-forestry demonstration activities. These groups provide readily available resources for training activities.

Since few NGOs explicitly mention training in village land-use planning or buffer zone activities, the project should almost certainly organize orientation sessions on community-based resource management issues and methodologies to generate interest, followed by training. NGOs can take the lead in disseminating information on these approaches and play a role in encouraging the government to address policy level constraints to application.

STRUCTURING A PROGRAM:

NGOs suggest that a PVO-NGO/NRMS project structure be tied to FONGTO, which could provide minimal logistical and administrative support, but that participation not be limited to FONGTO membership.

CARE, with its experience in NRMS and in the training area is well placed to serve as lead agency in a start-up phase. CARE, however, has not joined FONGTO, and as of mid-1992 had not taken a "high profile" role in the NGO community promoting North-South collaboration, a role which Togolese NGOs might at this point now be open to. CARE has expressed interest in being directly involved in PVO-NGO/NRMS and could likely play a key role in initiating any future PVO-NGO/NRMS activities in Togo.

GENERAL CONCLUSIONS AND RECOMMENDATIONS

- Given the political situation, a "wait and see" approach regarding PVO-NGO/NRMS initiatives in Togo is mandatory pending elections.
- If a PVO-NGO/NRMS program were to commence in Togo, the emphasis should be placed on enhancing the NGO community's ability to more effectively mobilize funds available for natural resource management activities at the community level, through training in both organizational and technical issues, with a particular focus on community-based approaches to NRM issues. A second focus should be on developing advocacy skills at the national level.
- Although local NGOs are motivated and enthusiastic, CARE would be best placed to play a leadership role in any eventual initiative, similar to the role it has assumed in Cameroon.
- USAID mission support will be minimal, based on concern over the government's lack of clear NRM policy (although some donors are managing to achieve satisfactory results at the local level).
- Exchanges with Mali and Cameroon on PVO-NGO/NRMS approaches could be beneficial for Togo.
- Should PVO-NGO/NRMS support activities in Benin, effort should be made to bring Togolese NGOs into any focal activities undertaken there.

**Attachment A
Contact List**

- **USAID:** John Grant, acting USAID representative, program officer; Dennis Panther, agricultural officer.
- **UNDP:** Oni Kokovi, environmental officer; Mr. Gbofu, program officer; Alfred Sawadogo, coordonnateur; Mark Van Wynsberghe, program officer.
- **GTZ:** Gerhard Dieterle, chef de mission, Mission Forestière Allemande au Togo.
- **World Bank:** Adolfo Brizzi, conseiller en services agricoles.
- **Government of Togo:**
 - **Plan d'action Environnemental:** Marcel Ayite Baglo, coordonnateur technique.
 - **Ministère du Plan:** Ezzo-Wazina Yerima, chef division PDLP.
 - **Ministère de l'Environnement:** N.N. Tanghanwaye, directeur des Parcs Nationaux des Reserves de Faune et de Chasses.
 - **Ministère de l'Agriculture:** Mr. Akakpo, directeur de la Production Forestière; Mr. Govine, directeur de la Production Forestière.
- **CARE:** Bill Stringfellow, project manager.
- **CRS:** John Correo, country director; Bill Rastetter, regional director.
- **FONGTO:** Benjamin Agbanyo, directeur executif.
- **ALTERNATIVES:** Akakpo-Guetou Makuza, directeur executif.
- **Association pour la Promotion des Groupements Agricoles (APGA):** M.Y. Kuadjo, directeur executif; BP 12283, Lome.
- **Association Togolaise d'Action Sociale (ATAS):** Pascal Yamajako; BP 30502, Lome (tel: 21-46-77); (M. Yamajako also represents COMET).
- **Association Togolaise Pour le Progrès et le Développement:** Ekouevi, secrétaire; BP 12837, Lome.
- **Association Villageoise Enterprise:** Julien Nyuiadzi, directeur executif; BP 23, Kpalime (tel: 41-00-62).
- **BARVENSCO:** A. Anika; BP 1288, Lome.

- **Club UNESCO Feminin la Colombe:** Adjoa T. Akakpo, directrice; BP 80498, Lome (tel: 21-16-21).
- **Croix Bleu:** Sokem Gavi, commissaire charge de la communication.
- **Entrepreneuriat Développement Environnement Nutrition (EDEN):** Pleth-Suka Kodjo Credo, coordinateur; BP 10057, Lome (tel: 21-19-36).
- **Global Reform and Development (GRAD):** Victor Akogo, directeur; Evariste Kolani; 2BP 736, Lome (tel: 21-49-65).
- **Les Amis de la Terre:** Mensah Tsivanyo, directeur executif; BP 20190, Lome (tel: 21-49-65).
- **Scouts de Togo:** Jean Koffi Toussah, commissaire general; Kaumana Bogra, commissaire national au développement communautaire.
- **Technologies Appropriées Pour l'Autopromotion (T2A):** Pedro Ayani; BP 4296, Lome (tel: 21-53-11).
- **Agri-Club National TOGO:** M. Yao Koutiame Biam, directeur; BP 1368, Lome.
- **Association de Personnes Renovatrices De Technologies Traditionnelles (APETRECTA):** M. Marcellin Anathor, directeur executif, BP 199, Aneho.
- **Association Pour la Promotion de l'Enfance et de l'Environnement:** Paul Ouadja, directeur executif; BP 1210, Lome (tel: 21-81-25).
- **Association Togolaise Pour la Promotion du Développement (SOTOPRODER):** M. Kwakuvi, directeur executif; BP 10061, Lome (tel: 21-18-17).
- **Eco-Gestion Villageoise (EGV):** M. Agouma, coordonnateur technique; BP 20476, Lome (tel: 21-46-75).
- **INADES-Formation:** Yao Balaka, directeur national; BP 12472, Lome (tel: 25-92-16).

Attachment B
Literature Available

- World Bank, aide memoires and memos on the national environmental action plan
- Plan de Conservation de l'Elephant au Togo
- Decret fixant les conditions de coopération entre les ONG et le gouvernement
- FONGTO, brochures
- Rapport d'activités/fiches de présentation: AVE, Croix Bleu, GRAD, Club UNESCO la Colombe
- Rapport de la mission de consultation sur les competences des ONG en matière d'animation pour l'autopromotion au Togo (February 1991)
- Etude du lancement du programme Reseau Afrique 2000 Togo (June 1992)
- Rapport sur la table ronde sur les activités des ONG et associations en matiere d'environnement et de développement au Togo (May 1992)
- Rapport sur la Journée de Reflexion sur les activités d'appui aux initiatives de base au Togo (April 1991)
- CARE agro-forestry project document "Formation et Demonstrations Agro-forestieres dans le Nord-Togo"

ANNEX I

I. INTRODUCTION

I. Background to PVO-NGO/NRMS

The PVO-NGO/NRMS project is a U.S. Agency for International Development (USAID)/Washington-funded project which has operated since September 1989. The first phase of the project was completed in September 1991. An extension was granted for the project to function through March 1993. Both phases were funded under the Natural Resources Management Support Project (698-0467).

The project is managed by a Management Consortium of US private voluntary organizations which includes World Learning Inc. (formerly the Experiment in International Living), CARE and World Wildlife Fund. The overriding objective of PVO-NGO/NRMS since its inception has been to strengthen the technical and institutional capacity of non-governmental organizations (NGOs) working in Africa in the field of natural resources management (NRM). The project has focused on provision of technical assistance, training support and information exchange as a means to accomplish this objective.

The project has targeted activities during this period in Cameroon, Madagascar, Mali and Uganda. In each country, a country working group (CWG) or country consortium was formed which set the agenda for what activities in NRM would be prioritized. A lead agency (CLA) was selected from within the CWG. In Madagascar and in Mali the CLA is a national NGO or consortium of national NGOs, while in Cameroon the CLA has been an international NGO, and in Uganda it has been a consortium of both national and international NGOs.

In all instances, the Management Consortium empowered the four CWGs and CLAs to take the lead in identifying what specific activities in NRM would be undertaken. The role of the Management Consortium and project staff has been to provide the technical and institutional support to the four CWGs and their respective CLAs so that they were empowered in fact, not just rhetorically.

In addition to the target or focal country programs, the project has supported a regional program which has undertaken a diverse range of activities including the following: (1) an international workshop on buffer zone management bringing together NGO, government and resource-user populations to jointly analyze three different buffer zone situations in Uganda; (2) an assessment of economic options to development in the Dzangha-Sangha Forest Reserve in the Central African Republic; (3) development of a methodology to assess the potential for natural regeneration on farmers' fields in the Sahel; (4) an assessment of NGO approaches to NRM in the pastoral sector in East and West Africa, with an international workshop on the subject held in February 1993; (5) a workshop on research center/NGO approaches to

agricultural research held in Kenya for representatives from four African countries; (6) a participatory rural appraisal (PRA) workshop bringing NGO and government representatives from six African countries to Kenya; (7) an international workshop on NGO/community-based approaches to conservation in Southern Africa; (8) a workshop in Mali bringing together journalists from several Sahelian countries with Malian NGOs to develop ways to strengthen the interaction between the two to achieve production and dissemination of higher quality oral and written information on NRM to the Sahelian public; (9) presentation of the PVO-NGO/NRMS approach to NRM with NGOs in Africa at the Global Forum meetings coinciding with the Earth Summit in Rio de Janeiro; and (10) an assessment of NGO impact on natural resources policy at the government level in Kenya and Uganda.

Based on the 1992 external mid-term evaluation of the PVO-NGO/NRMS project, it appears as if PVO-NGO/NRMS has largely achieved its stated objectives. The primary questions confronting PVO-NGO/NRMS as of March 1993 are the following: (1) will financial sustainability for the four target country programs be secured in the coming months from respective USAID missions, through other donors, or via some combination thereof; and, (2) will the PVO-NGO/NRMS project succeed in obtaining additional funding to start new rounds of focal or target countries activities, maintain a strong regional program, and in so doing offer USAID or other donors with a proven model for working with NGO consortia in NRM in Africa or elsewhere in the world? A proposal to this effect has been submitted to USAID/Washington at the time of this writing.

2. Rationale for this Assessment

The PVO-NGO/NRMS project incorporated a "pre-catalytic activities" or "new initiatives" fund into its activities during the one and a half year extension phase running from October 1991 through March 1993.

The purpose of the new initiatives fund was to lay the groundwork for countries in which the project could potentially focus activities during a Phase II. It was decided by the Management Consortium that the first major activity under new initiatives should be to undertake a rapid, albeit accurate and analytical, assessment of NGO situations in NRM in a number of African countries.

In addressing the issue of a multi-country assessment, the objective of the Management Consortium was to assess a broad sample of countries throughout Africa. Nations were selected to assure that a range of countries bearing different characteristics be assessed. These characteristics in the sample included both small and large countries, both land-locked and coastal or island countries, countries where USAID support for NRM is strong or conversely where it may be weak. Countries were selected where ongoing Management Consortium programs operate or where the Management Consortium has no presence at all and in countries where new opportunities for working with NGOs appear exciting and, finally, countries where the knowledge base on NGO activities in NRM is either strong or else very limited. In sum, countries were selected not only because they may have promise

While the assessment was more cursory in several countries, key NGO issues in NRM along with a sense of the appropriateness of PVO-NGO/NRMS (or other similar capacity building projects) to operate in all of the countries has been obtained. Due to time constraints, in-depth information on NGO activities in NRM for several of the countries is lacking. While Namibia could unfortunately not be visited, available written documentation on NGO activity in Namibia is available. Discussions with people familiar with Namibia rounded out the picture to a degree.

3. Overview of Results

Finally, because of perceived future potential opportunities, desk studies were undertaken for Namibia, Ethiopia and Eritrea, despite the fact that USAID mission clearance to undertake assessments in these countries was not obtained.

The greatest constraint to the assessment was the amount of time which was available for each given country. So too, the necessity of receiving clearance from the USAID missions forced the elimination of several countries, including South Africa, Botswana and Angola. In the process of countries falling out, several additional countries were added, including Togo, Congo and Mauritius. Togo was added because the Management Consortium felt it would be interesting to look at Togo and Benin together as a possible "NGO unit." Congo was added at the behest of USAID/Washington. Mauritius was added due to proximity to the Seychelles and complications surrounding a planned assessment in Namibia. This opened the opportunity to visit another unique, very small country.

In selecting countries, the objective was to assure that many types of situations would be assessed. It was felt that a driving objective of the assessment should be to provide all interested parties to NGO activities in NRM in Africa with the opportunity to benefit from this assessment. Again, the assessment was meant to complement USAID's analytical agenda which seeks to determine how different policies and programs can positively impact on NRM activities in Africa.

To arrive at a sample, the following procedure was followed. Each member of the Consortium -- World Learning, CARE and WWF -- all nominated three countries it wished to see assessed: USAID/Analysis, Research and Technical Support (ARTS)/Food, Agriculture and Resources Analysis (FARA) nominated three countries; the consortium associates to the PVO-NGO/NRMS project, comprised primarily of a group of PVOs and several private sector firms, nominated two countries, and finally the project director of PVO-NGO/NRMS nominated two countries. The project director and the Management Consortium assured that several lesser-known countries were assessed.

In terms of future funding opportunities with USAID, but also because the exercise may highlight information which could prove useful for the NGO community in the particular country and for potential collaborating agencies from outside the country.

Overall, countries were considered to be appropriate or inappropriate to work in on the basis of a number of criteria relating to:

- NGO experience in the country;
- enabling or disabling environment from a policy perspective;
- government and donor trends in NRM programming;
- USAID programming in NRM and potential support for a PVO-NGO/NRMS style project;
- NGO perceived needs;
- the feasibility of targeting NGOs for institutional strengthening;
- NGO technical capacity in NRM; and
- potential linkage with existing NRM networks.

In countries where USAID is unable or disinclined to provide support for a potential activity, the assessment still provides valid information for other interested actors. A number of the country assessments fall into this category.

Finally, because the country assessments were undertaken by six different consultants and because different countries offer such different situations, the assessments vary in terms of length and content. The assessment for Senegal for example is not comparable with that of Burundi, since so much more information on NGO activities is available for Senegal than for Burundi, and since donors have simply been far more active in NRM activities in Senegal than in Burundi. Differences between countries in the quantity and quality of information available on NGOs in NRM is most visible in the full length country assessments.

4. Summary of Recommendations

Recommendations are based on the criteria "bulleted" in Section 3 above. While the primary focus of the assessment has been to gauge the NGO/NRM situation and on that basis recommend where the PVO-NGO/NRMS project could consider working, the recommendations have been prepared with a wide readership in mind.

Recommendations are organized on a country by country basis, and are structured according to highlights coming out of the assessment criteria. Table 1, the NGO/NRMS Assessment Ratings, provides an overview of where a PVO-NGO/NRMS type activity is recommended on the basis of:

- objective NGO/NRM criteria independent of USAID interests, or
- USAID/ Washington or individual USAID mission interest.

The Overview of Findings Matrix provides in summary form an overview of the major findings.

II. OVERVIEW OF FINDINGS

Results of the assessments found that there are many countries in Africa which could benefit from PVO-NGO/NRMS style activities, and in which such activities could be feasibly undertaken given NGO needs and the enabling environment. As might be expected, many opportunities and needs identified in one assessment resonate in one or more of the other country assessments. The Overview of Findings Matrix summarizes the findings.

This section of the executive summary highlights where opportunities to work with NGOs on NRM exist in the countries assessed. Emphasis in this section is not on whether USAID missions are or might be interested in this type of activity. It therefore is meant to be of use for any reader interested in the results of the NGO/NRM assessment. This section provides some of the rationale behind the NGO/NRM assessment ranking shown above.

Countries assessed which offer strong opportunities for NGO work in NRM include the following: Benin, Congo, Ethiopia, the Gambia, Guinea, Mauritius, Namibia, Niger, Rwanda, Senegal, Seychelles and Tanzania.

Countries assessed which offer a fair opportunity include: Central African Republic, Eritrea, Ghana and Togo. "Fair opportunity" here means that while there is some in-country interest, the enabling environment may not be optimal, the NGO community may be too disorganized and/or preoccupied in other sectors, or there may simply be too much political instability for the time being in the country.

Countries with slight opportunity include Burundi and Zambia. "Slight opportunity" refers here to the NGO community being highly limited, their interest in NRM being slight, and for the enabling environment not necessarily being as optimal as it could be.

While the specific reasons differ country by country, the over-arching reason for a "strong" assessment rating in these countries relates to: (1) the self-perceived needs of the NGO community and expressed desire to become involved in an activity like this; (2) the objectively perceived opportunity for a consortium-building project focusing on capacity building to strengthen NGO skills; (3) the enabling environment, specifically government attitudes toward the activity; and, (4) NGO experience in NRM activities (or desire to become more involved).

The ranking involves more than a degree of subjectivity. The ratings do, however, reflect the tenor and recommendations of each of the assessments.



The African Continent

Table 1 NGO/NRMS Assessment Ratings

Countries Assessed	Perceived NRM Opportunity ⁽¹⁾	AID Interest ⁽⁸⁾
Benin	1	1
Burundi	3	3
Central African Republic	2	4
Congo	1	2
Eritrea ⁽²⁾	2	—
Ethiopia ⁽²⁾	1	2
Gambia	1	1
Ghana	2	2
Guinea	1	1/a ⁽³⁾
Mauritius	1	4/p ⁽⁴⁾
Namibia ⁽²⁾	1	3/b ⁽⁵⁾
Niger ⁽⁶⁾	1 ⁽⁷⁾	1/b ⁽⁵⁾
Rwanda	1	3
Senegal	1	1-2/a ⁽⁹⁾
Seychelles	1	4
Tanzania	1	2
Togo	2	3
Zambia	3	3

Key: 1 = Strong; 2 = Fair; 3 = Slight; 4 = None; a = conditional; b = uncertain; p = probable

(1) Perceived NRM opportunity refers to the perception of PVO-NGO/NRMS based on assessments that an opportunity does or does not exist independent of USAID interest.

(2) Desk study only.

(3) Based on information from USAID/Guinea.

(4) Based on presumed USAID interests given current programming trends.

(5) USAID interest either not explained or uncertain.

(6) Based on PVO-NGO/NRMS assessments undertaken in Niger in 1990.

(7) Based primarily on 1990 assessments of opportunity.

(8) Refers to USAID Mission's interest in the respective country.

(9) Based on ref. mission from USAID/Senegal.

Overview of Findings Matrix

OVERVIEW OF FINDINGS

COUNTRY	NGO EXPERIENCE	ENABLING ENVIRONMENT	GOVERNMENT/DONOR TRENDS	NGO NEEDS	FEASIBILITY
Burkina Faso	<ul style="list-style-type: none"> Recent burgeoning Weak skills generally 	<ul style="list-style-type: none"> Encouraging 	<ul style="list-style-type: none"> Decentralization through NEAP UNDP's Africa 2000 USAID focus on health, education, socio-economic services, with potential NRM interest as "target of opportunity" 	<ul style="list-style-type: none"> Across-the-board technically and institutionally 	<ul style="list-style-type: none"> Excellent overall Potential constraint for USAID mission due to NRM as "target of opportunity" vs. focus
Burundi	<ul style="list-style-type: none"> Very limited 	<ul style="list-style-type: none"> Becoming more conducive NGO status still somewhat confused 	<ul style="list-style-type: none"> Decentralization policy Forthcoming NEAP and Africa 2000 National environmental education plan through Peace Corps. NRM is no longer a USAID focal area 	<ul style="list-style-type: none"> Across-the-board technically and institutionally 	<ul style="list-style-type: none"> Premature for focal country program given limited NGO community and Africa 2000 project Bring into regional program activities.
Central African Republic	<ul style="list-style-type: none"> Few NGOs Thin line between NGOs and government Overall somewhat weak relative to other countries 	<ul style="list-style-type: none"> Ambiguous in current political and economic environment 	<ul style="list-style-type: none"> Generally ambiguous pending elections Major EEC NRM initiative for April 1993 Major WWF ICDP activity ongoing in southwest (Dzangha-Sangha) Low USAID priority in NRM 	<ul style="list-style-type: none"> Networking across regions Across-the-board technically and institutionally 	<ul style="list-style-type: none"> Premature for focal country program Potential to bring into regional program activities
Congo	<ul style="list-style-type: none"> Most are bureaucratic creations Few national NGOs servicing communities 	<ul style="list-style-type: none"> Significant structural adjustment program theoretically providing strong NGO opportunities 	<ul style="list-style-type: none"> Significant interest Little programmed for local NGOs USAID "small country program" managed from USAID/W has environmental focus 	<ul style="list-style-type: none"> Across-the-board technically and institutionally 	<ul style="list-style-type: none"> Very good
Ethiopia	<ul style="list-style-type: none"> Embryonic after 30 years of war 	<ul style="list-style-type: none"> Strong provisional government role "Planned obsolescence" is objective for international NGOs from government perspective 	<ul style="list-style-type: none"> Department of Agriculture involved in NRM training for NGOs EAP planned Potential UNDP role USAID discussions with PGE not yet finalized 	<ul style="list-style-type: none"> Across-the-board technically and institutionally 	<ul style="list-style-type: none"> Premature for focal country Potential to bring into regional program
Uganda	<ul style="list-style-type: none"> Over 75 NGOs with 80% of these international Strong experience in famine relief 	<ul style="list-style-type: none"> Strong government respect for NGOs Government accepting role for national NGOs in evolving pluralism and decentralization Supportive of skill transfer program Strong donor support as long as national reconciliation continues 	<ul style="list-style-type: none"> New government ministry for NRM World Bank financing for forestry Action Plan Reconstitution of national parks planned UNDP, IUCN, UNESO, WFP, NORAD, SIDA, UNICEF, USAID are all active USAID interest is function of how food security could be enhanced 	<ul style="list-style-type: none"> NGOs must shift programming from relief to development Limited financial resources for national NGOs 	<ul style="list-style-type: none"> Potential for becoming a focal country

Overview of Findings Matrix (continued)

COUNTRY	NGO EXPERIENCE	ENABLING ENVIRONMENT	GOVERNMENT/DONOR TRENDS	NGO NEEDS	FEASIBILITY
Gambia	<ul style="list-style-type: none"> Limited national experience in NRM Several strong donor-sponsored NRM programs Multitude of new NGOs 	<ul style="list-style-type: none"> Positive Strong state support Government playing increasing coordination role Policy constraints addressed in EAP 	<ul style="list-style-type: none"> Promotion of participatory planning and implementation USAID supports legislative reforms to enable greater local NRM UNSO supports EAP UNDP supports NGO umbrella organization (TANGO) GTZ works in BZM 	<ul style="list-style-type: none"> Across-the-board technically and institutionally 	<ul style="list-style-type: none"> Good potential Need to work fit with evolving USAID NRM portfolio to be feasible
Ghana	<ul style="list-style-type: none"> Characterized by small community-based groups working largely in isolation Two umbrella groups exist: NENGO for environment and GAPVOD for development NGO work 	<ul style="list-style-type: none"> Welcoming Serious decentralization effort through NEAP Government support for NGO promotion 	<ul style="list-style-type: none"> Support for pilot village land management through World Bank project Dynamic African 2000 program UNDP support to GAPVOD AID support for non-traditional export crops 	<ul style="list-style-type: none"> Information sharing and across-the-board technical and institutional assistance 	<ul style="list-style-type: none"> Potentially feasible but perhaps premature given ongoing activities and apparent NGO community's internal strains
Guinea	<ul style="list-style-type: none"> Recently burgeoning Few of the 200 plus actually operational 	<ul style="list-style-type: none"> Government decentralization encouraging NGOs Attempt to inject rigor between NGO categories: associations, service organizations, professional groups, etc. 	<ul style="list-style-type: none"> EAP in preparation USAID major watershed management activities in Fouta Djallon World Bank, UNDP, FAO, EEC, UNESCO are all active in agricultural sector activities and some biodiversity work 	<ul style="list-style-type: none"> Across-the-board technically and institutionally Inter-NGO coordination 	<ul style="list-style-type: none"> Good potential High demand for assistance could be challenging in service delivery
Mauritius	<ul style="list-style-type: none"> Small but talented in environmental sector Large in social services with MACOSS umbrella organization 	<ul style="list-style-type: none"> Functioning democratic parliamentary system in country makes it unique in region Government reportedly hopes NGOs become strong implementors as well as excellent advocates 	<ul style="list-style-type: none"> Limited in environmental sector Government would like to develop larger portfolio post-UNCED USAID has no NRM program and none envisioned 	<ul style="list-style-type: none"> Attaining technical competence in project implementation Professionalising staff Coordination 	<ul style="list-style-type: none"> Excellent on regional basis Focal country program could be constrained by NGO staff/infrastructure constraints "Middle income" status constrains donors in NRM
Namibia	<ul style="list-style-type: none"> 125 NGOs Weak grassroots organizations A number of strong national NGOs 	<ul style="list-style-type: none"> As yet no intermediate government structures exist creating intersecting opportunity/constraint Scant extension capacity Land tenure remains potential constraint to community-based NRM No NGO legislation 	<ul style="list-style-type: none"> USAID's LIFE project targets NRM in Caprivi and Bushmanland READ will promote socio-economic development through community-based organizations 	<ul style="list-style-type: none"> Weak infrastructure and management systems Across-the-board technical and institutional strengthening 	<ul style="list-style-type: none"> Good if USAID recognizes the potential complementarity between LIFE, READ, and PVO-NGO/NRMS Danger of NGO community becoming overextended

Overview of Findings Matrix (continued)

COUNTRY	NGO EXPERIENCE	ENABLING ENVIRONMENT	GOVERNMENT/DONOR TRENDS	NGO NEEDS	FEASIBILITY
Niger	<ul style="list-style-type: none"> • Many international NGOs • Few national NGOs • Fairly undeveloped NGO umbrella organization compared with others in Sahel (GAP) 	<ul style="list-style-type: none"> • Improving as of 1990 vis à vis government • Constrained by overall economic crisis in country 	<ul style="list-style-type: none"> • Government seeks to amend existing texts to facilitate NGO work • Both government and donor try to amend Rural Code and resolve land tenure issues to promote greater community participation in NRM 	<ul style="list-style-type: none"> • Clarified legal status • Increased flexibility to work at community level • Across-the-board technical and institutional strengthening 	<ul style="list-style-type: none"> • Potentially good if government supportive • Improving as GAP
Rwanda	<ul style="list-style-type: none"> • Considerable in agriculture and natural resources sector • Wide variety of in-country training services 	<ul style="list-style-type: none"> • Positive policy environment • High percentage of country under protected area status • Highly participatory NEAP with government/NGO collaboration • Civil strife still unsettling 	<ul style="list-style-type: none"> • Government support of private sector NRM initiatives • Continued European donor support of tree planting/community woodlot projects • USAID shift in portfolio away from NRM as key focal activity to "target of opportunity" 	<ul style="list-style-type: none"> • NRM technical skill areas • PRA • Information exchange with communities in other countries 	<ul style="list-style-type: none"> • Some potential through USAID PVO project • Limited as stand-alone activity • Civil strife problematic
Senegal	<ul style="list-style-type: none"> • Considerable since 1970s • Reasonable technical strength in forestry-related activities • Well known NGO umbrella organization (CON-GAD) covering many sectors 	<ul style="list-style-type: none"> • Government push to decentralization could favor NGOs • Good potential for collaboration with USAID's PVO Strengthening project and Africa 2000 • Relative sophistication of Senegalese NGOs in donor dealings 	<ul style="list-style-type: none"> • Much NRM activity on policy and field level • With decentralization, support of grassroots participatory methodologies • USAID bolstering linkage between agricultural research and NGOs to influence community adoption of improved NR-based technologies 	<ul style="list-style-type: none"> • Greater coordination on environmental issues • Project design and implementation skills • Strengthened extension capacity of NRM technologies 	<ul style="list-style-type: none"> • Good potential as complement to USAID and Africa 2000 activities if USAID perceived interest • Excellent potential as non-focal country through regional program
Seychelles	<ul style="list-style-type: none"> • Few NGOs until recently, most operate ad hoc • Nucleus of international conservation NGOs with local affiliates • New NGO environmental lobby • LUNGOS umbrella organization still weak 	<ul style="list-style-type: none"> • Democratization processes permitting greater role for NGOs • Government more supportive of NGOs 	<ul style="list-style-type: none"> • No discernible trend • World Bank/UNEP environmental management plan completed • No USAID support for NRM • Government open to NRM/environmental projects • Particularly supportive of protected areas 	<ul style="list-style-type: none"> • Financial support to develop NGO infrastructure • Project design and implementation skills • Sharpened awareness raising/negotiation skills • Some EIA/integrating conservation with development skills 	<ul style="list-style-type: none"> • Excellent for a donor willing to support an NGO program in a "middle income country" • Good for PVO-NGO/NRMS if linked to other Indian Ocean countries
Tanzania	<ul style="list-style-type: none"> • Of 400 registered NGOs most in welfare and relief • Most institutionally weak • Limited technical capability 	<ul style="list-style-type: none"> • Supportive of democratic processes • Government anticipates much NGO participation in development broadly, and forestry activities in particular 	<ul style="list-style-type: none"> • Canada, Sweden, Norway, U.K., and World Bank have broad NRM portfolios • NRM is not an USAID focus 	<ul style="list-style-type: none"> • Across-the-board technical and institutional strengthening 	<ul style="list-style-type: none"> • Good if centrally-funded • Potential through other donors