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Livelihood restoration and RAP
preparation services for the
Plateforme Industrielle
d'Adetikope (PIA)
-
Togo



Livelihood restoration plan for project-affected populations

Plateforme industrielle d'Adétikopé (PIA), phase 1 - Togo

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Tables des acronymes

AGR	activités génératrices de revenu
ANGE	Agence Nationale de Gestion de l'Environnement
ANPE	Agence Nationale Pour l'Emploi
ANSAT	Agence Nationale pour la Sécurité Alimentaire du Togo
BIT	Bureau International du Travail
CPES	Cellule Présidentielle d'Evaluation et de Suivi
ESMP	Environmental and Social Management Plan
FCFA	francs CFA (XOF)
GIZ	Gesellschaft für Internationale Zusammenarbeit (<i>coopération allemande</i>)
ha	hectare
ICAT	Institut de Conseil d'Appui Technique
IMF	institution de microfinance
kg	kilogramme
MEDDPN	Ministère de l'Environnement, du développement durable et de la protection de la nature
NP	norme de performance
PAP	personnes affectées par le Projet
PAR	plan d'action de réinstallation
PEPP	plan d'engagement des parties prenantes
PIA	Plateforme Industrielle d'Adetikopé
PRMS	plan de restauration des moyens de subsistance
RC	relations communautaire
RSE	responsabilité sociétale des entreprises
SAZOF	Société d'Administration de la Zone Franche
SFI	Société Financière Internationale
SNB	Société Nouvelle de Boissons
TPE	très petite entreprise

Introduction

Households in the canton of Adétikopé who were farming on the 130-hectare site owned by SAZOF lost access to this farmland when the site was acquired by the company ARISE. This acquisition aims to develop the Plateforme Industrielle d'Adétikopé (PIA), which specialises in the textile industry. Only agricultural land was affected during this first phase of development. No structures were affected. The Government of Togo was responsible for compensating the population for the crops destroyed during the land grab. In June and July 2020, the State carried out a census of the crops grown on the site and identified the people who were growing them. These people were then compensated for the lost production. The land already belonging to the State through SAZOF was not compensated.

ARISE, aware that these people's livelihoods had been affected by the loss of access to land, wished to develop a livelihood restoration plan (LRP) to enable the affected people to maintain, or if possible improve, their living conditions following the impact. As no structures had been affected, it was not considered necessary to develop a full Resettlement Action Plan (RAP).

The first step in developing the PRMS was to analyse and process the census and compensation data carried out by the Government. In a second step, a field survey phase was conducted. On the one hand, a socio-economic survey was conducted among the affected households. 251 questionnaires were administered and only eleven people on the census lists could not be contacted for various reasons: either they had left the area (two people were too far away to be surveyed) or their telephone numbers were no longer functional. In parallel, focus group discussions were held with affected people to understand in detail affected lifestyles, methods of resilience and wishes for livelihood restoration. The field survey was also an opportunity to meet with various potential partners to build and implement the Project's support programmes for affected people (PAP).

This report is organised in three parts. First, the baseline situation is presented to understand the livelihoods of affected households and individuals. Secondly, it presents the impact and effect on livelihoods, and the coping and resilience measures implemented. In the third part, we present how the Project can act to support the restoration of these livelihoods and the methods for ensuring that each affected person is monitored and their livelihoods are effectively restored. Finally, particular attention is paid to the most vulnerable to ensure that they are known, that they have access to assistance, and that the assistance actually improves their lives.

It should be noted that, as this report is complementary to the ESIA, we have chosen to summarise the context and presentation of the project (see Chapter 3 of the ESIA).

1. The principles of livelihood restoration

According to IFC Performance Standard 5, restoration' should aim to address the following issues in a comprehensive manner

- providing adequate agricultural land and sufficient assistance to cultivate that land where livelihoods are land-based;
- ensuring that there is no net loss of employment among households affected by resettlement (i.e. finding or creating employment opportunities where appropriate)
- improve the housing of affected people and their access to social services such as education and health care;
- carefully examine social networks and how these can be recreated in resettlement sites, particularly for vulnerable people;
- review and support the local institutional structures needed to implement and support resettlement;
- design explicit mitigation measures to ensure food security, particularly in the early stages of resettlement implementation (including the provision of direct supplements where appropriate);
- and provide adequate access to alternative common property and natural resources. (NP5 §17 NO39)

From this perspective, different livelihoods are defined as follows:

- Land-based livelihoods: depending on the type of economic displacement and/or the site to which people are resettled, their needs may include
 - assistance in acquiring or gaining access to replacement land,
 - physical preparation of arable land (e.g. clearing, levelling, connecting roads and soil stabilisation)
 - fencing of the pasture or cropland;
 - agricultural inputs (e.g. seeds, seedlings, fertilisers, irrigation, etc.);
 - etc. (NP5 targets NO12)

2. Pre-impact situation (baseline)

2.1. General information

2.1.1. Adétikopé and its surrounding villages

The Plateforme Industrielle d'Adétikopé (PIA) is located in the Maritime Region, 25 km from the centre of Lomé, along the National Road 1 leading to Burkina Faso. The site lies to the east of this road, on the land of the commune of Agoè-Nyivé 6 in the eponymous Prefecture (formerly Zio Prefecture).

The canton of Adétikopé is located in a peri-urban area and its dynamics are strongly influenced by the proximity of the Togolese capital. The expansion of the city of Lomé has been affecting the old rural way of life for some time now with the arrival of new populations and the scarcity of agricultural land. From the north, the rural exodus of populations finds here a gateway to the capital. From the south, the populations of Lomé wishing to invest in land find land at more affordable prices to build their homes.

The SAZOF site borders four villages: Adoglové, Akplomé, Dzové and Lomegnokopé, all four located in the canton of Adétikopé. Historically, the land on which the 130 ha of the PIA is located belongs to the villages of Adoglové, Akplomé and Dzové. The land in Lomegnokopé is located next door, on the other side of the lowland, in what will be the Phase 1 extension area (not considered in this report).



Carte 1 : Map of the Phase 1 site under study

2.1.2. Site history and land access

The history of the SAZOF site, acquired by the company ARISE to build the industrial platform, was told to us by the populations of the neighbouring villages during the group discussions. Insuco's mandate is not to deal with land issues, since according to the institutional arrangement, this is the responsibility of the Togolese

State. We do not claim to be accurate and are simply transcribing the words of the people we met. However, it should be noted that the story is consistent depending on who we talk to.

In 1987, a 187-hectare site was acquired by the company CEREKEM Exotic Togo to develop a production of medicinal herbs. The current 130 hectare site is located within the 187 hectare site. It seems that the method of acquisition of the site is controversial. According to the people we met, it was initially leased to traditional landowners from the four villages concerned. The lease price was paid once and was to be paid every 5 years. The negotiation included promises of employment for the villagers. These promises appear to have been kept, as CEREKEM and its successor companies have been a major employer in the area during their period of operation. Two other companies followed in its wake: DJIMA (the spelling is not certain) and then DEREGAL, both specialising in the production of medicinal herbs, and continuing to provide numerous jobs for the local population.

However, it appears that the lease was only paid once and that a land title was registered by CEREKEM in 1992 for an area of 137 hectares, effectively making it the sole legal owner. It does not appear that the traditional landowners were informed or even consulted. This issue appears to be still in dispute as they have never been paid for the land.

SAZOF later acquired the land from DEREGAL but no longer used the site, keeping it as a land reserve. Farming was tolerated on a temporary basis but with the explicit condition that the land belonged to SAZOF and that SAZOF would eventually reclaim the land. During this period, farmers on the site continued to access the land according to tradition. People from outside the lineages of the landowners had to apply to the landowners for permission to farm on the site, and members of the lineage simply had to inform the elders, who were in charge of traditional land management. It does not appear that these land grants were paid for in any way other than symbolically.

2.1.3. Livelihoods of people affected

The elements used to carry out this analysis of the socio-economic situation of the impacted households come from the analysis of the results of the socio-economic surveys carried out in May 2021 by 6 investigators over 14 days. They were also supported by a national expert and an international expert who were in the field for 13 and 10 days respectively to carry out consultations with all of the Project's stakeholders.

The socio-economic questionnaire is presented in Annex 1.

2.1.3.1. Household composition

The 251 affected households have an average of 5.5 members, with a wide disparity between them in terms of composition as shown in Figure 2. Half of the households are composed of 5 persons or less. The number of adults in the households surveyed is very high, with only 15% of households having less than one third of their members that are adults. Conversely, more than half of the households (57%) have more than half of their members who are adults. The average age is 24.2 years and the male/female ratio is relatively balanced at 52/48. In contrast, 82% of household heads are male, with an average age of 44. Female heads of household are slightly older, with an average age of 48, almost half (20/44) of them being widows.

Tableau 1 : Distribution of household members by age and gender

	Adult	Child	Total
Men	413	307	720
Women	420	257	677
Total	833	564	1397

Source : enquête socio-économique, INSUCO, mai 2021

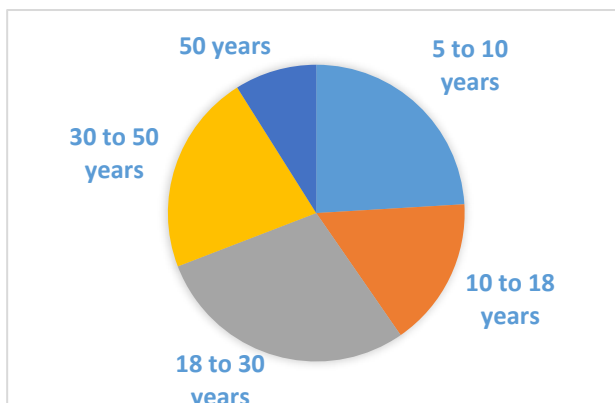


Figure 1 Distribution of affected households by age
Source : enquête socio-économique, INSUCO, mai 2021

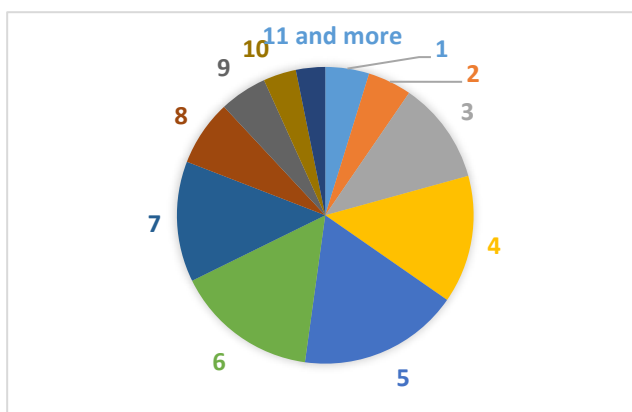


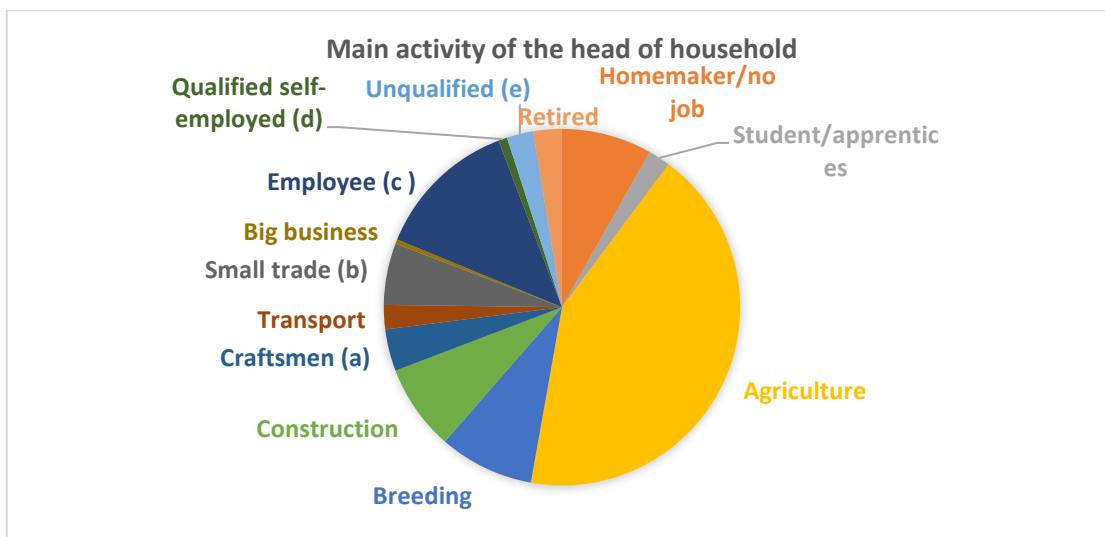
Figure 2 : Distribution of households by number of members
Source : enquête socio-économique, INSUCO, mai 2021

2.1.3.2. Activities practised and sources of income

In a peri-urban area such as Adétikopé, most people practice several activities, even if almost a quarter of the people tell us they have only one source of income. Expectedly, almost all PAPs practice agriculture. Indeed, this was the only eligibility criterion used by the Government to compensate people affected on the SAZOF site. Nevertheless, there are 12 people who say they do not practice agriculture. Our hypothesis, based on the interviewers' discussions with respondents, is that some farmers on the site, who cultivate several plots, have chosen to register relatives for some of them in order to maximise their chances of being compensated.

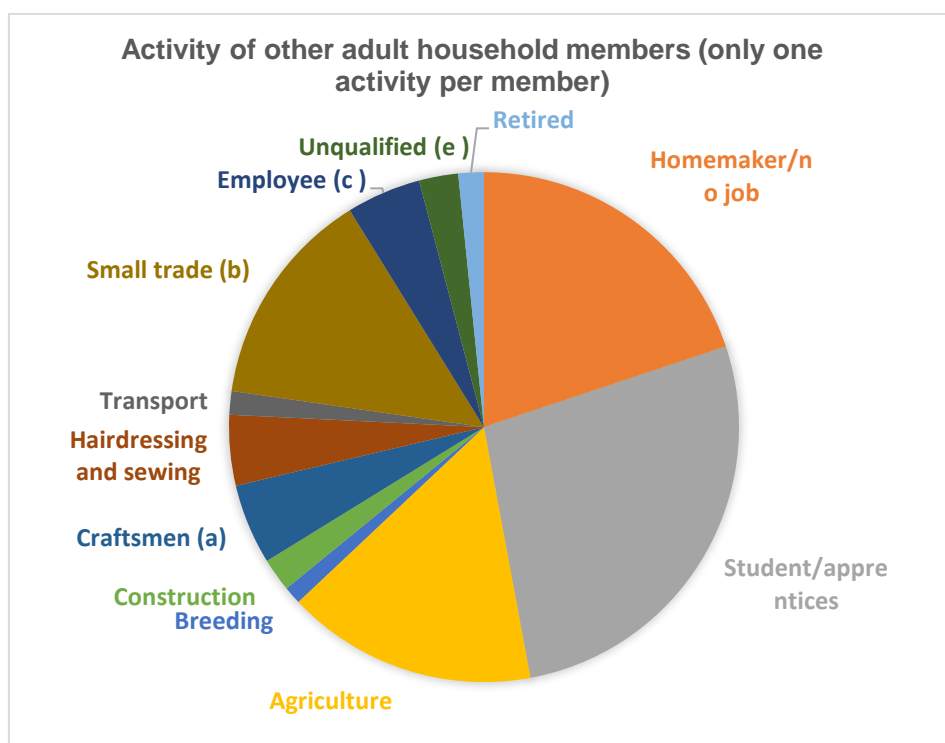
The main activities presented in Figures 3 and 4 below show this diversity of activities. The main and secondary sources of income, not presented here, are fairly consistent with the activities practiced. Apart from agriculture, which will be detailed in the following section, the other activities are rather manual (handicrafts or construction). Although there is a significant proportion of civil servants and private sector employees who receive a regular income (26%), it should be noted that most of the activities practised do not guarantee a fixed and regular income.

Although nearly 60% of households own animals, most of them are small-scale livestock keepers and most of them only keep a few chickens and goats, which are sold when needed. Only forty or so PAPs practice livestock farming as a main activity, and the herds are only large for about twenty of them. The majority (104/147) buy animal feed because grazing areas are almost non-existent. Only two people say they have access to grazing land, and these are not located on the affected site. It can thus be said that the impact of the Project on livestock farming is practically nil, except for crop residues that could be used as supplementary animal feed.



- (a) Food (small restaurants, butcher, baker, miller), technical (mechanics, electricity (other than construction)), semi-skilled (textiles, hairdressing, quilting, tapestry, embroidery)
- (b) includes collection of agricultural products
- (c) Civil servant and private employee
- (d) surveyor, mechanic, photographer
- (e) non-agricultural day labourer, handler, security guard, weaponry trade

Figure 3 : Distribution of heads of household by type of main activity
 Source : enquête socio-économique, INSUCO, mai 2021



- (a) Food (small restaurants, butcher, baker, miller), technical (mechanics, electricity (other than construction)), semi-skilled (textiles, hairdressing, quilting, tapestry, embroidery)
- (b) includes collection of agricultural products
- (c) Civil servant and private employee
- (d) surveyor, mechanic, photographer
- (e) non-agricultural day labourer, handler, security guard, weaponry trade

Figure 4 : Activité des autres membres adultes du ménage
 Source : enquête socio-économique, INSUCO, mai 2021

The differences observed between the two figures (3 and 4) are due in particular to the fact that a large proportion of male heads of household are found in the second figure, which explains the predominance of people who are 'at home' or who are not active or who practice petty trade. We will also see in the next section that women's agricultural practices and their sources of income are quite different from those of men. For example, we observe here that the proportion of wage earners is much lower than among heads of household.

The other category represented in Figure 4 is made up of young adults, whether or not they are graduates. They are also well represented in the 'not in employment' section. It should be noted, however, that over a quarter (27%) are students or apprentices. While education and a degree do not necessarily protect against unemployment and inactivity, they do offer many more opportunities when jobs are available. Many young graduates nevertheless deplored the lack of opportunities in the Adétikopé area. Some, discouraged, seem to stop looking and prefer to work at small, precarious and poorly paid jobs.

2.1.3.3. School level

The level of education is higher in this peri-urban area than in the rural areas further away from Lomé. Only 16% of adults have not reached the CP1 level and 13.5% have been to university. On the other hand, the number of people who have received technical education (only 5, out of the 833 adults considered) is quite surprising in view of the discussions we had. It is possible that private technical education was not considered by the respondents, who may have thought that only public technical schools were considered in the question asked. Another hypothesis would be that the PAPs we met had not followed technical training despite the existence of private technical schools in the area.

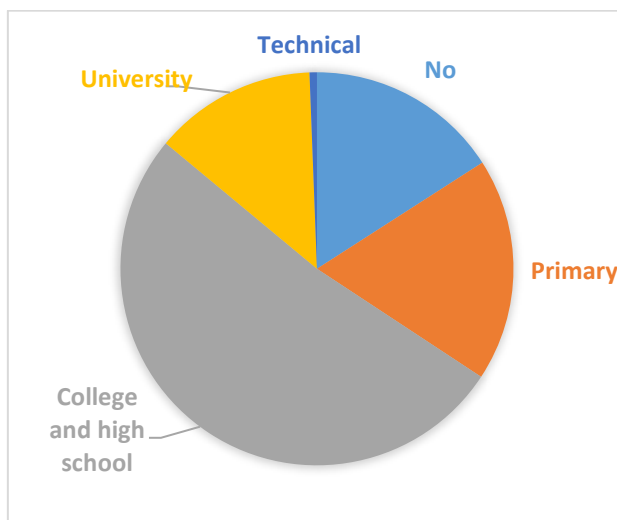


Figure 5 : Distribution of adult members of affected households

Source : enquête socio-économique, INSUCO, mai 2021

Of the 98 households with at least one member who has never been to school, only 37 have no member who has been further than primary school (15% of households) and only 12 have no member who has ever been to school (5%). These households will need to be monitored as their low educational attainment is an important vulnerability factor. At the other end of the spectrum, 75 households have at least one member who has attended university (30% of households).

Tableau 2 : Distribution of household members by gender and last grade attended

Niveau scolaire	Women adult		Men adult	
None	106	26%	25	6%
Primary	102	25%	50	12%
Collège et lycée	173	42%	253	62%
University	31	7%	79	19%
Technical	2	0%	3	1%
Total	414		410	

Source : enquête socio-économique, INSUCO, mai 2021

Table 2 shows a strong disparity between women and men with regard to education. This fact should be kept in mind for the rest of the report.

It should also be noted that the majority of the people we met had a school level between secondary school and high school. This proportion is divided between adult women (42%) and adult men (62%). None of the adult women had received technical training, and 26% of them were illiterate.

2.2. Agriculture on the SAZOF site

In Adétikopé and the surrounding villages, agriculture is practised in most of the spaces still available. Nevertheless, these are rapidly shrinking due to the advancing urbanisation front of the city of Lomé. Although the densification of the area has been ongoing for about forty years (information from the focus groups), the spaces available for farming are rapidly shrinking under the triple effect of demographic growth, the rural exodus and the desire of many of Lomé's inhabitants to find a building plot at an affordable price. We are therefore on an active urbanisation front: for example, many people have bought plots of land in the area with a view to building there in due course. Until now, these unbuilt plots were cultivated with the agreement of the owner, who saw this as a good opportunity to occupy the land to prevent any risk of illegal resale by unscrupulous intermediaries. However, it seems that this practice is increasingly compromised by the owners' desire to build quickly. Thus, the SAZOF site represented a rather unique opportunity to access agricultural land. 84% of respondents felt that they would not be able to find other plots to farm after losing access to the OFZAS site. Of those who said they would still be able to access land, almost half did not know how they would access it. For the vast majority, the SAZOF site was the only cultivated land they had and from which they derived most of their income.

2.2.1. Cultivated areas and crops

The area cultivated on the SAZOF site was 0.42 ha on average per PAP, with a great disparity from one farmer to another, as shown in Table 3. Thus, one third of the PAPs cultivated an area of less than 2,000 m², representing 8% of the cultivated area, while on the other hand, one third of the cultivated area was cultivated by 8% of the PAPs who cultivated more than one hectare.

Tableau 3 : Proportion of PAPs by area cultivated on the site

Area cultivated	% of PAP	% of area cultivated
< à 0,2 ha	35%	8%
de 0,2 à 0,5 ha	40%	31%
de 0,5 à 1 ha	17%	29%
de 1 à 2 ha	7%	22%
< à 2 ha	1%	10%

Source List of impacted areas - Government (Sept. 2020)

The dominant crop in the area and on the SAZOF site is undoubtedly maize, which is grown on almost half of the site's surface and by 93% of the farmers. Maize is the basis of the diet and is mainly consumed by households and is only sold in case of urgent need. It is the only purely food crop. The other main crops, notably cassava, beans and groundnuts, are also rainfed. They are partly sold and partly consumed. Although the share varies from household to household, we estimate that the average share is equal between consumption and sale. The only real cash crop is the production of vegetables, the most important of which is adémé. The vegetables are produced by the women in the lowland in the dry season and the water needs are met by a motor pump dipped in the dam lake. The motor pump is shared among these women who take turns renting it from the owner to water the vegetables. Vegetables are also grown on the higher ground in the rainy season. The cash crops grown by the men are sesame and sugarcane, but only a small minority of them grow these.

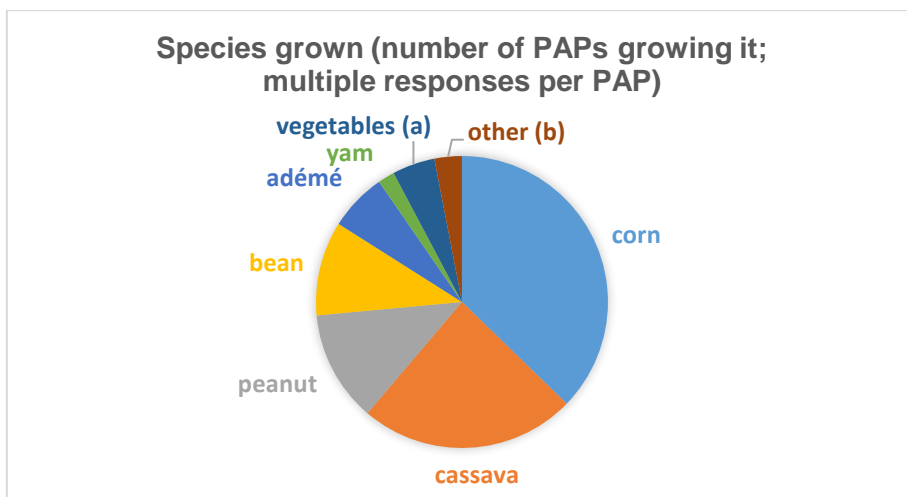


Figure 7 : Distribution of crops according to practice by PAPs

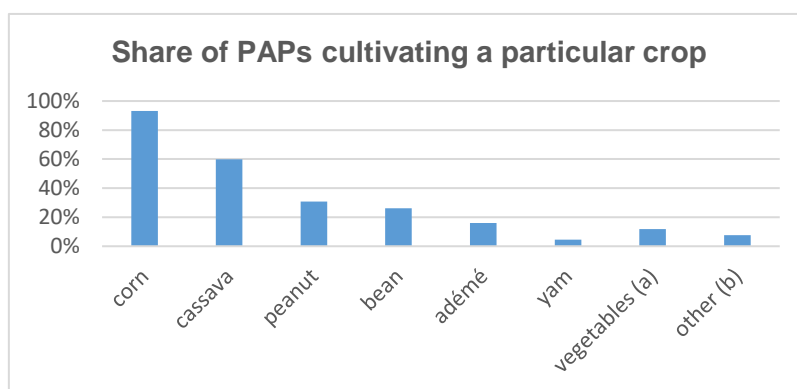


Figure 8 : Share of PAPs cultivating a particular crop

Source : enquête socio-économique, INSUCO, mai 2021

(a) chilli, tomato, okra, leaves

(b) sugarcane, sesame, sweet potato, soybean and pigeon pea

There are no plantations as such in the area. Only 4 PAPs reported income from commercial trees (oil palm, mango and orange) and only one of them reported that the tree was located on the site. However, this production is on a very small scale. All the people met during focus groups indicated that the site was devoid of trees of commercial value.

2.2.2. Agriculture: a significant means of livelihood in a multi-activity system

For those who farmed, agriculture was a significant part of their livelihood. While the situation varied greatly from one household to another, few households were entirely dependent on agriculture. The vast majority of households practised pluriactivity, as the small amount of land under cultivation was not sufficient to meet all the needs of the household. Nevertheless, the role of agriculture in the livelihoods of these households should not be overlooked. 40% of PAPs indicated that agriculture was their primary source of income and almost as many PAPs (43%) indicated that it was their second source of income. Thus, agriculture is an important source of income for 83% of PAPs. According to the socio-economic survey, agriculture is even the only source of income for 21% of them. Nevertheless, this result should be put into perspective by taking into account the strategies implemented during the survey. Indeed, aware that the survey was interested in the agricultural impact, it was tempting for respondents to accentuate the answers that could make them appear more vulnerable in order to attract maximum support from the Project. We saw these strategies at work in the focus group discussions, but further discussion revealed that these cases were rare.

2.2.3. The role of agriculture in livelihoods differentiated by gender

According to both the socio-economic survey data and the focus group discussions, farming is practised by both men and women. Households often cultivate the plot together, with young people in the household often contributing. Nevertheless, the focus group discussions revealed an interesting difference between men and women.

When plots are cultivated by a single person, it seems that women are more likely to grow cash crops than men, who often prefer food crops such as maize or cassava. The main source of income for women is the production of ademé, a leafy vegetable that is widely consumed in the area, and more widely in the country. For the producers, it offers the advantage of continuous production and therefore provides an income throughout the production season. The presence of the lowland and particularly the dam lake gave the site a particular advantage as it allowed vegetables to be grown in the dry season when prices are highest. The women who had access to this area generated a large part of their annual income from this dry season production of ademé. Many of them then used the proceeds to develop small-scale trading activities that would keep them going until the next season.

At the same time, it seems that women's other income-generating activities generate lower levels of income than men's and that it is more difficult for them to take advantage of opportunities such as wage employment or construction jobs for example. It seems that, in general, their entrepreneurial activities are on a smaller scale than those of men. This double effect leads us to believe that agriculture played a more important role in women's livelihoods than it did in men's. In addition, women's household tasks, particularly childcare, impose time constraints that are more manageable in agriculture than in other activities.

3. Impact of the land grab

3.1. Direct impact on those affected

The 130 hectares of land on which Phase 1 of the PIA project was developed were cultivated by the populations of the surrounding villages in annual crops. These crops included both cash crops and food crops. The data concerning the areas cultivated by each crop were collected by the government authorities in charge of compensation.

3.1.1. Identification and compensation of annual crops by the Government

The only available source of numerical information on the areas cultivated and the people affected is a report signed by the Prefect of Agoé-Nyivé, Colonel Hodabalo Awaté, entitled "Rapport d'indemnisation des exploitants relativement aux cultures sur le site de la SAZOF affecté pour la réalisation du projet de la PIA". It is dated 2 September 2020. For the following, we will refer to this report as the "Government Compensation Report, Phase 1". It is presented in Annex 2. It should be noted that it was provided to us through ARISE and that the government source (Agoé Nyivé prefecture) was Mr Abouzi. There was no direct contact between INSUCO consultants and the government.

This 3-page report consists of four parts: sensitisation, census and evaluation, evaluation criteria and compensation. It is followed by four lists (two of which are handwritten) with a total of 310 lines, drawn up as the survey and compensation proceed. It turns out that several people appear two or three times on these lists. It seems that the lines refer to non-contiguous plots rather than to individuals (contiguous plots or plots enumerated at the same time having been compiled in the name of the same cultivator). The lists contain the names of the PAPs, their telephone numbers and the amount of compensation they received for the plot in question.

In addition to these lists in PDF format indicating the amount of compensation, we were given a list showing for each person the area affected for each speculation and the corresponding compensation. This list from the census has 313 lines. We were told that the change from 313 to 310 (the final list of compensation) was due to a final field check that identified three errors. The Government's compensation report indicates a figure of 309 farmers compensated on 128 ha. However, due to errors in the transcription of surnames and the absence of any name codes, it was not possible to merge these lists transmitted in PDF format with the census lists transmitted in Excel format. Nevertheless, we have used these data to analyse the impact and the affected speculations (some figures have already been presented above). As this document lists the speculations of 112.8 ha out of the 128 mentioned by the government (i.e. 88%), it seemed to us to be largely representative of the occupation of the site.

3.1.1.1. Census

The census of plots took place between June and July 2020 and was carried out progressively, from the closest to the furthest away from the national road n°1. The farmers were first registered at the Adétikopé town hall, then a field visit in the presence of the farmers made it possible to measure the size of the plot and to characterise the crops on it.

A complaint system was then set up at the town hall for people who contested the census data. Without having gone into the details of this system, it seems that it was quite effective since few complaints concerning census errors were brought to our attention during the focus groups. The only one that was brought to our attention turned out to be an intra-family conflict (see Annex 3: focus group discussion with the women of Adoglové). Similarly, we found only one occurrence in the open-ended comments at the end of the socio-economic questionnaire.

It should also be pointed out that a resource person who is also a farmer on the SAZOF land was requisitioned to help the technicians and evaluators to identify the people who farmed on the site. This person was called upon for his ability to know and recognise the real PAPs.

3.1.1.2. Calculation of compensations

The calculation of individual compensation amounts for affected crops was carried out by the Prefectural Directorate of Agriculture and ICAT (Institut de Conseil d'Appui Technique) according to the regulations in force at the Ministry of Agriculture, Animal Production and Fisheries, with the support of technicians from the Agoè Nyivé prefecture as required.

Only the four main crops were considered, namely maize, cassava, beans and groundnuts. The other crops were "attached" to these main crops. These are: vegetables, sugar cane and tilled areas. It should be noted that plots of land not yet sown were recorded as maize and yam was recorded as cassava. While this method may be questionable given that economic returns per unit area are much higher for vegetables than for maize, for example, they do not seem to have been questioned by the PAPs. The question was raised directly during the focus group discussions and a consensus emerged each time to validate the method used. It seems that the incriminated speculations were much smaller than the four considered.

The compensation was calculated by estimating the selling price of the potential production of the area surveyed according to the following calculation:

- Compensation (FCFA) = area (ha) x productivity (kg/ha) x market price (FCFA/kg)

The yields considered are 2000 kg/ha for maize, 15,000 kg/ha for cassava, 2200 kg/ha for groundnuts and 1800 kg/ha for cowpeas. The prices used are market prices according to the Agence Nationale pour la Sécurité Alimentaire du Togo (June 2020) and the Agricultural Statistics section of the Direction Régionale de l'Agriculture, de la Production Animale et Halieutique de la Région Maritime.

Tableau 4 : Compensation rates for each of the 4 annual crops considered

	Yield* (kg/ha)	Price** (FCFA/kg)	Compensation (FCFA/ha)
corn	2 000	160	320 000
cassava	15 000	66	995 000
peanut	2 200	755	1 661 000
Cowpea /niébé	1 800	407	732 600

* Direction Préfectorale de l'Agriculture et ICAT
 ** Agence Nationale pour la Sécurité Alimentaire du Togo (juin 2020) et section des Statistiques Agricoles de la Direction Régionale de l'Agriculture

The yields used are in line with average farmer yields and even though we did not carry out a complementary market study, the unit prices seem realistic and in line with the current mercury level. Thus, these compensation rates and the calculation method seem to be in line with international standards. Moreover, the PAPs, informed of these calculation methods, have not found fault with either the average yield or the prices charged. However, it is worth noting that it is in the interest of the payer to record all other crops at the maize compensation rate: it is more than twice as low as that of cassava per kg and three times lower than that of cowpea per kg. This observation is reflected in Figure 9 below, where it can be seen that maize (and the crops recorded as such) represents three quarters of the areas recorded but only half of the compensation paid.

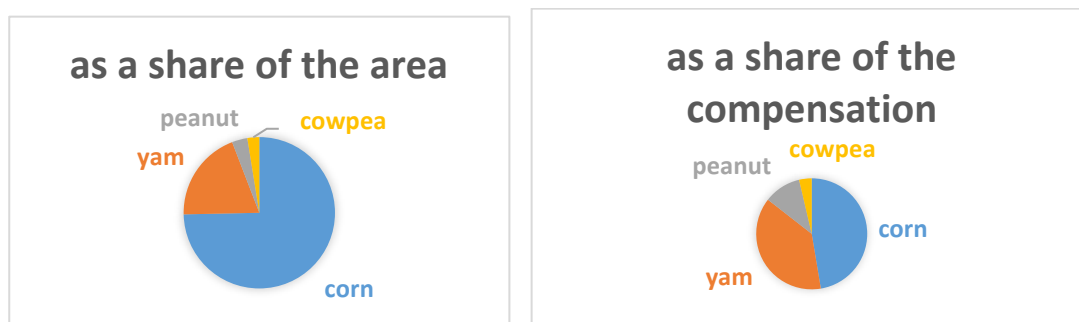


Figure 9 : Proportion of speculations impacted according to the area (left) and the amount of compensation (right)

Source : Rapport de compensation du Gouvernement (sept 2020)

3.1.1.3. Payment of compensations

The compensation was paid directly after the census, between a week and a fortnight later, according to what the PAPs explained to us. The compensation was paid directly to the person who was cultivating the surveyed fields. If it was a woman, the compensation was paid directly to her and not to the head of the household.

The government's compensation report indicates a figure of 309 farmers compensated for a total of 69,818,820 FCFA, or an average of 225,600 FCFA per PAP (410 USD).

3.1.2. An impact limited to annual crops

Group discussions confirmed that only annual crops were affected. Indeed, PAPs were aware that the site belonged to the SAZOF and that access was tolerated on a temporary basis. Thus no one considered it relevant to invest in perennial crops.

According to data from the government census, the areas were mainly sown with cereals, tubers and legumes, namely, in order of importance: maize, cassava, beans and groundnuts. This data is obviously biased by the fact that the other crops were recorded on behalf of the first four. However, all the focus group discussions confirm the order of magnitude shown in Figure 8.

The only important speculation for which we do not have data is *adem*. Another hypothesis that may explain why it has not been counted separately despite its importance is the seasonality of its production. Indeed, if it is cultivated in the highlands during the rainy season, it is even more popular during the dry season because of its high selling prices.

Other crops mentioned during the group discussions were (without any hierarchy in terms of area cultivated) sesame, sugar cane, sweet potato, soya, yam, *voandzou* (ground peas) and vegetables grown in the lowlands: chilli, okra, tomato and *gboma* (leafy vegetable). Some also mentioned rice and plantain.

According to the people we met, only short-cycle maize sown early in the season could be harvested before the land was taken; no other crops had yet reached maturity. Rough estimates from our interviews suggest that a quarter to a third of the maize planted was harvested in this way, with some cobs not fully matured.

3.1.3. A gender-differentiated impact

As mentioned above, the practice of farming, but more importantly the importance of farming in livelihoods, is gender-differentiated. Thus, we believe that the loss of access to agricultural land will have a greater impact on women than on men.

On the one hand, the impact is more direct on the income of women, who used to grow cash crops more assiduously, than it is on men. On the other hand, women's resilience strategies seem to face more obstacles. Indeed, they are subject to constraints linked to gender and its cultural representations, essentially due to the gendered division of household tasks, including the management of children. Thus, not only do they appear to be less able to seize new opportunities such as paid employment, but many of them also consider that this type of opportunity is not for them. These considerations will have to be taken into account in the proposed measures.

In addition, the level and type of professional qualification of women is lower and less diversified than that of men (50% of adult women have not gone beyond primary school, whereas only 18% of adult men have). Thus, most craft trades, and particularly those that could find an outlet on the platform, are considered to be men's trades. We are talking here about construction trades, electricians, welders, masons, etc.

The greater impact on women will have repercussions on the whole household and particularly on the children. Indeed, the wife contributes a lot to the daily household expenses and particularly to the preparation of meals and to the expenses related to taking care of the children's needs. Although the husband often contributes to these expenses, this does not always seem to be the case due to the precarious situation of some heads of household.

3.1.4. Consideration of vulnerabilities

Three factors of vulnerability must be considered here: the level of schooling achieved, the mono-agricultural activity and disability. These three criteria describe pre-existing vulnerabilities that could be aggravated by the impact of the Project. Although single-activity farming is not necessarily a vulnerability in itself, our analysis shows that in this peri-urban environment, the majority of people in this situation are more vulnerable than others, as farming is often an activity by default, due to a lack of access to another source of income. Moreover, in this case, the vulnerability induced by the Project is obvious since these PAPs lose their entire livelihood. Thus, the lack of habit of poly-activity could make it more difficult for these people to make the necessary professional retraining.

The same is true for the other two categories mentioned: whether it is people who have never been to school or people with disabilities, it will be more difficult for them to seize the opportunities that will develop with the platform, whether as employees or in indirect activities induced by the influx of workers.

It is important here to distinguish between the household and the individual member. Our data on agricultural activity refer to the whole household and not to individual data. Thus, it is the household with a single agricultural activity that is considered vulnerable. For the questions of educational level and disability, the data are considered at the level of the individual (the head of the household), but vulnerability must be considered at the household level. Thus, a disabled individual in a household where several members work as employees cannot be considered vulnerable. Nevertheless, it should be remembered that it is often the head of the household who has the most stable source of income and that a vulnerable head of household in the sense we have defined implies very often a vulnerable household.

This last consideration leads us to define a fourth source of vulnerability, namely female heads of household who are the only adults in their household and have dependent children. Their situation as single women leads us to consider that they will have more difficulty in complying with the time constraints of paid employment.

Tableau 5 : Vulnerable households

Source of vulnerability	Number of households	Part of households
Agriculture as sole source of income	54	22%
The head of the household has never been to school and no other member of the household has gone further than primary school	37	15%
The head of the household has a disability	7	3%
Female head of household, only adult in household with dependent children	7	3%

Source : Enquête socio-économique, INSUCO, mai 2021

3.2. Other impacts to consider

3.2.1. Indirect impact on the wider community

While the land grab directly affects the people who farmed the land at the SAZOF site, it also indirectly affects all community members through a loss of overall village purchasing power. Indeed, we have seen that the total agricultural production of the site was valued at around 70 million CFA francs (127,000 USD). This decline in purchasing power logically affects local businesses, but also small-scale artisans who used to live off orders from their neighbours. Thus, many small traders not directly affected by the Project but living in the villages bordering the site told us that they had noticed a drop in sales since the 2020 winter season.

3.2.2. Potential historical impact to be studied

This paragraph is for information only as the land issue was not within the remit of Insuco. Our advice would be to investigate further the history of the site mentioned above and the potential past impact on the landowners. Indeed, if it turns out that the land was never paid for, this is a liability that needs to be cleared if the Project is to comply with the FAO Voluntary Guidelines. It also appears that legal action has been taken by some of the former landowners to seek fair compensation for their lost capital. Further information could be found in this context.

4. Restoring livelihoods

The previous chapter presents an impact that affects only agricultural livelihoods. For the most vulnerable, agriculture was the main source of income and food production an essential household strategy. For others, however, agriculture was only a back-up activity to more urban livelihoods based on handicrafts, small-scale entrepreneurship or wage employment. As the affected area is located on the urbanisation front, agricultural land is scarce and all stakeholders agree on the difficulty of finding available land for agriculture. Thus, land-based livelihood restoration does not seem feasible, even on a small scale. It is therefore necessary to help the affected people to develop the non-agricultural activities they were already practising or to develop new ones, but above all it is necessary to help them to take advantage of the immense opportunity that the development and operation of the industrial platform offers and will offer.

The objective of livelihood restoration is to replace the agricultural income made impossible by the loss of access to land. This will involve assisting in the development of small income-generating activities or promoting access to salaried employment on the platform in order to restore and, if possible, increase the affected income.

4.1. The preferences of people affected

Most of the PAPs we met are very aware of the difficulty of finding alternative land to continue a farming lifestyle. Nevertheless, there is also a strong desire to be able to continue farming, as shown by the requests for support in terms of farm inputs or equipment (see Figure 10). Similarly, livestock farming is also seen as a desirable alternative. These requests came up frequently during the group discussions. Most of these requests came from rather vulnerable people who were aware of their resilience difficulties outside the agricultural sector. These were mainly people who were farming by default, due to lack of opportunity in other sectors or lack of know-how to enter other sectors. Those who explained that they were farming by choice and as agro-entrepreneurs rather than as farmers had a profile that was more likely to be able to seize opportunities in a non-agricultural field. This is why we analyse the responses below "agricultural equipment, inputs or training" more as an indicator of the difficulty of projecting oneself into a non-agricultural livelihood than as a fierce desire to maintain a peasant lifestyle. In fact, very few PAPs had a lifestyle based solely on land.

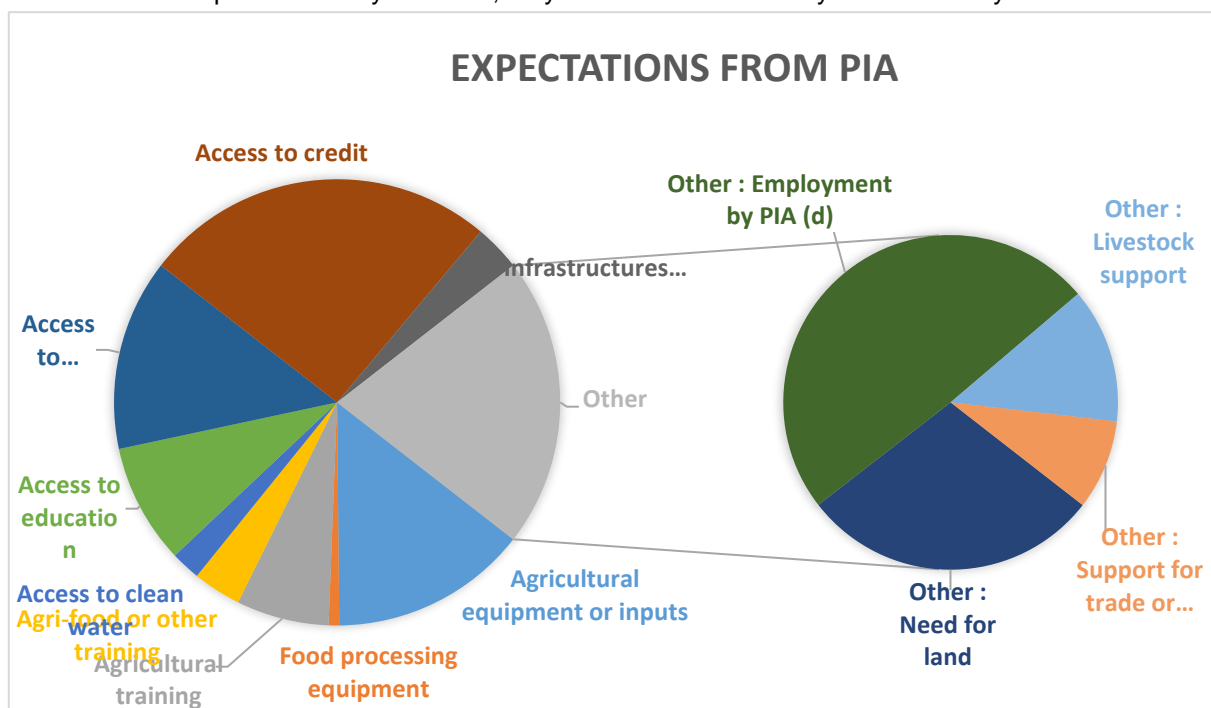


Figure 10 : PAPA's expectations of project promoters

- (a) Responses to the question "In which areas do you expect support after the cessation of access to the SAZOF site plots?". The answers in the left-hand pie chart are closed answers, those in the right-hand pie chart are open answers.
- (b) Transport, commercial, sports, cultural, administrative or religious infrastructure.
- (c) The "other" answers are spontaneous answers, the respondents having to answer openly.

Source : Enquête socio-économique, INSUCO, mai 2021

The graph shows above all the very important hope placed in the possibility of having access to the jobs that will be developed on the platform: more than half of the open responses (the proposal did not appear in the closed responses presented in the left pie chart). It should be noted that this attraction for salaried employment rather than support for the development of small independent activities such as crafts or trade was very widely confirmed during the group discussions. All of these discussions ended with strong calls to employ the young and old of the village. In each village, we felt a great deal of hope for the employment opportunities available. This observation is also very present in the observations at the end of the survey. To the open-ended question: "What do you expect from PIA?", a large number of heads of household replied: "employ our youth!"

Nevertheless, it is important not to overlook the minority who expressed the wish to develop a small independent activity. Thus, the desire to obtain easier access to credit was expressed by a quarter of the respondents.

Finally, we note the importance of the responses in favour of developing easier access to basic needs: water, education, health. Although the satisfaction of these needs is not the subject of the PRMS since none of these services have been affected by the project, it is important to bear in mind that a quarter of respondents would like to see them improved. This information can be used when ARISE develops a community support plan for the populations surrounding its project.

If the people affected by the taking of land from the SAZOF site that was used for agricultural activities that constitute a source of income and therefore a means of subsistence for them and their families, it is equally important that they consider measures to adapt to their new situation. Even if we note a high proportion of PAPs who wish to continue the same activities (without forgetting the constraints linked to the lack of agricultural land in the area due to its high urbanisation propensity), there is a significant proportion for whom new adaptive activities must be developed. These new adaptive activities concern the sectors of livestock breeding, transport (taxi), vocational training, trade, entrepreneurship, construction, without forgetting a category that has a preference for salaried employment.

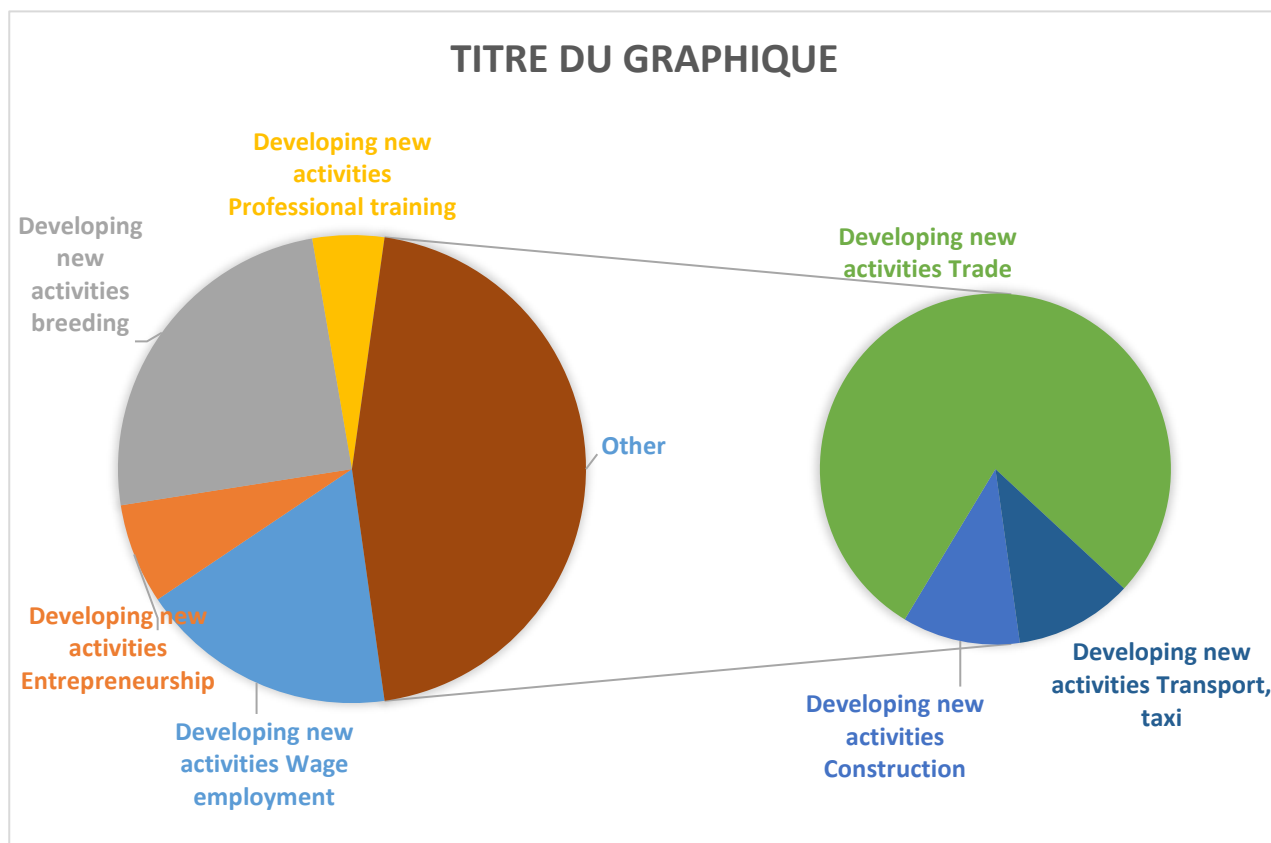


Figure 11 : Adaptation considered by PAPs after losing access to the site

Source : enquête socio-économique, INSUCO, mai 2021

4.2. Eligibility

4.2.1. Broad eligibility

We have seen that the loss of land has affected different households to different degrees: some have lost all sources of income, while others have lost only a small amount of supplementary production. Some have lost access to more than a hectare of land, while others have only lost a 1000m² plot. Nevertheless, it is also observed that those who say they only have agriculture as a source of income are not necessarily those who used to cultivate the largest areas. Thus, the difficulty of analysing cross-cutting vulnerabilities, of disentangling the strategies developed by respondents during the surveys (which we suspect they tried to overestimate the impact suffered), the high degree of homogeneity in the nature of the impact (only on annual crops) and the nature and development methods of the proposed programmes led us to propose a very broad eligibility for access to these programmes. Thus, eligibility will not be conditional on a level of impact.

4.2.2. Eligibility for prioritisation for employment and training

Throughout this report, we have focused on the household as the appropriate unit of analysis and intervention, taking into account the solidarity that exists between its members. Thus, improving the livelihood of one member will have a positive impact on all of them. This principle can be found in the expression "employ our young people" often expressed during discussions with the various groups we met: the elders, aware of the difficulties they will have in integrating into salaried employment (due to their advanced age, low level of schooling and lack of professional qualifications), believe that young people are better able to seize these opportunities and that they themselves will benefit indirectly through family solidarity. We will therefore consider, with them, that eligibility for salaried employment, as well as eligibility for the training that accompanies it, will be at the household level.

If we have spoken above of 'eligibility for paid employment', this should of course be understood as 'eligibility for prioritisation in the recruitment process', whether for employment or training. In no case can being an affected person guarantee employment. In such circumstances, the worker's motivation would be blunted and the chances of development and progression in the job would be compromised. Instead, when recruiting, the selection process should allow members of affected households to be prioritised, given equal skills.

One member of each household may be given preference in accessing employment or training. However, in order to maximise the chances of a household member being selected, any member who feels able to do so will be able to apply and will be given priority. However, once a member of that household has accessed employment or training, the whole household will lose priority. For ease of reference, we will consider direct employment on the one hand and training through the training centre to be set up by ARISE on the other. Thus, the household will be eligible for prioritisation for two members: one on training, the other on direct employment.

4.2.3. Eligibility for support to small income-generating activities

While we emphasised intra-family solidarity in the previous paragraph, it was also shown above that it was possible to differentiate the impact according to gender and place in the household. Thus, we have seen that women's role in household subsistence was as central as that of men and that, at the same time, they were more severely affected overall than men. Finally, it should be added that the cultural representations integrated by the women themselves, combined with the concrete constraints linked to their role in the household, lead them to have less access to paid employment opportunities.

Thus, it seemed necessary to develop a specific programme for women that takes into account their constraints and aspirations. For the reasons given in the previous section, to promote cohesion within the group and the spillover effect from the most active and dynamic people, but also because the proposed programme operates on the basis of community self-help, it was considered desirable that all women in the affected households should have access to this programme, at the rate of one woman per affected household.

4.2.4. Eligibility of vulnerable people

Because of the very broad eligibility criteria proposed for the two programmes presented above, but also because eligibility is at the household level and not at the individual level, it was not considered essential to present a specific programme targeting vulnerable people. It should be noted that the women's programme already targets vulnerable women, and we will see below that this is the speciality of the organisation that is to carry out this programme. We will also see that if this programme targets women in a privileged way, men who had no other source of income apart from agriculture should also be eligible for this programme.

On the other hand, concerning the specific case of physical disability (7 heads of household have a motor disability), it will be recommended to ARISE to add a level of prioritisation in access to salaried employment on the platform. A list of jobs that can be performed by people with disabilities can be drawn up and PAPs with disabilities will be prioritised to fill these positions. Finally, to make this employability possible, it is important that access to the premises and annexes (toilets for example) be accessible to people with disabilities through the construction of access ramps and other specific arrangements.

4.2.5. Eligibility matrix for PRMS programmes

The table below is an eligibility matrix. It summarises the different categories of PAPs and, according to their characteristics, the support programmes planned for them

Tableau 6 : Eligibility matrix for PRMS programmes

Type of PAPs	Eligibility criterias	Rationale for PRMS measures	Number of eligible persons	PRMS Programmes
Women in affected households	Be an adult woman in an assigned household (one woman per household)	- loss of farm income - constraints of paid work (inflexible hours, qualification requirements, self-confidence)	251	Support for the development of small-scale IGAs through access to micro-credit (Assilassimé)
Vulnerable men	The household had no income other than agricultural income (one individual per household, female as a priority)	- loss of farm income - difficulty for these PAPs to reorient themselves towards salaried activities	54	Support for the development of small-scale IGAs through access to micro-credit (Assilassimé)
Adults in an affected household	Be a member of an affected household (one adult per household)	- loss of farm income - Main wish of the respondents (attraction for wage employment) - family solidarity	251	Priority access to platform jobs with equal skills (provider to be determined)
Adults in an affected household	Be a member of an affected household (one selected adult per household)	- loss of farm income - family solidarity - need for skilled labour for the platform	251	Priority access to training integration (done in-house)
Disabled adult from an affected household	Have a disability	- loss of farm income - Difficulty in accessing a large number of jobs due to disability	7	Priority access to platform jobs in suitable positions

4.3. Programmes and implementing partners

The main objective of livelihoods programmes is to offer affected households the opportunity to restore income lost through loss of access to a site. As introduced in the section on eligibility, two options are considered that appear sufficient to restore households' standard of living. On the one hand, it is a question of offering women the possibility of developing small income-generating activities, thanks in particular to a programme of access to micro-credit and support for the construction of a professional project. On the other hand, the aim is to promote access to the jobs offered on the platform through a form of "positive discrimination" in favour of candidates from affected households who are able to work. This prioritisation of candidates from affected households must also be reflected in access to the training courses that ARISE will implement through its training centre for textile industry professions. The expected results are the creation of stable jobs and sustainable activities that generate income in the long term.

During the field survey, the consultants met with a number of potential partners for the implementation of the programmes. These meetings allowed them to assess the services available in the country, to specify the modalities for implementing the programmes and to propose an initial estimate of the budget required to implement the PRMS. The minutes of these meetings are available in Annex 5 of this report, along with the estimated budgets proposed by each of these partners. We will focus here mainly on those selected to develop this PRMS, but note that the information gathered may be useful for the development of future PRMSs, whether on the extension of phase 1 or on phase 2.

4.3.1. Programme to support the development of small income-generating activities (IGA) through micro-credit

4.3.1.1. Small-scale IGA support programme

The main objective of the small-scale IGA support programme is to enable women to generate a source of income. However, the secondary objectives are also important: to improve the living conditions of households through an integrated social approach addressing a number of factors influencing the living environment. This integrated and multi-dimensional aspect and the provision of close supervision in a period of disrupted reference points are important factors in resilience.

Access to credit is only offered after numerous group training sessions. A fortnightly meeting allows the women to get together, to take stock of their savings contributions and loan repayments, and to carry out the training. The themes developed are varied, both social and economic. Financial management, the role of savings and the functioning of microfinance are of course at the heart of the lessons, but themes such as domestic violence and environmental education are also developed. The groups are formed by the beneficiaries in order to build on pre-existing social cohesion.

On a regular basis, a team of social workers visits the beneficiaries' homes to conduct personalised interviews, focusing on the most vulnerable people who have the most difficulty in attending meetings, making repayments or developing their business. This close monitoring will fit in well with the PRMS logic of actively supporting the most vulnerable. The data collected will be shared with the team in charge of monitoring and evaluation.

4.3.1.2. Implementing partner: Assilassimé

After meeting with several MFIs and actors involved in the creation and support of micro-enterprises, our preference ended up being Assilassimé (see Annex 6), which has the main advantage of offering an integrated response aimed at the most vulnerable and responding precisely to the needs identified during the impact analysis.

The reasons for our preference are explained below: La structure offre très nettement la proposition financière la moins onéreuse au regard du soutien apporté et du nombre de bénéficiaires.

- The structure specialises in supporting the most vulnerable people and its experience is mainly focused on women. However, we have seen that the people least able to access paid work, whether because of a conscious or unconscious personal choice, family constraints linked to gender or because of professional qualifications, are precisely the women.

- The social aspect of the proposed service and the group operation will allow the inclusion of the most vulnerable people in the community, drawn into each group by the dynamics instilled by the more active people.
- The individual monitoring of each group member will allow close monitoring of the most vulnerable people and will provide the PRMS team in charge of monitoring and evaluation with valuable individual data.
- Taking into account all of the household's problems without stopping at economic considerations alone (on the issue of domestic violence, for example) allows for long-term and in-depth vulnerability management.

4.3.2. Preferential access to employment for all PAPs

Both the preferential access to employment for PAPs and the preferential access to training in the textile industry will operate on the same model and with the same tools. The aim is to set up a system that gives PAPs preference over other candidates, with equal skills.

4.3.2.1. Building a database of eligible persons

The first step will be to construct a database of all members of affected households who are seeking paid employment. This database should indicate the household to which the applicant belongs, his/her skills, qualifications and educational level. Gender and disability should also be included if the option of positive discrimination is chosen. The option of integrating a professional training course in the textile industry will appear as an option at the time of the candidate's registration.

The data collected by INSUCO during the socio-economic survey can be used as a basis for this work, as most of the required information is already included. The 833 adults identified in the affected households can be supplemented each year by those who have reached the age of majority during the year (the names of children have also been collected). However, it will be necessary to complete this information and to require an active approach from the applicants. They will have to come and confirm their application in person, which will allow them to bring the necessary additional information and documents (diploma, certificates, attestations, CV, etc). This involves two things :

- On the one hand, it will be necessary to conduct an information campaign on the process implemented.
- On the other hand, it will be necessary to have a place to receive the candidates. While it seems desirable to use temporary structures in the first instance so as not to delay the process. A dedicated building seems necessary in the longer term, especially as this system could be used for the subsequent development phases of the Project.

4.3.2.2. The necessary commitment of all companies working on the PIA

In parallel with the constitution of the database, an operating protocol will have to be put in place with all the companies working on the platform as well as subcontractors. The contracts signed with ARISE will have to stipulate that at least part of the jobs will have to go through the one-stop shop of the recruitment centre. Indeed, it is only by centralising applications that the system can be successful. ARISE must also ensure that the commitment made by client and subcontractor companies is followed through.

Once this is in place, the use of the database will have to be managed dynamically, particularly in the case of short contracts. Coordination between this one-stop shop for recruitment and the human resources of PIA companies is essential for the success of the programme. Information must flow continuously and in both directions: on applications but also on actual hirings, as well as at the end of each contract.

Indeed, as soon as a member of a household reaches the end of his or her contract, any member of his or her household must immediately become a priority. Conversely, any new hiring of a PAP causes the household to lose priority, since we have seen that only one person per household is eligible (which should not prevent another member of the household from accessing a job without being prioritised).

Les données collectées seront très utiles pour le suivi-évaluation et serviront à ARISE pour mesurer la bonne restauration des moyens d'existence des PAP.

4.3.2.3. Communications around the process

The whole process will have to be explained to the affected population in public sessions. It will be important to make it clear to all PAPs that employment is not a given and that ARISE is not committed to providing employment to every PAP. Similarly, it will be made clear that the skills required, the seriousness, the attendance and punctuality required are the same for all employees, whether they have been directly assigned or not.

For positions where a very large number of potential candidates are possible, typically for unqualified positions, it is very important that the selection of priority candidates is random. An algorithm should play this role in order to prevent nepotism or clientelism. The communication of the fact that randomness should prevent any form of favouritism should be widely communicated.

4.3.2.4. A single database to manage employment and training

Candidates for the vocational training centre that ARISE wishes to develop will be able to use the same system, thus killing two birds with one stone and centralising information. It should nevertheless be remembered that it will be necessary to keep the possibility of having within the same household one member prioritised for access to employment, and another prioritised for access to vocational training.

With regard to training, it should be noted that the choice of favouring only one member per household should be made after the candidate has entered the training. Indeed, it seems appropriate to allow several members of the same household to apply in order to give everyone a chance and not to penalise anyone.

4.3.2.5. Implementing partners

It is up to the ARISE management to decide whether the management of the system should be internalised or externalised. Nevertheless, in the first instance, it may be interesting to call on an external structure to implement the basics of the system, to build the algorithms and the database, to integrate the first applications and to train the future managers of the recruitment centres.

On the other hand, coordination with the human resources and management of ARISE could be facilitated by the creation of a team integrated with the PAR/PRMS team. The important thing is that communication is facilitated with all the human resources departments of the companies working on the platform.

4.3.2.6. Employment promoted by vocational training

For the needs of its industry, ARISE wishes to develop a vocational training centre in the textile trades (see appendices 7 and 8). For this, the company has entered into a partnership with the Togolese State. These training courses should enable access to more qualified jobs on the platform but should also make it possible to promote employability in other places. Nearly 2,000 workers should eventually receive training through this centre set up by ARISE. Access to training should be prioritised for PAPs in the same way as we have seen for employment in general. These training courses will help them access employment not only on the platform but also outside. It should be noted that, as for access to employment, the status of PAP does not offer automatic access to training but simply privileged access to the selection process. For the same skills, PAPs will be given preference over people who are not directly affected by the job.

4.3.3. Gender and disability mainstreaming

People who are likely to be discriminated against in recruitment, whether consciously or unconsciously, must be considered. It would therefore be interesting to develop a charter to combat discrimination in recruitment, whatever the discriminatory factors, and to raise awareness of these issues among members of the human resources departments.

Among the people who are widely discriminated against in recruitment, we obviously find women, for whom it is sometimes admitted that certain positions are not suitable for them. This misconception should be challenged and communication campaigns should be organised in the communities to encourage women to apply for jobs, regardless of preconceived ideas. Nevertheless, it does not seem necessary to organise a form of positive discrimination in hiring for women if this anti-discrimination system proves to be effective.

On the gender issue, it should be recalled that the whole programme of support to small-scale IGAs is designed to address the specific needs and constraints experienced by women. Similarly, a significant proportion of the training topics are gender-specific.

Another important factor of discrimination in hiring is physical disability. It is clear that some tasks are made difficult or impossible by the disability and that some jobs are therefore not suitable. Therefore, ARISE will be able to draw up a list of posts that can be filled by people with disabilities. Following this, these posts may be positively discriminated in favour of people with disabilities. It will also be important to consider the accessibility of the premises and annexes to enable this target group to work in good conditions.

4.4. Human resources

To implement this LRP, it will be necessary for ARISE to set up a dedicated team. This team will be the first point of contact for the PAPs and will serve to coordinate all interactions between the implementing partners, the different ARISE departments involved and the PAPs. In the context of the implementation of the local employment support programme, it will also be useful for the LRP implementation team (referred to in this document as the "LRP team") to be able to have direct contact with the various companies involved in the development and operation of the platform, whether they are subcontractors, tenants or clients of ARISE. This will require the establishment of a protocol approved by ARISE management.

Traditionally, the LRP team is fully integrated into a larger team, the RAP team, in charge of the implementation of the overall resettlement action plan(s), itself integrated into a team often referred to as "Corporate Social Responsibility" (CSR) in charge of all interactions with the communities surrounding the Project. The specificity of the RAP team is to limit its field of interaction to PAPs, whereas the rest of the CSR team, usually called the "community relations" (CR) team, is concerned with the community at large.

The PRMS team will be composed of a minimum of eight (8) people, including:

- A coordinator, in charge of coordinating the whole team and liaising with ARISE management on strategic issues.
- One person in charge of the specific follow-up of women and vulnerable people and the IGA support programme.
- Four people will be in charge of promoting the employment of PAPs (if the system is internalised):
 - One to manage the database.
 - One to manage the interaction with the companies on the platform.
 - Three to manage the interaction with PAPs and the registration process for both access to employment and access to training.
- One person to follow up on the wider community questionnaires, until a specific community relations team is set up.

NB: It is essential that more than one person is trained in the design, operation and management of the database, even if only one person manages it on a daily basis.

5. Follow-up évaluation

The objective of PRMS and its programmes is to enable affected people to return to their pre-impact standard of living. In simplified terms, this is essentially a matter of achieving income restoration, i.e. ensuring that post-impact income is at least equivalent to that which PAPs earned from their pre-impact activity.

The monitoring of the PAPs' activity and the evaluation that will have to close this exercise should ensure that the plan has been successful. It will therefore be necessary to compare a baseline situation, i.e. before impact, with the situation after the implementation of the programmes, three years after impact. The measurement should be carried out for each affected household.

A monitoring and evaluation plan will be developed and implemented. Indicators will be determined for each programme in coordination with the implementers. For most programmes, this will be an expected level of income. Each member of the PRMS team will be responsible for measuring the indicator for the programme for which he or she is responsible, and thus for ensuring that all the intermediate steps enabling this measurement have been put in place beforehand. The whole process should be coordinated by the person in charge of data management (in this case the person in charge of the employment database, who will also be responsible for coordinating the monitoring-evaluation data). At fixed intervals, monthly, quarterly or annually, the indicators will be measured and a short progress report will be produced.

The evaluation should take place one year after the cessation of direct support to the PAPs by the PRMS programmes. A measurement of all indicators will then be carried out and for each affected household, their level will be compared to the baseline situation, calculated through the socio-economic survey. Livelihoods will only be considered restored if the assessment indicators are positive. All households with unsatisfactory indicators will require additional support.

The main indicators used will be net income from each activity developed within the programmes :

- Small-scale IGA support programme: net income from the activity developed, i.e. turnover - intermediate consumption - depreciation - repayment of loans.
- Access to employment: income from wages paid by the platform's enterprises will be monitored through the database set up. Each month this database should be able to show the income per household from jobs on the platform. If it proves too difficult to compile the data on a monthly basis, these amounts should be available on an annual basis.

The sources of verification will be the monthly activity and monitoring reports of the PRMS teams. Within each activity, it may be considered necessary to develop intermediate indicators to calculate the main indicator or to judge the success of the activity on the basis of other criteria (particularly for the IGA programme). Indicators for monitoring activities will also need to be developed in order to follow the progress of the programmes as closely as possible.

While the activities developed within the programmes will be measured, all other household income should be estimated and added to the income measured by the indicators in order to compare the overall household income after the impact with the income that prevailed before the impact.

6. Estimated budget

n°	Programme	Eligible people		Price	Price total
		number	quality		
1	Support to small IGAs (Assilassimé)	250	woman		59 250 000
1.1	Training and follow-up over 1 year	10	Group of 25 women	1 925 000	19 250 000
1.2	Funding support	200	women	200 000	40 000 000
2	Facilitated access to employment and training programme *				215 000 000
2.1	Consultancy for setting up an employment centre	251	households	15 000 000	15 000 000
2.2	Building + equipment to receive job seekers			150 000 000	150 000 000
2.3	Operation of the job centre (annual)			50 000 000	50 000 000
TOTAL					274 250 000

* This budget does not take into account human resource costs (salaries of the ARISE PRMS team members). Up to a certain level of activity, it is relatively independent of the number of beneficiaries. The additional costs are human resources costs.

Annexs

Annexe 1 : Questionnaire socio-économique Erreur ! Signet non défini.

Annexe 2 : Rapport d'indemnisation du Gouvernement (septembre 2020)
..... Erreur ! Signet non défini.

**Annexe 3 : Compte rendu des groupes de discussions avec les PAP
autour des moyens d'existence** Erreur ! Signet non défini.

Annexe 4: Liste de présence des parties prenantes rencontrées... Erreur !
Signet non défini.

**Annexe 5 : Comptes rendus des rencontres avec les partenaires
potentiels** Erreur ! Signet non défini.

Annexe 6 : Présentation de ASSILASSIME Erreur ! Signet non défini.