



ORGANIZATION PROJECTS

REINFORCEMENT OF ORGANISATIONAL AND MANAGERIAL POTENTIAL FOR DEVELOPMENT

OVERVIEW & LIST OF

THE INTERRELATED PROJECTS OF ACTION PROGRAMME 5

aiming at the creation and reinforcement of local organizations which will initiate, manage and accelerate the social-dynamic processes needed for development focusing on the Tomoka Organisation in particular

Update: 15 March 2012

The contents of a selection of important plans, project descriptions and progress reports can be consulted on the **DOWNLOADS** section of our website www.tomoka-togo.com

This document is one of them

1 SUMMARY OF ALL PROGRAMS

By necessity, this summarizing, descriptive overview of **interrelated projects** often refers to Projects which are listed in the other four Action Programmes. Together, they form a comprehensive cluster of interventions which will realize Tomoka's Main Objective: organising, supporting and facilitating the extremely poor, multi-ethnic population of the Target Area in such a way that sustainable rural social-economic developments will result in more well-being and prosperity for all.

All development activities are being conceived, planned and implemented in the form of Projects within **five interdependent Action Programmes**. Each project and each program has links to the others. They mutually impact on each other.

Agriculture (Program 1) lies at the basis of our development method – a method which aims at the production of staple crops and other food stuffs in conjunction with *Jatropha Curcas* which delivers oil for bio-energy for cooking, light, and diesel engines in trucks, industries and generators for rural electrification. All *Jatropha* harvests and a large share of the food crops will be processed in local, small scale **Agro-industries** (Program 3) which create important economic surplus values and higher levels of entrepreneurial activities within the Target Area itself. All this will only be possible if we are able to stop the ongoing degradation and deforestation of our Canton's natural environment. That is why Tomoka has conceived some **Environment Protection and Rehabilitation** Projects (Program 2). And the remaining two programmes are even more important for a sustainable development because they deal with the people themselves: the **Social Projects** of Program 4 aim at community development and the creation & improvement of social infrastructures like health care, education, safe drinking water, sanitation and things like finance, telecommunication and rural roads. And last but not least: Program 5 aims at the creation and reinforcement of the **Local Organisations** which will unite the members of the Target Group in order to realize the concrete development projects within the four previous programmes. A strong non-profit organisation like Tomoka will translate itself in a fair and profitable representation and cooperation between the local Chieftaincy, the multi-ethnic Farmers, Women Groups, and GuKam (Tomoka's initiator and important economic motor within this development project).

The above **hybrid form of the well-known *Jatropha* System** is explained into more detail in the section <Our Project> of our website.

A list of ALL Projects in each Action Programme: see the Content Table in the section *DOWNLOADS* of our website www.tomoka-togo.com

2 OVERVIEW OF ACTION PROGRAM 5: ORGANIZATION FOUNDING AND STRENGTHENING LOCAL DEVELOPMENT ORGANIZATIONS

As has been explained before: One of the most important factors causing extremely low incomes from farming in our Target Area, is the **absence of farmer organizations** which should store crops for an extensive period of time (waiting until prices go up), which will bargain collectively with buyers, purchase Machines and Tools collectively, and cooperate in many other ways. Several projects will improve this situation. Examples are Project 805 (organizing farmers and women groups), Project 507 (Machine & Tool Pool) and Project 507-8 (construction and management of silos). However, such initiatives have to be understood and initiated by the Community Leaders on all levels. It assumes moreover, that someone like **Tomoka takes the lead** with a series of actions which intend to upgrade the administrative skills of those Leaders, to create new Interest Groups, and to support all of them until they will be able to manage their own new affairs.

Special attention will be given to the question as to how associations will be composed and managed, and how all supporting services will be delivered because our Target Area contains several ethnic groups and cultures whose members hardly speak each other's language, and the autochthon population (the Ewe) are the communal owners of all land.

This Organization Program will **focus first on strengthening the Tomoka Organisation itself**. Most members of the Board (in French referred to as CVD-P) still have very little experience with policy making and managing projects. Until now most work has been carried out by GuKam, the small company which has founded our non-profit organisation and which has financed all preparatory activities during the two years behind us. Projects 903-3 and 903-4 will upgrade our policy making and governing skills. And

the same objective will be realized with Project 903-5 which intends to provide and enable special training programmes for the Village Development Committee of each village in the Canton of Dawlotu Tutu. These committees have been established as requested by law but live a dormant life.

Training of the employees of Tomoka's Project Bureau (Project 903-4) will be a continuing element of its operation. A competent, hard working staff will have to be the nucleus of Tomoka's progress. That is why Projects 502, 602, 702 and 802 focus on Program Officers in particular. They will have to be able to elaborate the policy plans laid out until now, and to initiate and manage the Projects within their Program. Their participation in all kinds of external training programs – some offered by our Ministries – are the major concern of Project 903-4 and it is expected that our staff will extend its network of useful contacts considerably that way.

But there are also very basic provisions to realize. There is literally not one building in our Target Area which could function as a simple Project Office where files can be kept, where administrative work can take place, and where all kinds of meetings of local groups should be organized. There is no electricity. Access to the Target Area is extremely difficult and time consuming because of bad roads, and all other infrastructures are absent. There was not even drinking water or a toilet until recently. GuKam has created those very basic amenities near a primitive shed in the sub zone of Avégamé. This simple structure functions as a Field Office, as residence for GuKam's local manager who directs a.o. the Pilot Plantation (Project 503) , and as a sleep-over facility for members of Tomoka's Project Bureau who come over from Lomé on a regular basis. The **construction of a simple but adequate multi-purpose Field Office** (Project 903-1) is an *essential* step forward for all projects. Tomoka needs a <home basis> within the Target Area itself!

It is Tomoka's explicit intention to facilitate and animate initiatives and improvements in such a way that they will become **financially sustainable** within the foreseeable future. A Community Fund (Project 906) is perceived to be the instrument for such a financial independence. The proceeds of the rent for existing and the new farms (Project 505), agricultural services provided by the Machine & Tool Pool (Project 507), levies for charcoal producers (Project 603) and other sources will increasingly feed the Community Fund which then may finance essential Organisations like the Chieftaincy, School Boards, etcetera.

But all ideas and initiatives presented in Tomoka's five Action Programs cannot grow into maturity without sufficient **start-up funding during 4 to 5 years**. That is why Tomoka is looking for Donors, Investors and Commercial Loans by Banks and others to get enough money for the required investments and operational costs of those years. A special Project is being conceived to locate and obtain the support of those funding resources: Project 905. The initial costs of the fund raising costs will hopefully be paid for and/or otherwise supported by Tomoka's first **(foreign) Partner-in-Development**: the small foundation *Stichting Tomoka Support* in The Netherlands. An Image Bank with photos has been created already and will be extended and improved (Project 903-2) to record progress in all projects, daily life of our Target Group, important events, etcetera. Those images will be helpful for our Fund Raising Efforts, monitoring purposes, illustration of texts and future comparative studies (on growth rates of *Jatropha* fields, for example), and for Local Bulletin Boards and/or future Newsletters for Sport Clubs, Farmers Associations, and other Special Interest Groups.

Project 904 deals with an activity which is typical for our low level of social-economic development: we will have to collect all basic data on the geographic and demographic situation ourselves. The State has not published any up to date, reliable information about the Canton which can be used for the planning of policies and projects. That is why GuKam and Tomoka have to do it themselves.

List of ALL Projects in our five Action Programmes: see the Content Table on the webpage *Downloads* of our website www.tomoka-togo.com

PROGRAMME 5: ORGANIZATION

REINFORCEMENT OF ORGANISATIONAL AND MANAGERIAL POTENTIAL FOR DEVELOPMENT focusing on the Tomoka Organisation in particular

**A summarizing, descriptive overview of the interrelated projects in this Programme is available
in the DOWNLOADS section of our website www.tomoka-togo.com**

PROJECT <i>Action Programme 5: Organization (reinforcement of organisational & managerial potential – focusing on Tomoka itself)</i>			PHASE		
NUMBER	TITLE	MAJOR OBJECTIVE / DETAILS	CONCEPTION	PLANNING and/or TRY OUT	IMPLEMEN- TATION
901	DOCUMENTATION	<i>Collection & Description of Program related Professional Literature, Organisations, Expertise, Donors, Banks, Equipment</i> A small, (mostly digital) Documentation Project should keep Tomoka staff and other NGOs abreast of relevant developments. The more so since internet access is expensive and often problematic.	X	X	X
902	PROGRAMME EXPERTISE (See project 904 concerning the change in numbering this project)	<i>The General Manager of Tomoka's Project Bureau will be in charge of this Programme. His duties include the creation of TASKFORCES with internal and external expertise for relevant issues and projects in all Programmes.</i> (Foreign) experts will help where needed	X		
903	EQUIPMENT & FUNCTIONING OF THE TOMOKA ORGANIZATION (ORG)	<i>The gradual construction and improvement of a smoothly operating Tomoka Organisation on Canton Level is the ultimate objective. This includes a full representation and equal property and other rights of all ethnic groups and an even representation of women in all echelons of Tomoka's Organisation.</i> The construction and equipping of a multipurpose Building (for administrative purposes, meetings, training, stay-over facility, etc) includes transport and communication facilities.	X	(X)	(x)
903-1	ORG – construction field office	Multi-purpose Field Office will be constructed and equipped in Avégamé	X	X	
903-2	ORG -- image bank	Improvements of existing system includes the start of <local reporting by teachers>, and a better classification & retrieval system. See also 903-7	X	X	X
903-3	ORG – training of Tomoka Policy makers	Training of CVD-P members will include the programmes offered by the National Authorities for Village Development Committees. GuKam will continue to provide on-the-job training sessions around all topics of Tomoka's Action Plans and Projects	X	X	X
903-4	ORG – training of Tomoka Staff	A multitude of short internal and external training programmes will be needed on a multitude of administrative issues and skills, including accounting and project monitoring & reporting.	X	(x)	

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NUMBER	TITLE	MAJOR OBJECTIVE / DETAILS	CONCEPTION	PLANNING and/or TRY OUT	IMPLEMEN- TATION
903-5	ORG – training of village CVD's	The legally prescribed Village Development Committees (CVD) will be created and trained on policy making and related subjects – with the help of existing national programmes and trainers. Our first experiences are positive.	X	X	(x)
903-6	ORG -- Promotion	The production of Promotion Material like brochures, Power Point Presentations, Articles, flyers and posters will be needed to support the Fund Raising, the Marketing Efforts, and the Awareness Campaigns on environmental , Health and Social issues	X	X	X
903-7	ORG -- website	Tomoka's website is a special promotion instrument which deserves special attention. The Bureau's General Secretary has been charged with its regular updating. An internal Taskforce (comprising all Program Officers and the General Manager) is assisting her.	X	X	X
904	GEOGRAPHIC & DEMOGRAPHIC MAPPING OF THE CANTON	Until 12 May 2011, the number of this project used to be 902 <i>Reliable basic data and maps of the Canton anno 2011 do not exist. That is why GuKam and Tomoka have started to collect demographic and geographic information themselves. Project Planning requires those data.</i> So far GuKam's surveyors have produced maps for the Insertion of new Farmers (Project 505) and the Pilot Plantation (Project 503)	X	X	(x)
904-1	MAP – geographic maps	Accent on <i>location</i> of habitats, farms, open air water, rural roads (pistes) and remaining forests	X	(x)	(x)
904-2	MAP – demographic maps	A mini census will also focus on languages spoken and the question whether the families concerned possess a legal title (rent) to the land occupied by them with a view to the projects aiming at creating equal rights for all inhabitants	X	(x)	(x)
905	FUND RAISING	<i>A full time officer will be in charge of national and international fund raising. This includes establishing partnerships with foreign Donors, Foundations and other Groups interested in sustainable rural development.</i> Identifying potential donors, investors and loan facilities is the first step.	X	X	
906	COMMUNITY FUND	A Community Fund will collect service charges, land rent, fees for charcoal production licences, etcetera & it will finance the functioning of the Chieftaincy and – in the long run – many of Tomoka's new Social and Environmental Projects	X	(x)	
907	JURIDICAL MATTERS	<i>The registration of Tomoka as a non-profit organisation and the legal status of all future enterprises and associations within the Target Area is in full swing.</i> . Editing and monitoring Contracts between Service Providers and the Target Groups are part of this activity.	X	X	X

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<i>Action Programme 5: Organization (reinforcement of organisational & managerial potential – focusing on Tomoka itself)</i>					
NUMBER	TITLE	MAJOR OBJECTIVE / DETAILS	CONCEPTION	PLANNING and/or TRY OUT	IMPLEMEN- TATION
908	COOPERATION WITH DONORS AND OTHER SUPPORTERS	<i>Editing and integrating miscellaneous Progress Reports will be a continuing activity. Experience with our first Foreign Partner (he Foundation Stichting Tomoka Support in The Netherlands) indicates that multilingual publications on our website do not suffice. More direct contacts are needed and will result in a more effective cooperation.</i>	X	(x)	x

**A SUMMARIZING, DESCRIPTIVE OVERVIEW OF THE INTERRELATED PROJECTS OF EACH ACTION PROGRAM
is available in the DOWNLOADS section of our website www.tomoka-togo.com**

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can be consulted there as well