

Togo: Poverty Reduction Strategy Paper—Progress Report

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REPUBLIC OF TOGO

Work – Freedom – Fatherland



ANNUAL PROGRESS REPORT ON IMPLEMENTATION
OF THE FULL PRSP
FOR REACHING THE COMPLETION POINT UNDER THE HIPC
INITIATIVE
JULY 2009 – JUNE 2010

Final version

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LIST OF TRIGGERS

- Trigger: Drafting and implementation of the full PRSP
- Trigger: Establishment of the Audit Office
- Trigger: Introduction of a mechanism to monitor government expenditure on poverty reduction
- Trigger: Establishment of a regulatory authority for government procurement
- Trigger: Transparency in the phosphates sector
- Trigger: Implementation of a National Education Sector Plan
- Trigger: Establishment of a strategic planning framework for the health sector
- Trigger: Macroeconomic stability
- Trigger: Debt management

ACRONYMS AND ABBREVIATIONS

AEP	Safe Drinking Water Supply/Conveyance
AFD	<i>Agence Française de Développement</i>
AFP-NORIA	Inter-parliamentary Cooperation Program (Noria Program) of the Assemblée parlementaire de la Francophonie (APF)
AN	National Assembly
ANPGF	<i>Agence Nationale de Promotion et de Garantie pour le Financement des PME/PMI</i>
APC	Alphabétisation selon l'Approche par Compétence [Skills-based approach to literacy]
APR	Annual Progress Report
APRODECT	<i>Appui au Processus de Décentralisation au Togo</i> [Support for the Decentralization Process in Togo]
ART&P	<i>Autorité de Régulation des Postes et Télécommunications</i>
ARV	Antiretroviral drugs
AWP	Annual Work Plan
BAD	<i>Banque Africaine de Développement</i>
BCEAO	<i>Banque Centrale des États de l'Afrique de l'Ouest</i>
BIA-TOGO	<i>Banque Internationale pour l'Afrique-TOGO</i>
BTCI	<i>Banque Togolaise pour le Commerce et de l'Industrie</i>
BTD	<i>Banque Togolaise de Développement</i>
BTP	Construction and Public Works
CAADP	Comprehensive Africa Agriculture Development Programme
CAS-IMEC	<i>Cellule d'Appui et de Suivi des Institutions Mutualistes ou coopératives d'Épargne et de Crédit</i> [Mutual Institutions and Savings and Credit Cooperatives Support and Monitoring Unit]
CCIT	Chamber of Commerce and Industry of Togo
CD-MA	Multiple Access Division Code
CDP	Community Development Program
CDQ	Comité de Développement de Quartier [Neighborhood Development Committee]
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CEET	<i>Compagnie Energie Electrique du Togo</i>
CEG	<i>Collège d'Enseignement Général</i> [Mainstream Secondary School]
CFAF	CFA [African Financial Community] franc
CFE	<i>Centre de Formalités des Entreprises</i> [Business Administrative Formalities Center]
CFPJ	<i>Centre de Formation des Professions de Justice</i> [Judicial Careers Training Center]
CFRC	<i>Centre de Formation et de Recyclage en Communication</i> [Communications Training and Retraining Center]
CHR	<i>Centre Hospitalier Régional</i> [Regional Hospital Center]
CHU	<i>Centre Hospitalier Universitaire</i> [University Hospital Center]
CIP	<i>Centre d'Initiation Professionnelle</i> [Vocational Orientation Center]
CLP	Local Planning Committee
CNAET	<i>Comité National d'Adoption d'Enfants au Togo</i> [Togolese Adoption Authority]
CNDH	<i>Commission Nationale des droits de l'Homme</i> [National Human Rights Commission]
COM-STABEX	<i>Cade d'Obligations Mutuelles du Fonds de Stabilisation des Recettes d'Exportation</i> [Framework of Mutual Obligations of the Export Revenue Stabilization Fund]
CREN	<i>Centres de Réhabilitations Nutritionnelles</i> [Nutritional Rehabilitation Center]
CRETFP	<i>Centre regional d'enseignement technique et de formation professionnelle</i> [Regional Center for Technical and Vocational Education]
CRM	<i>Chambres Régionales de Métiers</i> [Regional Chambers of Trades/Professions]
CRP	Regional Planning Committee
CSO	Civil Society Organization
CU-PRSP	Coordination Unit – Poverty Reduction Strategy Paper
CVD	Village Development Committee

CVJR	Truth, Justice and Reconciliation Commission
DF	Finance Directorate
DFCEP	Plan Execution Financing and Oversight Directorate
DGARMP	Directorate General of the Government Procurement Regulatory Authority
DGSCN	Directorate General of Statistics and National Accounts
DGTCP	Directorate General for the Treasury and Public Accounting
DNCMP	National Directorate to Oversee Government Procurement
DOTS	Diagnostic Trade Integration Study
DOTS	Directly Observed Treatment Short course (for tuberculosis)
DTIS/EDIC	Diagnostic Trade Integration Study
ECA	United Nations Economic Commission for Africa
ECF	Extended Credit Facility
ECOWAS	Economic Community of West African States
EDML	Survey of Household Expenditure in Lomé
EITI	Extractive Industries Transparency Initiative
ENA	<i>École Nationale d'Administration</i>
ENAM	<i>École Nationale des Auxiliaires Médicaux</i>
ENS	<i>École Normale Supérieure</i> [Grande École preparing teachers for higher education]
ENSF	<i>École Nationale des Sages Femmes</i> [National School for Midwives]
EPA	Economic Partnership Agreements
EPTT	Education Pour Tous au Togo [Education for All in Togo]
ERGG	Economic Recovery and Governance Grant
EU	European Union
EV-DO	Evolution Data Optimized
FACT	<i>Fonds d'Appui aux Collectivités Territoriales</i> [Local Governments Support Fund]
FAO	Food and Agriculture Organization of the United Nations
FNGPC	<i>Fédération Nationale des Groupements de Producteurs de Coton</i> [National Federation of Cotton Producer Groups]
FOSEP	<i>Force Sécurité Election Présidentielle 2010</i> [Security Task Force assigned to Togo 2010 Presidential Polls]
FPI	<i>Formation professionnelle d'insertion</i> [Introductory Professional Training]
F-PRSP	Full Poverty Reduction Strategy Paper
FUCEP	<i>Faîtière des Unités Coopératives d'Épargne et de Crédits</i> [Federation of Credit Unions]
GDP	Gross Domestic Product
GER	Gross Enrollment Rate
GIPATO	<i>Groupements Interprofessionnels des Artisans du Togo</i> [Craftsmen's Association of Togo]
GIS	Geographical Information System
GUCE	<i>Guichet Unique du Commerce Extérieur</i> (one-stop shop for foreign trade)
HACA	High Authority of Audio-Visual Communication
HIPC-I	Heavily Indebted Poor Countries Initiative
HIV	Human immunodeficiency virus
ICAO	International Civil Aviation Organization
ICAT	Technical Advice and Support Institute
IDA	International Development Association
IGE	State Inspectorate General
IGF	Inspectorate General of Finance
ILO	International Labour Office
IMF	International Monetary Fund
INJS	National Youth and Sports Institute
IsDB	Islamic Development Bank

ISFM	Integrated Soil Fertility Management
ISP	Institutional Support Program
ITRA	Agricultural Research Institute of Togo
IWRM	Integrated Water Resource Management
LETP	<i>Lycée d'enseignement technique et professionnel</i> [Technical and professional education college]
LMD	<i>Licence-Master-Doctorat</i> [Degree-Masters-Doctorate]
MAEP	Ministry of Agriculture, Livestock Farming and Fishing
MDGs	Millennium Development Goals
MEF	Ministry of Economy and Finance
MFI	Microfinance Institution
MICS	Multiple Indicator Cluster Survey
MTEF	Medium-Term Expenditure Framework
MTFF	Medium-Term Fiscal Framework
NGO	Nongovernmental Organization
NSCT	<i>Nouvelle Société Cotonnière du Togo</i>
NTD	Neglected Tropical Diseases
OBTS	Advanced Vocational Diploma Office
OIF	International Organization of La Francophonie
ONGEA	<i>Organe National de Gestion de l'Administration Electronique</i> [National Electronic Administration Management Body]
ORSEC	<i>Plan d'Organisation des Secours</i> [Emergency Response Plan]
OVC	Orphans and Vulnerable Children
PAFN	<i>Plan d'Action Forestier National</i> [National Forestry Action Plan]
PAGEV	<i>Projet régional d'Amélioration de la Gouvernance de l'Eau dans le bassin de la Volta</i> [Improvement of Water Governance in the Volta Basin Regional Project]
PAI	Institutional Support Program
PAL	Autonomous Port of Lomé
PANGIRE	National Integrated Water Resource Management Actions Plan
PANSEA	National Water and Sanitation Sector Actions Plan
PAP	Priority Actions Program
PAPED	EPA [Economic Partnership Agreements] Development Program
PA-RGFP	Action Plan of Fiscal Management Reforms
PAUT	Urban Planning in Togo Project
PAZOL	Land-use Planning of the Lagoon Area in Lomé Project
PCC	<i>Plan de Consommation de Crédit</i> [Loan Use Plan]
PCCM	Joint Millennium Villages Program
PCR	Primary School Completion Rate
PDDAA	<i>Programme Détaillé Développement de l'Agriculture en Afrique</i> [Comprehensive Africa Agriculture Development Programme]
PEA	Autonomous Water Supply Points
PEUL	Urban Environment Project in Lomé
PNC	National Contingency Plan
PNDS	National Health Development Plan
PNGEA	<i>Programme National de Gestion de l'Administration</i> [National Public Administration Management Program]
PNIERN	The National Environment and Natural Resources Investment Program
PNIASA	National Agricultural Investment and Food Security Program
PNSA	National Food Security Program
PONAT	National Planning and Development Policy
PPBS	Planning-programming-budgeting-monitoring-evaluation
PPM	Procurement Plan

PR	Progress Report
PRCGE	Environmental Management Capacity-Building Program
PRGF	Poverty Reduction and Growth Facility
PRMN	Pilot Phase of the Restructuring and Upgrading Program
PRS	Poverty Reduction Strategy
PSE	Education Sector Plan
PRSP	Poverty Reduction Strategy Paper
QUIBB	<i>Questionnaire Unifié des Indicateurs de Base du Bien-être</i> [Standardized Questionnaire on the Basic Indicators of Wellbeing]
RBM	Roll Back Malaria
RGPH	General Population and Housing Census
SAZOF	<i>Société d'Administration de la Zone Franche</i> [Free Trade Area Management Company]
SGPA	Administrative Personnel Management System
SIGFIP	Integrated System of Public Finance Management
SISE	<i>Système d'Information et de Suivi-Evaluation</i> [Information, Monitoring and Evaluation System]
SLAT	<i>Stratégie locale d'aménagement du territoire</i> [Local Land Use Strategy]
SME	Small and Medium-Sized Enterprise
SMI	Small and Medium-Sized Industry
SMIG	<i>Salaires Minimum Interprofessionnel Garanti</i> [guaranteed interprofessional minimum wage]
SMTEF	Sectoral Medium-Term Expenditure Framework
SNAT	Stratégie nationale d'aménagement du territoire [National Land Use Strategy]
SNDS	Stratégie Nationale de Développement de la Statistique [National Statistics Development Strategy]
SNPT	<i>Société Nouvelle des Phosphates du Togo</i>
SPGA	Administrative Personnel Management System
SP-PRPF	Permanent Secretariat for Monitoring of Reforms and Financial Programs
SRAT	Stratégie régionale d'aménagement du territoire [Regional Land Use Strategy]
SSA	<i>Service de Santé des Armées</i> [Armed Forces Health Service]
STI	Sexually Transmitted Infection
TBI	<i>Tableau de Bord des Indicateurs</i> [Performance Indicators]
TdE	<i>Togolaise des Eaux</i>
TFP	Technical and Financial Partner
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
UNS	United Nations System
UTB	<i>Union Togolaise de Banque</i>
UTCC	<i>Unité Technique pour le Café-Cacao</i>
VAR	Vaccine against measles
WAEMU	West African Economic and Monetary Union
WFP	United Nations World Food Programme
WHO	World Health Organization
WB	World Bank
ZACOP	Co-prosperity Alliance Zone

EXECUTIVE SUMMARY

1. This Annual Progress Report on implementation of the full Poverty Reduction Strategy Paper (PRSP) during the first 12 months following its adoption by the Government retraces the principal actions undertaken in the different spheres of Togo's economic and social life. It points to significant progress toward strategic objectives and looks at the major recommendations for effective and efficient public administration.

Governance

2. The principal actions undertaken to strengthen political governance resulted, in particular, in peaceful presidential elections and greater participation by political and civil society players in management of the country's affairs. The improvement in political governance was manifested in a stronger independent electoral commission; the Truth, Justice and Reconciliation Commission (CVJR); the Constitutional Court; the National Human Rights Commission (CNDH); the High Authority of Audio-Visual Communication (HACA) for players in the media; and in the awareness campaign to ensure peaceful elections.

3. The measures adopted to strengthen institutional governance achieved a functional Audit Office, modernization of the judicial and legal system, and greater promotion and protection of human rights as part of an effort to strengthen the rule of law. The improved performance of the courts and capacity-building in the justice system were brought about by adoption of the law establishing the Judicial Careers Training Center (CFPJ), the establishment of a mechanism for inspecting court and penitentiary services, improvement of court facilities, the establishment of a judicial intranet linking the principal courts, and validation of national policy on legal extension services (*vulgarisation juridique*). To strengthen the rule of law, special attention was paid to training and sensitization with respect to human rights, democratic values and reconciliation. Lack of financial resources and the ineffectiveness of the bodies steering the Human Rights Promotion and Protection Program are constraints somewhat limiting actions in this area.

4. As regards administrative governance, the actions undertaken have signaled the way to go in the current reform of the institutional and organizational legal framework for public administration and, at the same time, have further developed the framework for implementing decentralization. Strategic and organizational audits of several ministries have been carried out, along with studies of the way public services are structured. A communications strategy has been worked out and a procedure is being developed for putting an e-government platform in place. On the decentralization front, the finishing touches are being put on legal instruments for transferring spheres of competences to local governments and a study is under way on the demarcation of urban communes. Further studies are scheduled, including one on the organization of regional and prefectural services and another on determination of the criteria to govern the establishment of rural communes. The Government adopted a national development policy and a diagnostic study for preparing the instruments needed to implement it was conducted. However, those tools have not been put to use for lack of funding.

5. The steps taken to enhance economic governance are contributing to the gradual establishment of the tools and mechanisms needed for more effective and efficient fiscal management. Thanks to the Integrated System of Public Finance Management (SIGFIP), it is now possible to track budget execution in real time. The restructuring of the Directorate General of the Treasury and Public Accounting resulting from the creation of regional structures has made it possible to produce reliable and coherent data on budget execution. Oversight of government expenditure by the Inspectorate General of Finance (IGF) and the State Inspectorate General (IGE) is effective and the capacity-building under way in both those institutions is geared to further enhancing that effectiveness. The legislative, regulatory and institutional framework for the government procurement system was strengthened by the promulgation of the Government Procurement Act, adoption of the Government Procurement Code and the installation of the various bodies provided for in those instruments. Implementation of the domestic debt settlement strategy continues, with 25 percent of the private commercial domestic debt paid off by end-June 2010. A National Action Plan to handle external aid more effectively has been drawn up and the process of establishing an aid management platform is under way.

Foundations for strong and sustainable growth

6. With respect to the consolidation of structural reforms, progress has been achieved with the restructuring of the State's productive apparatus. A strategic audit was conducted and a three-year business plan developed for the phosphates sector, with a view to preparing a phosphates development strategy. As for cotton, since the establishment of the Nouvelle Société Cotonnière du Togo (NSCT), steps have been taken to revive this sector on a sustainable basis and manage it efficiently. With respect to the financial sector, the process of divesting the State of its equity in public banks has got under way, with the Government looking for strategic investors. Furthermore, an operation to securitize nonperforming loans has already been carried out with a view to expediting the privatization of those banks.

7. Efforts to improve the business environment have included the current restructuring of the Business Administrative Facilities Center (CFE). Regulations have been introduced to lower business start-up costs by more than 30 percent and to ensure that enterprises can be established within no more than four days. Furthermore, banking and financial guarantee mechanisms are gradually being put in place to support SMEs and SMIs in search of low-cost financing.

8. As part of its efforts to revive sustainable agricultural growth, the Government has strengthened the distribution of agricultural inputs. Farmers have been plied with large quantities of fertilizer, phytosanitary products, seeds and plants. A credit system is in place to lend financial assistance to small farmers while grants ensure attractive producer prices for coffee, cocoa and cotton. All those actions are raising farm output, which grew 11 percent in 2009.

9. In the industrial sector, the main focus been on drafting an investment code in line with WAEMU directives and a policy for the sector. These will eventually lead to improvements in the regulatory framework for industry. However, the mobilization of resources for this sector needs to be stepped up, so that more priority actions can be undertaken to increase its contribution to economic growth.

10. Most of the Government's efforts to boost the crafts sector in the first year of implementation of the full PRSP have been directed to drafting a national handicrafts sector development policy and training craftsmen in quality standards and requirements. The major challenge for implementing most of the priority measures envisaged for this sector is still lack of financing.

11. As for commerce, all the actions undertaken have served to improve commercial infrastructure and management of the Autonomous Port of Lomé (PAL). In terms of commercial infrastructure, six (6) large markets are currently being built and/or rehabilitated. As for the operational effectiveness of the PAL, the introduction of the SYDONIA ++ I.T. system and the X-ray scanner in 2009 have made it possible to automate and streamline procedures and to expedite customs clearance.

12. Measures adopted for the tourist industry consisted of drafting and testing sector policy, campaigns to promote Togo's tourist attractions, and the ongoing privatization of government hotels. Effective implementation of all of these activities will undoubtedly improve the sector's performance. Thus, the number of tourists visiting Togo in 2010 is projected to increase by 25 percent.

13. Actions to improve road infrastructure have opened up several remote rural areas of the country and expanded the national road network. Thus, 164 km of rural roads were built and another 1, 105 km rehabilitated. Approximately, 17 km of roads were asphalted and at least 30 km rehabilitated.

14. In the energy sector, the actions undertaken have raised the country's energy supply capacity and thereby mitigated the energy crisis, while, at the same time, expanding Togo's electricity grid, especially in rural areas.

15. National coverage in telecommunications has also improved, lowering the cost of mobile communications by more than 22 percent between 2008 and 2010. However, efforts will continue to make the costs of telecommunication services more competitive vis-à-vis those of other countries in the subregion.

16. In the environmental sphere, measures adopted have served to reduce pressure on forest resources, curb invasions of protected areas, stem coastal erosion and build natural disaster prevention and management capacity. The National Environment and Natural Resources Investment Program (PNIERN), soon to be finalized, will provide a frame of reference for planning the mobilization of resources for this sector.

17. Government actions to enhance living conditions for the urban population strengthened infrastructure and facilities, by paving and rehabilitating several streets in Lomé and cleaning out drains and rainwater collectors. In addition, the finishing touches are currently being put to master plans for a number of localities.

18. Activities aimed at employment generation are raising the capacity of the unemployed to join the labor market. However, those actions need to be encouraged and boosted if they are to have a noticeable impact on the unemployment rate.

Human capital

19. Promotion of the education and training system has included construction and rehabilitation of infrastructure for all educational levels as well as training for a large cohort of teachers. All that has increased supply, stimulated demand and improved performance, all of which translated into an increase in the gross enrollment rate from 109 percent in 2008 to 113 percent in 2009 and an improvement in the primary school completion rate from 57 percent to 63 percent in the same period.

20. In the health sector, actions aimed at improving the country's health status made it possible to build, rehabilitate and equip numerous health structures and to strengthen the national health system's human resources. Steps were also taken to establish 166 new nutritional rehabilitation centers, to improve vaccination coverage through immunization campaigns that have reached 95 percent of the targeted beneficiaries and to increase the number of units distributing antiretroviral (ARV) drugs in 2009 from 9 to 42. The adoption of the National Health Development Plan (PNDS), the Medium-Term Human Resources Development Plan and the Health Code ratified by the National Assembly has laid the foundations for progress toward achieving the health-related Millennium Development Goals (MDGs).

21. Efforts undertaken to improve the population's access to water resources have served, in particular, to increase the percentage of the rural population's access to safe drinking water from 36 percent in June 2009 to 39 percent in June 2010. Further efforts are needed, however, to implement priority measures relating to the promotion of best practices in hygiene and sanitation among the population and to the information and monitoring/evaluation system for the safe drinking water and liquid sanitation sector.

22. With regard to the promotion of gender equity and equality, the Government is continuing efforts to implement the national policy for this area, reduce disparities in the educational sector and facilitate women's access to decent jobs and decision-making positions. Thus, the percentage of women in government which was static between 2008 and 2009 increased from 13.3 percent in 2009 to 22.5 percent between 2009 and 2010. Girl-boy parity has almost been achieved (96 percent) at the primary school level, but more effort is needed in respect of secondary education.

23. Actions undertaken in the area of social protections have included improvement of the legal and institutional framework, including ratification of the The Hague Convention on Protection of Children and Co-operation in Respect of Intercountry Adoption. A draft bill on the status of the elderly has been written and a start has been made on drafting a national social protection policy for all. To that end, a diagnostic study on the current social protection system is nearing completion.

24. With respect to the promotion of youth, sports, and recreation, unfortunately the full PRSP's priority measures have not been adequately taken into account, for lack of regular funding. It is essential to mobilize more resources to ensure that the strategic objectives of the full PRSP are achieved in these areas.

Grassroots development and reduction of regional imbalances

25. Local development is driven by legal recognition of local structures, capacity-building of local players and the establishment of a partnership framework between microfinance institutions (MFI) and local governments. In effect, a strategic framework for responses has been crafted and it can be used to guide grassroots development. Draft decrees for legalizing local committees and establishing an agency to support grassroots development have been drawn up. In order to enable them to develop participatory mechanisms, local governments have received assistance with developing decentralized planning instruments and priority action plans for each region have been drafted. A Government-MFI-Local Governments partnership framework is in place to provide funding for local development.

26. Although still incipient, actions to promote regional development hubs are being based on valuation of regional economic potential, especially in agriculture. The Joint Millennium Villages Program and the Community Development Program are helping sustain human capital development activities, above all in the least privileged regions. These programs are making it possible for certain localities to benefit from social and economic infrastructure in the education, health, water and sanitation sectors, as well as others/

Macroeconomic framework and poverty

27. The macroeconomic situation at end-2010 was likely to show growth of GDP, an increase in domestic demand, inflation under control, a (sustainable) fiscal deficit and an almost balanced balance of payments. Indeed, real GDP growth was projected as 3.4 percent, driven by the tertiary sector. The public investment ratio was projected at 6.8 percent and inflation at 1.6 percent. The overall budget deficit was likely to be equivalent to 5.6 percent of GDP and quasi-equilibrium was expected in the balance of payments.

28. In 2009 and 2010, real GDP per capita was likely to show increases of 0.8 percent and 1 percent, respectively. That could herald a downward trend in the poverty rate. However, no real nation-wide survey of poverty trends in Togo has been conducted since 2006.

Implementation capacity

29. Analysis and monitoring and evaluation of PRSP implementation capacity show that an effort has been made to improve budgetary programming and execution. Budgetary programming is done in sync with the updating of the Priority Actions Program in order to ensure that the budget is aligned with the national priorities established in the full PRSP. The priority sectors have begun to develop sectoral budgetary programming tools (program budgets and sectoral Medium-Term Expenditures Frameworks, or MTEFs).

30. At the central level, budgetary programming attaches particular importance to investment, which accounted for 41 percent of the central government budget for 2010, compared with 35 percent in 2009 and 21 percent in 2008. Investment in the five priority sectors is scheduled to grow especially fast (62.8 percent) and to account for 87.2 percent of public investment in 2010.

31. Execution of government expenditure is always hampered by the implementation capacity of development programs and projects. The actual investment ratio at the end of first half 2010 was only 11.8 percent (11.1 percent for the priority sectors and 16.4 percent for the other sectors), due in particular to government procurement delays and the weak programming and implementation capacity of development projects.

32. Overall, investments executed using external funding accounted for 38.7 percent of public investment in the first half of 2010, while for the education and health sectors that share was over 87 percent. Achievement of completion point will make it possible to allocate a larger share of government resources to finance investment, especially in the social sectors and in infrastructure.

33. As for monitoring and evaluation capacity, the delay in implementing the institutional framework for the full PRSP hampers coordination of the actions undertaken. Nevertheless, implementation and monitoring tools have been developed at both the central and sectoral levels. At the sectoral level, the principal

constraints are the nonexistence of an organized information system and low financial, technical and human resource capacity for tracking implementation of the PRS.

Outlook and recommendations

34. To improve implementation of the PRS, additional or complementary measures need to be applied to perpetuate gains and enhance the effectiveness of public policies.

35. With respect to governance, administrative reform and decentralization need to be expedited. The Government will therefore continue the reforms it has embarked upon to consolidate gains made with regard to efficient fiscal management.

36. As for consolidating the foundations for growth, there are good grounds for increasing investment in the agricultural sector and in infrastructure and for expediting and completing the restructuring of both government enterprises and the financial sector. It is therefore necessary to improve the business environment in order to boost private sector dynamics and gradually remove the constraint on resources that is currently limiting the development of the other growth sectors.

37. To further develop human capital, it will be necessary to ensure effective implementation of the Education Sector Plan, the National Health Development Plan, and the Nation-wide Water and Sanitation Sector Plan of Action. Furthermore, it is important for Togo to develop as soon as possible a national social protection policy for all its citizens.

38. With regard to grassroots development, the pace of actions needs to be stepped up. That means reorganizing local structures, involving local players, and endowing local governments with sufficient funds. It is important to pay more attention to specific regional features when programming investment projects in order to reduce persistent socioeconomic imbalances between the regions.

39. The lack of an institutional framework for the PRSP, advocated since 2008, makes it impossible to conduct effective monitoring of its implementation. It is therefore essential to put that framework in place at the central, sectoral and local levels to improve monitoring of PRS implementation. Reforms of the monitoring and evaluation structures are also recommended, with a view to making them more efficient by paying more attention to the mechanisms for compiling statistics. For that, it is important to enact the Statistics Law and to implement the National Statistics Development Strategy (SNDS).

INTRODUCTION

1. The Interim Poverty Reduction Strategy Paper (I-PRSP) adopted by the Government in March 2008 is the cornerstone of its economic revival program. It enabled the Government to conclude an arrangement under the Poverty Reduction and Growth Facility (PRGF), which was later turned into an Extended Credit Facility (ECF) supported by the International Monetary Fund (IMF).

2. The I-PRSP also served as a basis for the drafting of an interim country strategy by the World Bank (WB), which led to an Economic Recovery and Governance Grant (ERGG). The funds from that Grant have, above all, enabled Togo to clear its arrears with the International Development Association (IDA), which in turn led to the lifting of the World Bank Group's suspension of operations in Togo. A similar arrangement was made with the African Development Bank Group (AfDB), which likewise led to the lifting of the suspension of its operations. In the same vein, Togo has negotiated the refinancing of its payment arrears with other multilateral creditors, as well as its Paris Club arrears.

3. The resumption of cooperation with all technical and financial partners (TFPs) (and satisfactory implementation of the various programs enabled Togo to reach decision point under the Highly Indebted Poor Countries Initiative (HIPC-I) in November 2008.

4. Thus the Government has committed to consolidating the promising achievements of 2008. It has also continued its efforts to implement macroeconomic and structural reforms aimed at meeting the conditions for reaching completion point under the HIPC-I. That will relieve the burden of debt on the national economy and create opportunities to increase investments, above all in the social sectors and infrastructure.

5. One of the triggers of the HIPC Initiative completion point is the drafting and satisfactory implementation, for at least 12 months, of the full Poverty Reduction Strategy Paper (full PRSP). Preparations for the full PRSP were officially launched on May 22, 2008, at a National Forum chaired by the Prime Minister. That Forum led to the adoption of a road map establishing, in particular, the sequence of the principal phases in the process and the mechanisms for consultation with stakeholders in the economy and in society as a whole. Thus, the full PRSP was drawn up with the extensive participation of all the players in the country's development: the government and public institutions, the private sector, civil society and the TFPs. The draft Paper was also the subject of a special consultation with the National Assembly (AN) before being validated during a national workshop attended by the representatives of all the players. It was adopted by the Council of Ministers on June 20, 2009.¹

¹ The adoption was officially ratified by Decree N° 2009-153/PR of July 6, 2009.

TRIGGER: DRAFTING AND IMPLEMENTATION OF THE FULL PRSP

Prepare a full PRSP through a participatory process and implement satisfactorily its recommended actions for at least one year.

The Full Poverty Reduction Strategy Paper (FPRSP) was drafted in a participatory process, validated on April 11, 2009, and adopted by the Government in the Council of Ministers on June 20, 2009. This evaluation report on the first year of implementation of the F-PRSP shows the progress made thanks to the Government's efforts to pursue the strategy as best it could. The report also focuses on all the other triggers for reaching the HIPC completion point.

6. The main lines of the full PRSP were broken down into priority programs, projects and measures to be implemented in 2009-2011 within the macroeconomic framework of the EFC program agreed upon with the IMF. In addition, following adoption of the full PRSP in the midst of the budget year a supplementary budget for 2009 was approved in order to ensure that the Central Government Budget was more solidly anchored in F-PRSP priorities.

7. To assess progress made with implementation of the PRSP, the Government decided to prepare annual reports. A first report examined implementation of the Interim PRSP in 2008. It served to initiate the various players in this new exercise. That initial report also drew attention to the weakness of the tools for measuring progress due, among other things, to the absence of reliable statistical data and of pertinent indicators in the interim paper itself. These findings led the Government, in connection with its preparation of the 2009 progress report, to begin refining monitoring and evaluation tools in the form of an array of impact indicators and performance indicators (*tableau de bord*) for monitoring implementation of priority actions. The drafting of the 2009 report thus served as an opportunity to step up national "ownership" of the process of preparing annual progress reports (APRs).

8. The 2009 progress report (PR 2009) clearly shows that governmental actions were anchored in full PRSP guidelines and its Priority Actions Program (PAP). It also shows notable progress toward achievement of certain PRSP targets, although major challenges remain with respect to effective poverty reduction, specifically with regard to providing the most vulnerable segments of the population with basic services. Since the 2009 progress report only covers part of the full PRSP implementation period (July to December 2009), it transpires that it is necessary to carry out a complete study of implementation of full PRSP over 12 months (July 2009 to June 2010). The principal objectives of this Special Report are to: (i) underscore progress made in that period vis-à-vis the strategic goals of the full PRSP; (ii) identify the principal challenges to be addressed and the role of government decision-makers and TFPs; and (iii) make recommendations to the different sets of players in order to achieve more effective government action.

9. The working procedures adopted at an interministerial meeting held on August 6, 2010 envisage a broad participatory approach and three distinct stages: (i) the drafting of sectoral reports by each ministerial department or government institution; (ii) the

synthesizing of those sectoral reports with a view to producing a preliminary draft APR; and (iii) validation of the report at the national level.²

10. The sectoral reports were prepared under the supervision of the Principal Private Secretaries and the Secretaries General of the various ministries. The resource persons were given drafting guidelines that stressed the need to take stock, as exhaustively as possible, of actions undertaken during the period in question (second half 2009 and first half 2010), with a description of the outlook through to the end of 2010. Consequently, the guidelines emphasized assessment, wherever possible, of developments with respect to impact indicators; analysis of implementation and monitoring/evaluation capacity; highlighting of the principal challenges to address; and recommendations. Data gathering and budget execution tools (a matrix for monitoring budget execution and a matrix for monitoring the status of execution of the PRSP measures) were also prepared to facilitate the work of the resource persons. A synthesis based on the sectoral reports was then constructed along with an aggregation based on the pillars of the full PRSP.

11. This report is divided into four Chapters. The first describes progress made with implementing the strategic guidelines of the full PRSP and the triggers for reaching HIPC-I completion point. Chapter Two examines the macroeconomic framework and poverty. The third Chapter assesses capacity to implement and monitor and evaluate the full PRSP and the last Chapter discusses the outlook and makes recommendations.

² The APR was validated at the national level on September 28 and 29, 2010, with the participation of all national development players and the TFPs.

CHAPTER 1: STATUS OF IMPLEMENTATION OF THE FULL PRSP AND THE TRIGGERS

1.1 PILLAR I: STRENGTHENING OF GOVERNANCE

1.1.1 Strengthening of political governance

12. In order to strengthen social cohesion and foster the peaceful social and political climate needed to implement development policies, the Government's goals are: (i) to consolidate the bases of democracy; (ii) to strengthen the capacities of the main democratic institutions of the Republic; (iii) to pursue reform of the army in order to guarantee its neutrality; (iv) to encourage civism; and (v) to closely involve civil society organizations (CSOs) in the management of public affairs.

13. **Consolidation of the bases of democracy.** The actions undertaken have principally involved political reconciliation and the fostering of social peace in preparation for the presidential elections in 2010. To that end, the Government established and boosted the capacity of the Independent National Electoral Commission, which led to organization of the March 2010 presidential elections.

14. The Truth, Justice and Reconciliation Commission (CVJR), established in February 2009 and officially installed in May of that year, has begun its task of investigating the causes, extent and consequences of the human rights violations and politically-motivated acts of violence in Togo between 1958 and 2005. In preparation for the depositions on cases of politically-motivated violence, the capacity of the members of the CVJR has been strengthened and training courses have been organized for journalists. As part of the plans to ensure peaceful elections, the CVJR has begun a series of meetings with political players and national institutions. A national awareness campaign on the need for peaceful elections has been organized with key figures in social and political life.

15. **Capacity-building in the main democratic institutions of the Republic.** In preparation for the 2010 presidential elections and in order to strengthen exercise of the jurisdictional function of the Constitutional Court, courses were organized for its judges and administrative personnel in February 2010, with UNDP support, dealing, in particular with the provisions of the Constitution and of the Electoral Code and the handling of electoral disputes. As part of the capacity-building program, other training courses are planned, such as the one on overseeing the correctness of the polls and related decisions.

16. For the National Human Rights Commission (CNDH), capacity-building has involved above all training its members and personnel, as well as that of partner organizations, in the defense of human rights and protection of the rights of the child. As regards its material capacity, in October 2009, under the European Union's Institutional Support Program (PAI) for the Togolese Government, the CNDH was provided with office and I.T. equipment. To reinforce the actions it undertakes, the CNDH has organized briefings and other meetings to sensitize the population to the promotion and defense of human rights. A study on protection of minors has been carried out and a program to support the electoral process has been put in place. The Commission intends to step up such activities aimed at ensuring that a culture of respect for human rights takes root in Togo.

17. For its part, the High Audiovisual and Communication Authority (HACA) has helped build the capacity of public and private media personnel with regard to the principles, rules, practices and ethics of professional reporting. In terms of institutional support, the

Government has made financial contributions to press bodies and organizations through its Government Aid to the Press Commission., chaired by a member of HACA.

18. Capacity-building for the National Assembly (AN) takes the form of briefing and training seminars for members of parliament and administrative staff on a variety of topics: the Truth, Justice and Reconciliation process under way in Togo; climate change; gender issues; combating HIV/AIDS; appropriation of information and communication technologies, science and technology for socioeconomic development; legal research on the Internet, and so on. In the framework of the partnership between the AN and the TFPs (UNDP, EU, APF-Noria and ECA), several exchange and capacity-building trips were undertaken. With respect to institutional capacities, several key studies were conducted in first half 2010. They concerned, in particular, the drafting of a statute on parliamentary public service, the establishment of a new organizational chart of the institution, and reorganization of its archives and documentation. With regard to materials, the TFPs have financed the acquisition of I.T. equipment and material to enhance computerization in the institution.

19. Between now and the end of the year, training courses will continue on collaborative work, budgetary oversight, and so on. A start will also be made on digitization of the AN archives.

20. **Reform of the army.** A military program law is being drafted, aimed at upgrading defense equipment and enhancing the effectiveness of the military as an institution for defending the territorial integrity of the nation. From now on, the army will no longer intervene in internal security matters. It is restricted to its combat and international peace-keeping missions. The feminization of military personnel has continued with the recruitment of women soldiers, noncommissioned officers and officers in the army and the gendarmerie. Women now account for three percent of all military personnel.

21. **Promotion of civism.** A prerequisite for this is promotion of the role of communication and of the media in enhancing democracy. Thus, the material and technical capacity of the Communications Training and Retraining Center (CFRC) has been strengthened by the delivery of I.T. and communication equipment and training courses have been organized for public and private media personnel. Capacity-building in government media got under way with a CFAF 2.66 billion appropriation for digitization of Télévision Togolaise. In addition to the CFRC training, in February and March 2010, four seminars were organized for government and private media journalists on behavior to be observed before, during and after the 2010 presidential elections.

22. **Involvement of civil society organizations in the management of public affairs.** Through the PRSP, the Government has acknowledged the need to promote participatory management of public affairs, above all with respect to development and poverty reduction. Thus, pride of place has been granted to civil society organizations (CSOs) at every stage of the drafting of the PRSP and of the monitoring of its implementation. In that capacity, CSOs have made a specific contribution to the PRSP and have a major role to play in institutional arrangements for implementing the strategy itself. Various steps have been taken to set up a network of CSOs to monitor and evaluate the PRSP, including: (i) briefing and training for a large number of CSOs on development and poverty reduction topics, on monitoring of the PRSP and on the establishment of alternative relations; and (ii) a review of legal, legislative and regulatory frameworks for the organization and modus operandi of CSO activities, their networks and associations (*faitières*), and so on. However, despite support for these actions on the part of some TFPs, the lack of an adequate minimum framework for consensus building among all components of Togolese civil society has so far prevented the materialization of the network of CSOs for implementation, monitoring and evaluation of the PRSP.

23. The principal actions taken to strengthen political governance have, notably, allowed peaceful presidential elections to take place and they have enhanced the participation of political players and civil society in management of public affairs.

1.1.2 Promotion of institutional governance

24. With a view to promoting institutional governance, the Government has committed, through the full PRSP, to: (i) putting in place the institutions provided for in the Constitution and ensuring that they function properly; (ii) consolidating progress made under the National Modernization of Justice program; and (iii) strengthening the rule of law and security for people and property.

25. **Establishment of the constitutional institutions.** The Audit Office (*Cour des Comptes*) was finally established in 2009, following promulgation of the law on the status of its judges. It was installed when the very first judges were appointed to it on July 6, 2009 and then took their oaths of office in September 2009, followed by the election of the First President of the Office on October 27, 2009. His election was ratified by Presidential Decree on July 2, 2010. The Presidents of the three Divisions (*Chambres*) of the Audit Office and its Secretary General were appointed on the same occasion. As for its activities, as a prelude to becoming fully operational, the Audit Office has begun studying and making an inventory of all legal provisions governing public finance, creating permanent files on the bodies placed under its supervision, and drafting a capacity-building strategy paper. The administrative account and the government management account, as well as the financial statements of government-owned enterprises, public institutions, regional governments and all other public or private agencies receiving government funding, for fiscal year 2007, are currently being examined. The Economic and Social Council has yet to materialize.

TRIGGER: ESTABLISHMENT OF THE AUDIT OFFICE

Appoint and instal the judges of the Audit Office and submit to that Office and to Parliament a draft budget review act (*loi de règlement*) as well as a General Balance of Treasury accounts for at least one fiscal year prior to completion point.

The law on the status of Audit Office judges was passed by the National Assembly and promulgated by the President of the Republic. In accordance with Organic Law No.98-014 of July 10, 1998 on the organization and operations of the Audit Office, the 27 judges of the Office were appointed by decree in the Council of Ministers on June 24, 2009. Those judges swore in on September 16, 2009 and took up office on September 24, 2009. The Presidents of the three divisions and the Secretary General of the Audit Office were appointed by a decree of the Council of Ministers on July 2, 2010. The administrative and management accounts for 2007 and 2008 and the corresponding budget review acts were produced and transmitted to the Audit Office. The General Balances of the Treasury are regularly produced and transmitted to the Audit Office.

Source: SP-PRPF (Permanent Secretariat for Monitoring of Reforms)

26. **Modernization of justice.** Actions have focused on legislative oversight, improving the workings of the courts, and building administrative capacity. That led in October 2009 to the law establishing the Judicial Careers Training Center (CFPJ), capacity-building for tougher inspection of court and prison services, the establishment of a multimedia legal documentation center in November, the delivery of I.T. and office equipment to the courts, the installation of a judicial intranet linking the Courts of Appeal in Kara and Lomé, the Supreme Court, the Ministry of Justice, and the Inspectorate General of Court and Prison Services, and initial and ongoing training for administrative personnel and justice system professionals. In first half 2010, the focus was on validating the national legal extension services policy, the start of construction of CFPJ premises, and on strengthening the human resource capabilities in prison administration through the ongoing recruitment of 500 prison warders. Other actions under way are expected to be finished by the end of the year. They include, in particular, the formulation of a national prison policy including reinsertion of former prisoners into society, validation of legal instruments on the juvenile delinquency division and on legal aid policy, the computerization of prison clerks' offices, the establishment of courts in the new prefectures, and the start-up of CFPJ activities.

27. **Strengthening the rule of law.** The principal actions undertaken in this respect essentially concerned education and capacity-building in human rights, democratic values, peace and reconciliation. A National Government – CSO Consensus-Building and Evaluation Workshop was held in November 2009 to clarify for participants the role of civil society and of the State in promoting and protecting human rights. In November and December 2009, training courses were provided for key players in the public and private media, CSOs and traditional headmen aimed at inducing them to contribute more to respect for human rights, ethical principles, consolidation of democracy, peace and reconciliation. A nation-wide awareness campaign was also conducted in schools on the importance of elections in a democratic system, in order to prepare people's minds for peaceful, non-violent elections. To help enhance civism and respect for public institutions, several campaigns on non-violence were run, using audio and video spots on national radio and television channels, and on posters, as a way of further preparing the population for the electoral process.

28. National reconciliation and citizen participation activities aimed at consolidating the bases for democracy and strengthening the rule of law are going to continue in the form of sensitization and training courses for the staff of national institutions and the investigative police.

29. The dearth of financial resources and the non-operational state of all the steering bodies for the Human Rights Promotion and Protection Program remains a constraint on the development of activities aimed at strengthening the rule of law.

30. **Strengthening the security of persons and property.** In the law enforcement area, following the strengthening of the "SPIDER mechanism" and of the operational capacity of the anti-crime brigades and the search and intervention divisions of the police and national gendarmerie, further substantial steps were taken, including the establishment of the Security Task Force assigned to the 2010 Presidential Polls (FOSEP)³ to provide security during the electoral process and keep the peace throughout the national territory, and the setting up of the Special Police Response Group⁴. As part of efforts to combat cross-border crime, following the Summit of Heads of State and Government of the Co-Prosperity Alliance Zone (ZACOP)⁵ in July 2009 and the meeting in September 2009, in Lomé, of the heads of the security forces of Ghana and Togo, a memorandum of understanding was drawn up on cooperation between the

³ Decree n° 2009-278/PR of November 11, 2009.

⁴ Ministerial Decree of March 1, 2010.

⁵ Togo, Benin, Côte d'Ivoire and Nigeria

security forces of the two countries. Furthermore, to combat the proliferation of small arms and light weapons, awareness-raising and training workshops were organized in Lomé, in August 2009, for a number of different groups, in this instance journalists and Group D of UNESCO and the ZACOP. Efforts to combat drug trafficking were stepped up with the adoption by the Council of Ministers, on September 16, 2009, of an integrated action plan. The gendarmerie was strengthened in 2009-2010 with the recruitment of another 422 officers. Thirteen new regional brigades have been created all over Togo, in addition to two special port and airport divisions. A technical and scientific police body called National Judicial Information and Investigation Center has been established⁶ with a view to improving the performance and effectiveness of the judiciary (detective) police.

31. National documentation offices were strengthened to enable them to provide better service, above all in combating documentary fraud. Thus, all documents kept there are digitized and encrypted and passport numbers have been issued since August 2009 in accordance with the international standards established by the International Civil Aviation Organization (ICAO).

32. In the area of civil defense, Togo's Emergency Response Plan (ORSEC) and the National Contingency Plan (PNC) were updated and validated in June 2010 and fire brigade capacity was boosted by the acquisition, with United Nations system support, of rescue equipment (vehicles, lifeboats, motorbikes, and other equipment).

33. Activities due to be undertaken by the end of December 2010 include the reform and reorganization of roadside testing, a national seminar on road safety for the officers responsible for roadside testing, and the adoption by the Council of Ministers of the updated ORSEC and National Contingency Plans.

34. All in all, the actions undertaken in the area of institutional governance have made the Audit Office operational, continued the modernization of the judicial and legal system, and promoted human rights in line with efforts to strengthen the rule of law.

1.1.3 Promotion of administrative governance

35. To improve the quality and effectiveness of public services, the Government is committed to continuing implementation of the reform of public administration, the decentralization process, and promotion of land-use planning.

36. **Reform of public administration.** As part of a review of the legal framework governing the civil service, new legal provisions were drafted and tested at a national workshop in December 2009: the draft bill on the general status of the civil service, the draft bill on the civilian and military pensions code, and the draft bill on the social protection system for government officials.⁷ The bill on civil servant status has been submitted to the General Secretariat of the Government for adoption in the Council of Ministers.

37. Strategic and organizational audits of the ministries and institutions were conducted and then validated in December 2009 with a view to defining the scope of their missions and spheres of competence. Those audits formed the basis of proposals for reorganizing job profiles and positions in such a way as to achieve a better match between employees' qualifications and the positions they hold.

⁶ Memo No. 059/2-GN/CAB of September 24, 2009.

⁷ Prior to adoption, this bill will be broken down into three others, namely: a draft bill on occupational hazards, a draft bill on family allowances, and a draft bill establishing health insurance.

38. To sensitize and inform the public regarding the reform of public administration, a communications strategy was developed and validated in July 2009. In addition, along those same lines, a strategy for implementing e-government strategic framework was drafted and validated in August 2009 with the establishment of the National Public Administration Management Program (PNGEA), along with a management body. Furthermore, deployment of a public administration web sites management system has been underway since December 2009, with a pilot phase that provided an opportunity to design portals for five departments (Civil Service and Administrative Reform, Economy and Finance, Planning and Development, Foreign Affairs and Cooperation, and General Secretariat of the Government). A web sites management unit has been established in each of those departments to oversee optimal use of those sites. The Administrative Personnel Management System (SGPA) was launched in March 2010 to computerize and automate administrative management of government personnel. The study on the state of archives and documentation in seven pilot institutions and ministries was validated in a national workshop in May 2010.

39. With respect to human resource capacity-building, several training courses were organized, including one conducted by the *École Nationale d'Administration* [ENA], as part of the PAI, for public administration officials. Thus, between July 2009 and June 2010, 492 public administration officials benefited from that training program.

40. Between now and the end of the year, other actions are envisaged, including the introduction of an administrative personnel headcount to regularize the files of individual government officials on the basis of a single card index used by both the civil service department and the department of finance, monitoring of the reform program schedule, the preparation and dissemination of media communication aids, reform of the principal training centers and schools for government officials, implementation of a government intranet and institutional audits of three more ministries (Water and Sanitation, Environment, and Agriculture).

41. **Continuation of the decentralization process.** Several draft bills to enable implementation of the decentralization act were prepared in November 2009 and are currently being finalized. They include, in particular, the draft bill on the devolution and distribution of Government powers to local governments, the draft decree on the functions of governors and prefects and the draft decree on organizational and operational aspects of the Local Governments Support Fund (FACT).

42. A study on the demarcation of thirty-five (35) urban communes, begun in December 2009, culminated with the delivery of a report in February 2010. Bids were invited in May 2010 for the organizational and financial audit of local governments and the complementary study of local finances and taxation. Under the Support for the Decentralization Process in Togo project (APRODECT), training for local government planning, decentralized management and taxation instructors was provided in first half 2010. The communication strategy for decentralization, validated in June 2009, has begun to get off the ground, with guidelines currently being developed for local representatives, citizens, and officials responsible for technical and financial areas.

43. Other studies have also been scheduled, including in this case a study of the organization of decentralized services (region and prefecture) and the study to determine criteria for establishing rural communes.

44. **National Planning and Development.** The Government has underlined its desire to draft and implement a national planning and development policy and to build human resource capacity through recruitment and training of qualified personnel. In the period under review, progress has been made above all in the following areas:

- Adoption by the Council of Ministers, on September 16, 2009, of the National Planning and Development Policy (PONAT) ;
- The carrying out of a diagnostic assessment for preparing the instruments needed to implement the national planning and development policy;
- The updating of regional and prefectural monographs;
- The establishment in January and March 2010 of the organs and committees responsible for implementing the PONAT at the central, regional and local levels;
- Preparation of the material and socioeconomic data gathering phase with validation of the data-gathering tools; and
- The drafting of a plan for training personnel qualified in land-use planning.

45. In second half 2010, the idea is to consolidate progress made and continue activities under way (installation of the members of the different organs, launching of the material and socioeconomic data gathering phase, and training of committee members in land-use planning techniques) and to prepare the preliminary draft Town and Country Planning Framework Act (*loi-cadre sur l'aménagement du territoire*).

46. In short, as regards administrative governance, actions undertaken so far have, above all, pointed the way to go in the current reform of the legal, institutional and organizational framework of public administration, and they have expanded the framework for pursuing decentralization.

1.1.4 Strengthening of economic governance

47. Through the full PRSP, the Government has committed to continue the reforms aimed at strengthening economic governance, its principal goals being: (i) to continue fiscal consolidation; (ii) to ensure transparent management of procurement; (iii) to intensify anti-corruption measures; and (iv) to pursue coordination and sound and effective management of aid flows.

48. **Fiscal consolidation.** For budget formulation and execution, operational deployment of the Integrated Public Finance Management System (SIGFIP) in 2009 makes it possible to improve management throughout the public expenditure chain. The second half of 2009 was devoted to incorporating the accounting phase of the system. The SIGFIP accounting module, which has been operational in the Treasury since January 2010, allows real time tracking of central government budget execution. Thus, all operations in fiscal year 2010 are being conducted in SIGFIP. The monthly General Balances [*balances générales*] of the Public Treasury accounts are produced using this module. To improve coordination and step up government action in this sphere, an Action Plan of Fiscal Management Reforms (PA-RGFP) has been drafted and submitted for adoption by the Council of Ministers.

49. In order to enhance the effectiveness of public expenditure, the operating report is produced each month and lines of credit for priority sector expenditures have been 80% open since January 12, 2009 and 100% open since October 26, 2009. For fiscal year 2010, those lines of credit have been 80% open since the beginning of January 2010 and 100% as of July 2010.

TRIGGER: INTRODUCTION OF A MECHANISM TO MONITOR GOVERNMENT EXPENDITURE ON POVERTY REDUCTION

Adopt a mechanism to track public expenditures for poverty reduction on the basis of a functional expenditure classification and publish at least two quarterly reports on these expenditures covering a period of at least two consecutive quarters preceding the completion point.

The operating report is produced on a monthly basis and credit lines for social expenditures in all priority ministries have been 80% open since December 24, 2009 and 100% since July 8, 2010. Budget Directorate staff and those of the line ministries have been trained to track poverty-reducing public expenditure based on a functional classification. The Table of Government Financial Operations (TOFE) and the budget execution reports are produced and posted each quarter on the www.togoreforme.tg website.

Source: SP-PRPF

50. In order to enhance supervision and dissemination of reliable real-time information on government revenue, expenditure and cash flow management, in such a way as to make prompt payments and avoid payment arrears, the Directorate General of the Treasury and Public Accounting (DGTCP) was restructured in line with WAEMU directives. The Government's three main central accounting structures and the regional accounting structures were put in place in July 2009. Those measures should help yield reliable and consistent data on budget execution.

51. As of 2009, in line with WAEMU directives, budget documents, such as the Medium-Term Fiscal Framework (MTFF), which establishes sectoral appropriation ceilings and the Medium-Term Sectoral Expenditure Frameworks (MTSEF) for an intra-sectoral breakdown of resources are gradually being drafted to make it easier to visualize the resources likely to be available in the medium term and the expenditures to be financed.⁸ Work on drafting MTSEF for the agricultural and water and sanitation sectors has begun in 2010 for the 2011 budget law.

52. In order to supervise use of government financial resources, the Inspectorate General of Finance (IGF) conducted several audits in the period under review, to verify public expenditures in a number of ministries (Mines and Energy, Justice, Urban Development and Housing, Commerce and the Private Sector, Environment and Forest Resources). That activity will continue in second half 2010 with audits of government revenue, budget appropriations and grants allocated to the courts, the communes and University Hospital Centers (CHU). In addition, various audit and inspection tools have been developed, including, in this area, auditing and inspection guidelines (for government procurement, public enterprises, customs revenue items, tax revenue items and Treasury accounting items). Moreover, in order to strengthen the capacity of IGF staff, training has been provided on the IGF's Procedures Manual, verification methodology and government procurement auditing.

53. Thought is currently being given to preparation of an Action Plan to optimize the work of the IGF and help improve civil servants' performance as well as that of public enterprises and institutions.

54. As regards the State Inspectorate General (IGE), its capacity is being gradually strengthened as the Government promised. The Office of the President of the Republic has

⁸ The MTSEF of the Education and Health sectors were annexed to the budget law for fiscal 2010.

provided financial support for the purchase of I.T. equipment, with a view to ensuring that each inspector has a computer, and for organizing training in public sector auditing for all IGE staff. In the period under review, the IGE audited several public services, including road transportation, national documentation, government procurement, the public debt and some prefectures and town halls. However, in light of the new environment brought about by the establishment of new bodies for overseeing public finance, the (more than 30-year-old) decree instituting the IGE needs to be updated in order to strengthen the institutional framework for its activities.

55. As part of its strategy for addressing the domestic debt, the Government has installed a National Commission responsible for establishing concrete measures aimed at gradually settling that debt. The list of all the Government's commercial creditors has been published to allow for possible claims. Settlement of the domestic commercial debt began in August 2009. By the end of December 2009, CFAF 15.5 billion had been paid back. By end-June 2010, 1,794 creditors had been reimbursed a total of CFAF 19.7 billion, or 25% of the domestic private commercial debt. The financial and social sector debt will be handled appropriately once HIPC-I completion point has been reached.

56. **Transparent management of procurement.** The legislative, regulatory and institutional framework for procurement was strengthened with the promulgation of the Procurement Act⁹ and the adoption by the Government of the Government Procurement Code¹⁰. Furthermore, the decrees concerning the functions, organization and modus operandi of the ministerial organs and structures contemplated in the Government Procurement Code (government procurement auditors, National Directorate of Government Procurement Oversight and the Government Procurement Regulatory Authority) were adopted in December 2009. Since then, several departments have already established internal procurement commissions in accordance with the new regulations in force.

⁹ Law n°2009-013 of June 30, 2009 on government procurement and delegation of public service.

¹⁰ Decree n°2009-277/PR of November 11, 2009 on the Government Procurement Code and delegation of public service.

TRIGGER : ESTABLISHMENT OF A REGULATORY AUTHORITY FOR GOVERNMENT PROCUREMENT

Adopt a decree creating the Procurement Regulatory Authority in conformity with the WAEMU Procurement Directives; nominate its managerial staff, and give them an adequate budget and monthly publication in a public procurement gazette or on a government website of all of the signed contracts, including sole source contracts and public concessions, for at least six months immediately preceding the completion point.

The Government Procurement Act was passed by the National Assembly on June 26, 2009. The corresponding enabling decree was adopted by the Government in the Council of Ministers on November 11. The Decree on the powers, organization and modus operandi of the procurement and procurement audit bodies has been issued. The decree on the mission, powers, organization and modus operandi of the government procurement regulatory authority and that on the mission, powers, organization and modus operandi of the National Directorate to Oversee Government Procurement were adopted in the Council of Ministers on December 30, 2009.

A budget appropriation has been made to cover the operations of the procurement regulatory authority and those of the Directorate General of Government Procurement.

A summary of all the contracts approved, including those reached by mutual agreement, is regularly posted on the SP-PRPF website and in "L'Entrepreneur," a publication of the Chamber of Commerce.

The National Directorate to Oversee Government Procurement (DNCMP) and the Directorate General of the Government Procurement Regulatory Authority (DGARMP) were established by Decree on March 30, 2010. The two Directors were appointed by a decree issued by the Council of Ministers on the same day.

Source: SP-PRPF

57. As regards oversight of government procurement, in second half 2009, the IGF supervised all government contracts for an amount exceeding CFAF 200 million. In first half 2010, it supervised all those for amounts in excess of CFAF 700 million.

58. **Combating corruption.** In the context of efforts to strengthen the fight against corruption, the establishment of institutions responsible for overseeing the use of public funds, like the National Audit Office, and the effective audits performed by the IGF and IGE, are helping to boost the government's activity in this sphere. The establishment of fiscal management mechanisms and tools and a regulatory framework governing public procurement contribute to this momentum.

59. **Coordination and effective management of aid flows.** To implement the commitments of the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action, a National Aid Effectiveness Actions Plan and the 2009 Report on Official Development Assistance were drawn up in 2009 and validated in January 2010. The 2010 edition of the Report is currently being drafted. The process of putting in place the aid management platform supported by the UNDP and the EU is under way. The donors' monograph is also available. With a view to strengthening and more precisely defining the strategic framework for development aid, a draft national policy paper on managing development aid is being prepared.

60. In conclusion, the actions undertaken to enhance economic governance are heading toward the gradual implementation of appropriate tools and mechanisms for more effective and efficient management of public finance.

1.2 PILLAR II: CONSOLIDATION OF THE FOUNDATIONS OF STRONG AND SUSTAINABLE GROWTH

1.2.1 Strengthening the structural reforms

61. To lay the foundations of strong and sustainable growth, the Government has continued the structural reforms to which it has been committed for over two years with a view to fiscal consolidation of the Government's productive sector portfolio. These reforms are essentially geared to restructuring government enterprises and rehabilitating the financial sector.

62. **Restructuring of public enterprises.** With World Bank support, the Government has conducted a strategic audit of the phosphates sector. An international firm was commissioned to help the Société Nouvelle des Phosphates du Togo (SNPT) prepare a three-year business plan. Together, the strategic audit and the business plan served as the basis for a development strategy for the industry adopted in the Council of Ministers on March 30, 2010. The final report on the gathering and reconciliation of 2008 statistical data for the phosphates sector was drafted in November 2009 and published in line with the Extractive Industries Transparency Initiative.

TRIGGER : TRANSPARENCY IN THE PHOSPHATES SECTOR

Implement regular public reporting of payments to, and revenues received by, the government for the phosphates sector in line with mining sector transparency standards. The most recent report must be published in the course of the year immediately preceding completion point.

The audit reports for reconciliation of the data on revenue from phosphate sector sales, including the royalties and taxes disbursed to the Treasury by this sector in respect of fiscal years 2007 and 2008, were published in February 2008 and December 2009, respectively. For fiscal 2009, work began in July 2010, after the Société approved the accounts.

Source: SP-PRPF

63. Since the establishment of Nouvelle Société Cotonnière du Togo (NSCT)¹¹ at the start of 2009, steps have been taken in the cotton sector to ensure better management and revive the industry on a sustainable basis. A study, financed by the World Bank, was carried out with a view to establishing an updated regulatory framework for the sector, which defined the roles, responsibilities and obligations of stakeholders. A consulting firm was hired to set up a reliable information management system, including, in particular, the establishment of clear procedures for sales, claims, revenue and purchases circuits and the introduction of cost accounting. With regard to the latter, an initial report on the current state of affairs has been produced. Consideration is currently being given to the purchase of cost accounting software and I.T. equipment. Cotton farmer federations and groups have formed with European Union

¹¹ With EU support, through Stabex funds, the NSCT's authorized capital was set at CFAF 2 billion. It is fully subscribed and paid up by the Togolese State (60 percent) and the National Federation of Cotton Producer Groups (FNGPC, 40 percent).

(EU) support piloted by COM-STABEX in connection with various matters that could strengthen their representation on the Board of Directors of the NSCT. Furthermore, construction work on 34 multipurpose cotton warehouses,¹² financed by the EU through Stabex funds, is nearing completion and training activities are continuing.

64. In the energy sector, a sectoral strategic plan is being drafted. In 2009, a plan for clearing arrears was drawn up. A Tripartite Agreement was signed for offsetting claims between the electricity company CEET, the water company TdE and the Government. In connection with the securitization of those arrears, securities were prepared and transmitted to the CEET to settle its claim on the Central Administration, government companies and hotels, local governments and autonomously financed public institutions. There is also a Tripartite Clearing Arrangement between Communauté Electrique du Bénin (CEB), the CEET and the Government.

65. **Rehabilitation of the financial sector.** Work on identifying strategic investors for the government-owned banks has got under way, supported by the World Bank-financed “Financial Sector and Governance” project. Two specialized consulting firms have been commissioned to assist the Ministry of Economy and Finance (MEF) with the process of divesting the Government’s share in the capital of Togolese banks (BTCL, BTD, BIA-TOGO and UTB). The missions devoted to privatizing these banks began in November 2009 and notification was sent out the following month to attract expressions of interest by potential partners. A timetable for executing the works was being finalized prior to issuing a pre-qualification notice. A bill on the privatizations is being prepared.

66. To manage the nonperforming loans exchanged against government securities, a feasibility study was carried out and validated in June 2010 on the establishment of a mechanism for collecting compromised loans and triggering a secondary market in the securities resulting from the restructuring of the banks.

67. The principal actions undertaken served to advance structural reforms aimed at divesting the Government’s shares in public enterprises and banks.

1.2.2 Improving the business environment

68. The government has recognized the need to take steps to improve the business environment as an essential ingredient for the development of productive activities. To that end it has set itself the following objectives: (i) to improve the general business context; (ii) revitalize the industrial free trade zone; (iii) improve the system of private sector development and support; (iv) improve conditions for the emergence of development-oriented entrepreneurship; and (v) reduce the cost of credit and improve access to financing.

69. **Improving the general business context.** With World Bank support, a restructuring of the Business Administrative Formalities Center (CFE) is under way, designed to turn it into a true one-stop shop. Underscoring the authorities’ desire to establish a regulatory framework attractive to investors, legal provisions have been drafted to cut the expense and time required to comply with the formalities of starting a business.¹³ Thus, start-up expenses for nationals of ECOWAS member states have been reduced by approximately 48 percent and by almost 30

¹² These multipurpose warehouses are used for cotton storage and marketing, food products, and inputs, and also as the head offices of the prefectural unions of the cotton farmers’ associations, as offices for technical and economic advisers and as meeting rooms.

¹³ Decree n°002/MDPR-CPSP of April 8, 2010, followed by Decree n°004/MDPR-CPSP of May 28, 2010, which limits the time needed to establish a business to at most four days and designates the representatives of the different administrative bodies or agencies in the Business Administrative Formalities Center (CFE).

percent for nationals of countries outside ECOWAS. The average time taken to start a business has been pared down to at most four (4) days. The representatives of the different administrations or agencies in the CFE have also been appointed. Worth noting is the fact that the consular regional sub-offices of the Chamber of Commerce and Industry of Togo (CCIT) in Dapaong, Kara, Tsévié (and, soon, Atakpamé), serve as relay stations for the CFE. At the same time, the SME/SMI Charter was approved by the Government in December 2009. However, this document has not yet been ratified by all the stakeholders, a step needed to facilitate its implementation.

70. **Revitalization of the industrial free zone.** In order to increase the zone's growth potential, the law governing the free zone is being revised. The corresponding draft bill has already had a first reading in the Council of Ministers. The revision process continues, meanwhile, with Togo's development partners, including the World Bank. SAZOF, the company administering the free zone, is also planning the layout, development and construction of industrial sites.

71. **Improving conditions for the emergence of entrepreneurship, improving arrangements for supporting the private sector, and improving access to finance.** Mechanisms have been put in place to support SMEs. Partnership agreements have been signed between the Agence Nationale de Promotion et de Garantie du Financement des PME/PMI (ANPGF) and the financial institutions that channel the Agency's offers of financial services (guaranteeing of cash credits and financing for already functioning SMEs/SMIs or enterprises in the process of incorporation) at more favorable interest rates than those charged by financial institutions directly. Furthermore, to facilitate investment financing, a partnership is beginning to develop between the CCIT and the Regional Solidarity Bank.

72. Various capacity-building training courses have been organized for young graduates keen to start up their own businesses. Moreover, the ANPGF has also embarked on systematic capacity-building for all the enterprises it supports. As part of its international cooperation program, WAEMU has entrusted the CCIT with steering a project to promote young entrepreneurs, called "Programme talents du monde-UEMOA."

73. The implementation of priority measures in this area has helped to bring about a marked improvement in the business environment and to strengthen mechanisms to support and promote the private sector.

1.2.3 Development of agriculture

74. Development of the agricultural sector is one of the Government's major strategic options for laying the foundations for the strong and sustainable growth that would have a significant impact on poverty reduction. Achieving that outcome depends on: (i) improving the productivity of cash crop [*spéculations*] growth sectors; (ii) processing plant, livestock and fisheries produce; (iii) drawing up a national agricultural development plan; (iv) establishing a new land-use policy; (v) attractive producer prices; (vi) studying the agricultural inputs situation and using integrated soil fertility management (ISFM); (vii) following the rules and standards needed to ensure quality control of agricultural products and inputs; and (viii) implementing the National Agricultural Investment and Food Security Program (PNIASA).

75. In the period under review, most progress was achieved with strengthening the distribution of agricultural inputs, improving plant, animal and fish products, institution-building and sectoral coordination.

76. **Strengthening the distribution of agricultural inputs.** This is achieved by making fertilizers, pesticides, improved seeds, plants and tractors available to farmers. More than 30,000 metric tons of (NPK and urea) fertilizers, or at least 97% of projected needs, were

placed at the disposal of producers. To improve the distribution of those inputs, new warehouses were built or rehabilitated, bringing the total number of warehouses to 110 and the number of depot locations to 28. Likewise, to manage those inputs, 5 regional committees, 31 prefectural committees and 104 local committees were installed. In 2009, as in 2010, the sales price of fertilizer was lowered, to CFAF 11,000 per 50kg bag and to CFAF 10,000, respectively, from CFAF 12,000 in 2008. Plans include targeted subsidies for the most vulnerable producers and an opening up of the fertilizer supply market to private interests.

77. As for seed availability, almost 2 metric tons of pre-basic seeds and 33 tons of basic seeds (maize, rice and sorghum) were produced and will serve, respectively, to produce basic seeds and certified seeds in 2010. The total amount of certified seeds produced and collected in 2009 was said to be between 550 and 560 tons. At the end of first half 2010, a total of 551.16 tons of commercial seeds had been collected, namely 357.86 tons for maize, 3.61 tons for sorghum and 189.69 tons for rice. By early August, only 56.32 tons had apparently been used, that is to say, 10.22 percent of the amount put in place. In addition, 30,000 coffee trees and 10,000 cacao plants were also produced.

78. To promote farm mechanization, 95 tractors were deployed in 2009, of which 75 were actually put to use. Those tractors were used to plow 2,104.25 hectares, drench 307.5 hectares and sow 28.5 hectares. In first half 2010, the number of tractors deployed increased to 107, of which 71 served to plow 1,770 hectares and drench 187. An innovation on trial in 2010 has been to make the tractors available to groups of farmers under management contracts in order to ascertain the conditions required for profitable use of them.

79. **Improvement of plant, animal, and fish production.** With a view to increasing food production and improving management, "Operation Maize," which started in 2008 and consisted of giving potential cereals (maize, sorghum and rice) farmers repayable loans, in cash or in kind, was continued in 2009 and 2010. In 2009, the operation reached 24,352 farmers (48.7% of target). By the end of first half 2010, the operation had only reached 5,313 farmers (35% of target). Collection of loans for the 2009-2010 crop year continues. In addition, thought is being given to the best use to be made of agricultural surpluses.

80. Cotton output is still overseen by the NSCT and the National Federation of Cotton Producer Groups (FNGPC), pending installation of the planned technical supervision mechanism. In 2010, 66,519 cotton farmers planted more than 61,000 hectares, compared with 59,000 hectares in 2009. That suggests that the harvest will be an improvement on the previous year's, with output estimated at nearly 58,000 tons. A CFAF 200 million subsidy to boost the producer price was also put in place.

81. For the coffee-cocoa sector, the Unité Technique Café-Cacao (UTCC), a support unit, has been installed in the Technical Advice and Support Institute (ICAT). In addition, for the 2010-2011 crop year, an allowance of CFAF 500 million has been set aside for the production of young plants, to build farmer group capacity, and finance the renovation of plantations and the purchase of processing equipment.

82. As regards animal production, the principal actions undertaken have had to do with vaccination against endemic diseases, the importing of 115,300 day-old chicks for reproduction, and extension services for livestock farmers. An allocation of CFAF 550 million is planned for vaccination against blackleg and extension services for breeders. To promote fish production, a survey aimed at creating a roster of fish farmers has been launched in order to improve statistics in that area.

83. **Institution building and sectoral coordination.** A second Farmer's Forum was organized in January 2010 to encourage agribusiness. It brought together some 1,500 individual producers and farmers belonging to the Professional Agricultural Organization

(OPEA). The National Agricultural Investment and Food Security Program (PNIASA), developed and adopted in November 2009 by all the players, constitutes a frame of reference for investments in the agricultural sector. It breaks down the strategic objectives of the PRSP into priority projects and actions at the sectoral level along the lines of the *Programme Détaillé Développement de l'Agriculture en Afrique* (Comprehensive Africa Agriculture Development Programme, PDDAA / CAADP). At the same time, with a view to enhancing the effectiveness of the department in charge of agriculture, the legal and institutional framework of the Ministry of Agriculture, Livestock Farming and Fishing (MAEP) has been strengthened by turning ICAT and the Agricultural Research Institute of Togo (ITRA) into autonomously managed public institutions.

84. In general, most actions under way will continue in the second half of 2010. The provision of inputs will be boosted to help farmers expedite their last sowings, which are beginning to suffer delays. Similar support will be provided for producers (farmers, breeders, fish farmers and fishermen).

85. All the activities undertaken in the agricultural sector form part of implementation of the PNIASA. They have led to a marked improvement in agricultural productivity and 11 percent growth of agricultural GDP in 2009. Much of this satisfactory performance was associated with food crops.

1.2.4 Development of Industry

86. Developing industry is one of the Government's strategic objectives aimed at promoting strong and sustainable growth. Increasing the overall productivity of the industrial sector means enhancing the productivity of both extractive industries and manufacturing as well as developing the growth potential of the construction and public works (BTP) sector.

87. As part of efforts to improve the regulatory framework, an interministerial committee has produced a draft investment code bill consistent with WAEMU directives. A call for expressions of interest has been issued for help with finalizing the law. Work on establishing a sectoral policy got under way in first-half 2010.

88. In order to promote innovation and quality, a framework law governing the organization of a national mechanism for harmonizing activities to do with standardization, licensing, certification, accreditation, metrology, the environment and promotion of quality standards was drafted and adopted by the National Assembly in August 2009. Enabling decrees setting up the various units have been drafted and are in the process of being adopted by the Council of Ministers. In addition, the bodies envisaged in the framework law on quality assurance will be put in place in second half 2010.

89. The pilot phase of the Industry Restructuring and Upgrading Program (PRMN) of the WAEMU member states, which began in 2008, continues. In addition, with a view to facilitating the establishment of industrial plants, the idea is to raise funds for purchasing and developing industrial sites.

90. The measures adopted in the industrial sector are likely to lead eventually to the establishment of the conditions needed to attract investment.

1.2.5 Development of crafts

91. The crafts sector faces huge challenges that have so far restricted its development. The Government is aware of the situation and has committed to establishing and implementing a crafts development policy.

92. In 2009, no substantial steps were taken for lack of funding. However, priority projects were identified that could revive momentum in the sector, such as the establishment of a technological database and reference centers for the crafts industry, as well as support to enable crafts producers to participate in international fairs. In 2010, the Government set about drafting a national crafts sector development policy and training craftsmen in quality requirements and standards.

93. The main challenge for this sector is raising the funds needed to implement priority measures for its development.

1.2.6 Development of commerce

94. One of the Government's strategic objectives for developing commerce is to diversify it. With that in mind, the emphasis is on exploiting the various opportunities afforded by international markets. Thus, the Government has committed to: (i) drafting and implementing a trade policy; (ii) promoting domestic commerce; and (iii) strengthening export promotion activities.

95. **Formulation of trade policy.** As a prelude to the formulation of trade policy, implementation of the integrated framework for trade-related technical assistance continued in the period under review, particularly work on the Diagnostic Trade Integration Study (DTIS), which was validated last July. A provisional version of that study is now available.

96. **Promotion of domestic trade.** As regards the establishment of commercial sites, work on the construction and rehabilitation of six (6) large markets (Kara, Amou-Oblo, Atakpamé, Anié, Tchamba and Kétao), which began in 2009, is continuing in 2010. Moreover, work on adapting the laboratories and offices of the regional directorates for packaging and legal metrology (Ogou, Wawa and Tchaoudjo), which began in 2009, is still ongoing. As for regulations, provisions have been decreed¹⁴ for audits of products and services cited in commercial advertising.

97. **Promotion of foreign trade.** As part of the process of negotiating economic partnership agreements with the European Union (EU), it is worth noting the organization in March 2010 of a technical workshop on negotiation of the Economic Partnership Agreement (EPA), financed by ECOWAS, and the establishment of the ministerial committee to monitor the negotiations. In April 2010, the EU supported a briefing seminar on EPAs for the private sector. The EPA negotiation program has moved on since May 2010 to the operationalization phase of the EPA Development Program (PAPED).

98. As for quality assurance, during the 2009-2010 crop year, controls on cash crops, especially coffee and cocoa, have been strengthened by systematically placing seals on the jute sacks as soon as they are purchased from producers in order to facilitate traceability and combat fraud.

99. The Government has used improvements to efficiency in the Autonomous Port of Lomé (PAL) as a lever for promoting foreign trade. To that end, the SYDONIA ++ computerized system and an X-ray scanner have been in use there since 2009, automating and streamlining procedures and expediting customs clearance. That has led to more relaxed escort procedures and to the elimination of the intense physical inspections of merchandise in transit across Togo. Moreover, strict measures to apply the ISPS¹⁵ code (a requirement of the International Maritime Organization, IMO) have been taken to ensure security in the port area. Thought is

¹⁴ Decree n°012/MDPRCPSP/DCIC of November 26, 2010.

¹⁵ International Code for the Security of Ships and of Port Facilities.

also being given to projects aimed at establishing an information system for decision-making on tariffs and a system allowing shippers to track their cargoes throughout their journey. In addition, following a 2009 study of the Port's development prospects, studies are now under way on updating the PAL master plan. With a view to facilitating trade, work has begun on a World Bank-supported one-stop shop for foreign trade project (GUCE). However, as there were initially no successful bidders for this project, a second tender will be launched in second half 2010.

100. The implementation of priority measures in this area have served to strengthen the commercial infrastructure and efficiency of the Autonomous Port of Lomé.

1.2.7 Promotion of tourism

101. With a view to enhancing the tourist industry's contribution to the national economy, the Government has set itself the following goals: (i) establish a clear policy for promoting tourism, by emphasizing ecotourism; (ii) improve the legal framework for the sector; (iii) streamline management and privatize State-owned hotels; and (iv) prepare plans for developing tourist attractions.

102. **Preparation and implementation of a tourism promotion policy.** National tourism policy was validated in November 2009 but has still to be adopted by the Council of Ministers. To promote tourism, the Ministry's Internet website came on stream and two types of brochure were published in September 2009, namely "Togo terre d'accueil, pays de traditions" [Togo, a country that welcomes visitors, a country full of traditions] and "Lomé, ville aux mille couleurs" [Lomé, city of a thousand colors]. Three other kinds of brochures and a tourist guide are currently being edited for publication.

103. **Improving the legal framework for the sector.** In connection with the classification of tourist establishments and the standards they must meet, a classification commission has been installed. It is expected to start work in second half 2010, the first half of the year having been devoted to study trips and experience-sharing.

104. **Streamlining management and the privatization of State-owned hotels.** Tenders were issued in October 2009 for the leasing of several hotels including the Hôtel de la Paix in Lomé, Hôtel du 30 Août in Kpalimé, Roc Hôtel in Atakpamé, Hôtel Central in Sokodé and Hôtel Kara in Kara. Evaluation of the bids was completed in February 2010 and hotel concession contracts are being awarded.

105. **Development of tourist attractions.** A study to take stock of the sites and their development potential, as well as the design and placement of billboards on former slave sites, began in first-half 2010 and contracts will shortly be awarded. Preparation of a tourism development master plan has not yet got off the ground for lack of funding, even though the terms of reference have been available since 2009.

106. Steps have been taken to exploit the tourism potential of Togo's cultural heritage. They include: adoption of the decree on the Overall Inventory of the Cultural Heritage of Togo, validation of the cultural policy paper in August 2009 and adoption of the decree on the organization, use and financing of the Cultural Assistance Fund of November 2009. Noteworthy, too, is Togo's participation in various meetings of the intergovernmental committees of the cultural conventions to which Togo is party and the country's participation in several international cultural events (Clap Ivoire, the Pan African Film Festival in Ouagadougou, the Pan African Culture Festival in Algiers, the Francophone Games).

107. The various actions undertaken have helped improve the performance of the tourist industry. Some 183,000 tourists visited Togo in 2009 and approximately 228,000 are expected

in 2010, a 25 percent increase over 2009. Nevertheless, the lack of a master plan is a major handicap for a sector whose development is lagging when measured against the real tourism potential of the country.

1.2.8 Development of transportation infrastructure

108. In order to consolidate the foundations for robust and sustainable growth, the Government has committed to making major investments to develop an adequate economic infrastructure network, especially in the transport sector. To that end, it has undertaken to: (i) construct and rehabilitate bridges destroyed during the floods; (ii) construct, rehabilitate, upgrade and maintain urban roads, rail and waterways networks, rural roads and tracks, as well as national and interstate national highways; (iii) expand or replicate stretches of the large feeder roads to the capital; and (iv) and rehabilitate and extend the South-North central axis of the railway network.

109. **Construction and rehabilitation of destroyed bridges.** Most of the bridges destroyed during the 2008 floods had been rebuilt (the bridges at Amakpapé, Togblécopé and Lilicopé) by the second half of 2009. In addition, several other works to strengthen and protect bridges and build reinforced concrete bridges, which began in 2009, were continued in first-half 2010.

110. **Construction, rehabilitation, reinforcement of national highways, rural roads and access roads.** In this first year of implementation of the full PRSP, the Government has striven to rehabilitate and modernize national highways. Work is currently under way on Routes No. 1, 2, 3 and 5. In addition, improvements and asphaltting are under way along the Bassar-Kabou and Notsè-Tohoun roads. There are also pothole patching and spot repairs, as well as major repair and rehabilitation works on national highways. Altogether, in the first 12 months of implementation of the PRSP, some 17km of roads have been asphalted and at least 30km rehabilitated. In urban road, rail and waterway networks, some progress has been made, including the paving of several streets in Lomé.¹⁶

111. The maintenance and rehabilitation of 50km of rural roads per prefecture project, begun by the Government in July 2009, has succeeded in opening up access to several localities. Moreover, EU assistance through Stabex funds helped ensure the rehabilitation and opening up of 755 km of rural roads in coffee-cocoa and cotton growing areas between July 2009 and June 2010. All in all, 164km of rural roads were opened and 1,105 km rehabilitated.

112. Several other projects are scheduled to start in the second half of 2010. These essentially have to do with the rehabilitation and strengthening of national highways such as Route Nationale No.3 (the PAL-Avépozo traffic circle and Aného-Sanvee Condji sections), and the Dapaong-Ponio, Kabou-Guérin Kouka, and Guérin Kouka-Katchamba highways.

113. **Rehabilitation and extension of the central South-North axis of the railway network.** The concession of the Central South-North line was finalized in 2009 and studies for its rehabilitation are under way. As regards extension of the network to the border with Burkina Faso, that project is being examined by the WAEMU Commission as part of a rail piggyback plan for the subregion.

114. The Government plans to devote CFAF 82.9 billion in 2010, or 40.8 percent of all public investment, to achieving transportation infrastructure development goals. The effort put into

¹⁶ Cf. the paragraph on the strengthening of urban infrastructure and equipment (1.2.13 Management of the living environment).

infrastructure works is helping to improve and gradually expand the national road network. It has also served to open up previously remote rural areas.

1.2.9 Development of energy infrastructure

115. In the area of energy, the strategy is geared to promoting the development of energy resources as a factor of production in order to meet the needs of both businesses and households. That involves, above all, diversifying the sources of electricity supply with a view to lowering costs.

116. **Diversifying sources of supply.** Progress has been made with installation of the ContourGlobal thermal electricity plant for producing approximately 100 megawatts. It is expected to come on stream in second-half 2010.

117. An effort has also been made to develop rural and urban electrification. Noteworthy in 2009 is the electrification of seven (7) new villages in the prefectures of Moyen Mono and Blitta and, in 2010, the rural electrification of 27 villages in all the economic regions of the country thanks to a 44 km extension of the low tension electricity distribution grid. As for public lighting in urban areas, 15 streets in Lomé, covering 55 km, now have public lighting, including one lit by solar energy.

118. Actions undertaken in the energy sector are going to help solve the energy crisis and expand the electricity grid, above all in rural areas.

1.2.10 Development of telecommunication infrastructure

119. In order to encourage the development of quality telecommunication services at the lowest possible cost to the productive sector and the population, the government has elected to: (i) improve national coverage; (ii) diversify services, improve quality and reduce costs; and (iii) promote regulations conducive to a more competitive environment.

120. **Improvement of national coverage.** As regards mobile telephony, more than 30 localities have been served during the first year of full PRSP implementation. New subscribers in first half 2010 totaled 465, 504 and teledensity was 45 percent. For fixed telephony, there were 39,758 subscribers and teledensity at end-June 2010 was 3.5 percent. Total teledensity (fixed + mobile) was estimated at end-June 2010 as over 48.5 percent, compared to 41.1 percent in December 2009, an indication of the expansion of national coverage. The mobile telephone operator Atlantique Telecom Togo (Moov) has established 107 new sites in accordance with its contractual limitations on coverage and the density of its network. That has helped improve service quality and has heightened competition in the localities covered by the new sites installed by the company.

121. **Diversification of services, enhancement of quality and cost reduction.** In 2009, Togo Cellulaire, a cell phone company, introduced broadband GPRS mobile internet services. In early 2010 its rival obtained a certificate allowing it to supply this product. For its part, Togo Telecom has been providing the EV-DO service (broadband Internet using the wireless CD-MA¹⁷ system) for broadband Internet access. In that connection, the Post and Telecommunications Sector Regulatory Authority (ART&P) has begun a campaign to measure service quality in certain target areas. Provisions are in place for extending those measures to all localities and all operators. A purchase order for tools to measure service quality was issued in first half 2010. The average cost of mobile communication fell from CFAF 148/mn in

¹⁷ Code Division Multiple Access

2008 to CFAF 118/mn in 2009 and was down to CFAF 115/mn already by the end of first half 2010.

122. **Promotion of a regulatory apparatus conducive to a competitive environment.** Atlantique Telecom Togo's license was renewed in December 2009, with direct international access for its customers. Moreover, with a view to enhancing competition in the mobile services market, a study on the possibility of introducing a third mobile telephony operator began in second half 2009 and is still ongoing in 2010

123. In the area of telecommunications, national coverage has improved and the cost of mobile communication fell sharply, by more than 22 percent, between 2008 and 2010. Despite that, efforts are continuing to make the costs of telecommunication services even more competitive.

1.2.11 Effective management of natural resources, the environment, and natural disasters

124. The Government has made the conservation of natural resources and the environment a major component of its poverty reduction strategy. Thus its objective are to: (i) reduce pressure on natural resources; (ii) promote integrated management of coastal areas; (iii) strengthen subregional and international cooperation for environmental management; (iv) strengthen domestic environmental management capacities; and (v) prevent and manage natural disasters.

125. **Reducing pressure on natural resources.** Protection and reforestation measures have to some extent helped stop encroachment on protected areas, on the one hand, while arresting the fast rate of deforestation, on the other.¹⁸ Reforestation in all areas of Togo has covered 226.16 hectares (205.6 hectares of teak), replanted areas total 126.23 hectares, and maintenance work on young plantations and part of the older plantations 1,263.76 hectares. Results registered so far in 2010 point to the production of 352,835 nursery plants, reforestation of 107.54 hectares, maintenance of 697.59 hectares, protection of plantations covering an area of 6,767 hectares and improvement of 3,602 hectares.

126. In connection with the updating of the National Forestry Plan (PAFN), a memorandum of understanding was signed on August 12, 2009 by the Government and the FAO, leading to coordination between them and the start of certain projects. So far, in 2010, the criteria for selecting pilot sites have been worked out and consultants hired to prepare a forestry policy and to do the studies needed to update the PAFN.

127. **Integrated management of coastal areas.** A national diagnostic assessment has been carried out in the framework of the "monitoring of the coastline and preparation of a master plan for the West African coast" project. With a view to restoring the West bank of the Lake Togo estuary and to stabilizing the coastline in Aného, feasibility studies are being conducted and an international tender has been issued.

128. **Strengthening of subregional and international cooperation for environmental management.** In connection with the "Transboundary Watershed Management and Problem Solving in the Volta River Basin and its downstream coastal zone" project, a national workshop was organized in March 2010 aimed at building stakeholder capacity; and in May analysis began of the transboundary diagnostic analysis of the environmental problems in that watershed. With respect to the "Guinea Current Large Marine Ecosystem" project, to combat pollution of the sea by phosphate sludge, feasibility studies are being carried out to determine

¹⁸ Estimated as averaging 2.6 percent of national forest cover per year (FAO 2005).

the best strategic choice of final ecological destination for the phosphate sludge produced at the Kpémé treatment plant. As for the WAEMU regional biosecurity program, Togo provides national coordination and biosecurity laboratory for program implementation at the national level.

129. **Building national environmental management capacity.** The coordination unit of the Environmental Management Capacity-Building Program (PRCGE) was established in February 2010 and endowed with logistical resources. The administrative mechanism for coordinating the program is up and running and in first half 2010 already accomplished the following: publication and dissemination of the PRCGE document; establishment of a geographical information system (SIG) unit and, in April 2010, training of 25 professionals in SIG and remote sensing; preparation of the draft strategic plan for environmental information and education; the hiring of consultants to assist with preparation of the sustainable development strategy and the national bush fires strategy, and the start of work in June on preparation of the National Environment and Natural Resources Investment Program (PNIERN).

130. In the area of climate change, the coordination unit for the “Second National Communication Forum on Climate Change” (DCN) is operational, with all its support and management structures in place. Inventories of greenhouse gases have been drawn up. Sensitization and information workshops have been conducted in all five regions of the country on the need to incorporate climate change considerations in development programs and projects. By end-June studies had been carried out on vulnerability and adaptation to climate change in three sectors (agriculture, energy and forestry). Studies of mitigation policies and measures are expected to be ready by the end of July, 2010.

131. **Natural disaster prevention and management.** Accomplishments in first-half 2010 have to do with: the provision of I.T. equipment to the bodies in charge of disaster management (the Civil Defense Directorate and the Disaster Coordination Directorate of the Ministry of Social Action); validation of the decree on the establishment and functions of the National Platform for Disaster Risk Reduction and the installation of regional platforms; the study, shortly to be completed, on new climate trends and associated hazards; assessment of the need for establishing an early warning system; and updating of the National Contingency Plan. In addition, 45 public and private sector managers were trained on integrating disasters in environmental assessments.

132. Efforts in this area are helping to reduce pressure on forest resources, to stem invasions of protected areas, to counter coastal erosion, and to strengthen natural disaster prevention and management capabilities.

1.2.12 Management of the living environment

133. Through the PRS, the Government has committed to improving the quality of the living environment for the population, with the following principal objectives: (i) rebalance the Togolese urban framework; (iii) [Tr. sic] stem the decline in living conditions in urban areas; (iv) protect the living environment of both the urban and rural population from all forms of pollution; and (v) create green spaces in urban and semi-urban centers. In that regard, the principal actions undertaken in the period under review are strengthening urban infrastructure and facilities and contributing positively to urban development.

134. **Strengthening of urban infrastructure and facilities.** Approximately 70 km of gutters/rain water drains have been cleaned out in the city of Lomé and in the Est and Bè lagoon areas. A rainwater containment basin has been built on Avenue des Evala in Bè-Klikamé. Road paving and drainage work has continued on several streets in Lomé (second part of Boulevard de l’Oti, avenue des Evala, rue Amemaka Libla). Rainwater drains have also

been built in certain districts in Lomé (including Totsi, Bè-Klikamé and Agbalépédogan). Furthermore, contracts have been awarded for the development and rehabilitation of urban road, rail and waterway networks, civil engineering and waterworks structures, and market facilities in 10 secondary towns (Dapaong, Niamtougou, Kara, Bafilo, Sokodé, Sotouboua, Blitta, Atakpamé, Notsé and Kpalimé).

135. **Urban development.** Activities have focused on regularizing de facto subdivisions of land, particularly in Lomé (Attiegou, Agoè Togomé), drafting of the master plan for the locality of Adjengré in the Sotouboua prefecture, and revising the master plan for the town of Notsé. As part of the Greater Lomé (CDS) development project, a coordination unit tour has taken place and local committees have been installed in the districts. Work has also begun on developing a green spaces and monuments strategy for the city of Lomé and on a study of the current state of Lomé's road, rail and waterways network. A national housing strategy was adopted in July 2009, but financing for it has yet to be found.

136. Continuation of these activities should lead by the end of 2010 to: (i) completion of the studies for building containment basins, urban road, rail and waterway works, gutters, small waterworks, and the Lomé road, rail and waterway network; (ii) validation of the strategy documents regarding green spaces and monuments in Lomé; and (iii) completion of the Greater Lomé mapping project (contour lines are currently being digitized).

137. It should be noted that implementation of these actions designed to improve the living environment of the population and to prevent flooding faces a number of challenges, due to the insufficiency of the funds allocated, human resource shortcomings and a shortage of materials and equipment.

1.2.13 Job creation

138. Because of the still worrisome employment situation, the Government has established the following priorities: (i) establish an institutional framework and an employment generation advisory support service for vulnerable groups; (ii) develop self-employment and women's access to more and better jobs, promote youth and vulnerable groups' access to decent jobs; (iii) strengthen the microcredit and micro-insurance mechanisms; and (iv) upgrade training courses leading to qualification and revitalize the various employment and training Funds available.

139. The activities carried out in the period under review mainly have to do with strengthening the institutional framework, developing self-employment, and capacity-building for job-seekers.

140. **Strengthening the institutional framework.** Actions undertaken in this sphere have served to strengthen the ability of members of the National Commission to Monitor Employment Policy to monitor and evaluate employment programs and projects. Furthermore, the Operational Plan of Action for putting employment policy into effect has been approved by the Council of Ministers. Open-house workshops on employment were also organized in December 2009. During first half 2010, the job opportunities map for young people and women was validated and the employment policy's Operational Actions Plan was disseminated. In addition, the second "Employment Week" on "Employment as an Effective Tool for Combating Poverty" is scheduled for second half 2010.

141. **Development of self-employment.** With respect to self-employment, capacity-building workshops for jobseekers were organized (with an average of 100 participants per workshop). In addition, in October-November 2009, an information and data exchange and collection workshop was also organized on preparation of the map of job opportunities for women and young people in Togo's prefectures and subprefectures.

142. These activities are helping to increase the capacity of the working-age population to access the labor market, particularly as regards self-employment of youth.

1.3 PILLAR III: DEVELOPMENT OF HUMAN CAPITAL

1.3.1 Promoting the education and training system

143. The Government's desire to promote education and training is reflected in the following objectives: (i) improve the quality of education, including the system's internal effectiveness, its reception and care of pupils at every level, with a view to encouraging universal enrollment in primary school; (ii) improve secondary education both quantitatively and qualitatively and take steps to revamp curricula; (iii) develop specific and functional literacy programs for the illiterate segment of the population and facilitate their integration into the sustainable development and poverty reduction process; (iv) rethink and develop the provision of technical education and vocational training so that they match the quantitative and qualitative needs of the job market; (v) rethink the streaming of students and systematically develop university research by gradually introducing and generalizing the Bachelor's, Master's and Doctoral (LMD) degree system.

144. **Improving the quality of education at the primary school level.** The Government has started a series of training courses, including training for five managers in the steering and management of educational systems, for teacher supervisory staff (31 inspectors and 62 educational advisers at the primary school level, and 35 teachers from teacher training colleges). More than 5,215 teachers received initial remedial training between December 2009 and August 2010. In addition, 4,200 school directors have taken a training course in pedagogical supervision thanks to AFD financing under the EPPT [Primary Education for All] project. Several classroom construction projects were also executed, involving 66 classrooms built with domestic financing and 93 classrooms finished thanks to UNICEF financing; 300 furnished classrooms and 100 comfort stations under construction, financed by the Islamic Development Bank (IsDB).

145. Social mobilization activities to promote school enrollment and support in the form of materials and supplies for literacy campaigns in the Savanes region have been undertaken with the financial support of the AFD and UNESCO, respectively.

146. Finally, the adoption in March 2010 of the Educational Sector Plan (PSE) led to approval of a US\$45 million project for the 2010-2013 period in connection with the seed fund of the Education for All Fast Track Initiative (IMOA-EPT / EFA-FTI). Resources from the IMOA-EPT seed fund will serve to finance an "Education and Institution-Building Project" (PERI),¹⁹ comprising three components: construction of fitted-out classrooms, quality assurance, and institution-building.

147. **Improving the provision of secondary school education.** Steps were taken to improve infrastructure at several general education centers (CEG) in the country. 12 second cycle secondary school classrooms were built and training courses were provided for 70 secondary school inspectors and 6,381 teachers (of whom 5,881 were in continuing education).

148. As regards upgrading of infrastructure for the first and second cycles of secondary school, some activities are underway in 2010, although they had only been partially executed at end-June. They include construction of classrooms for CEG and for secondary schools

¹⁹ The PERI will be executed under World Bank supervision.

(*lycées*), involving in the latter only 14 percent of first cycle facilities and 40 percent of second cycle facilities, as well as the manufacturing of school desks and provision of laboratory furniture for both cycles.

149. **Development of specific and functional literacy programs.** A strategy was implemented in second half 2009 thanks to technical and financial support from the International Organization of the Francophonie (OIF), which was used to produce five post-elimination of illiteracy documents in basic French, Ewé, Kabyè, Tem and Benn on sexual education, STIs/AIDS, women's rights, and female entrepreneurship, and to draft skills-based (APC) literacy tuition and post-elimination of illiteracy curricula.

150. **Developing the supply of technical education and vocational training.** The desire to achieve this goal was reflected in 2009 by: the training of two managers in sectoral policy and educational systems management; the completion of a 12-classroom teaching block for the technical and professional education college (LETP) in Sokodé; the construction of two new technical and professional colleges (one in Kanté and one in Lomé); and the hiring of 220 teachers/adult educators. In addition, the Government purchased 1,000 computers for state technical and professional establishments, with financial assistance from UNDP.

151. The "African Development Fund's Education Project II", aimed at restructuring the Regional Technical and Vocational Education Centers (CRETFP), was finalized and began being implemented in 2010. Other activities aimed at capacity-building in technical education included expansion of the premises of the Advanced Vocational Diploma Office (OBTS), and the provision of desks and benches for the teaching block at the Sokodé technical college and for new technical colleges.

152. The Government plans to provide introductory professional training (*formation professionnelle d'insertion* - FPI) tailored to ecological areas for individuals in the agricultural and non-agricultural informal sectors and refresher courses (*rénovation de l'apprentissage*) to increase young people's chances of entering the labor market. In order to tailor the training provided to the needs of the job market (training-employment matching), a public-private partnership charter is currently being drafted.

153. **Higher education and research.** Actions undertaken in the framework of the full PRSP have mainly involved:

- Construction and expansion of accommodation facilities for students at the University of Lomé;
- Fitting out teaching blocks and expansion of accommodation facilities for students at the University of Kara;
- Rehabilitation and fittings for the Office du Baccalauréat;
- Rehabilitation, construction and infrastructure facilities for Village du Bénin;
- Rehabilitation and fittings for the Directorate of the Library and the National Archives;
- Rehabilitation of infrastructure of the École Normale Supérieure (ENS) in Atakpamé;
- Ongoing construction and fittings for accommodation facilities for students of the University of Lomé and the University of Kara.

154. Other actions to be undertaken in 2010, as part of the full PRSP, in addition to the continuation of works already under way, are: the rehabilitation of the library and the national archives; completion of construction of the 1,500-seat arena and enclosure of the University of Lomé; construction of a 200-bed city in Village du Benin; and the building of an enclosure for the École Normale Supérieure in Atakpamé. The introduction of the LMD system in Togo's universities is gradually being strengthened and replicated. Eventually, it will facilitate, among other things, the establishment of short professional training programs.

TRIGGER : IMPLEMENTATION OF A NATIONAL EDUCATION SECTOR PLAN

Start implementing a national education sector plan, especially by providing initial training to at least 500 teachers and remedial education for at least 4,000 teachers.

Initial training was provided to 512 teachers at the ENI in Notsè and at the DIFOP in Lomé between July 2009 and March 2010.

As for continuing education, three thematic modules comprising 10 training units have been developed and tested by the International Center for Pedagogic Studies (CIEP) with support from the AFD. Training of inspectors and School Directors began with a contingent of 2,000 teachers in 2009. Thus, 5215 teachers benefited from continuous training between August 2009 and August 2010 and they will be deployed to schools for the next back to school in September 2010. Two training sessions were organized from December 28 to 31, 2009 and from March 29 to April 2, 2010. A third is scheduled for July 19 to August 6, 2010 for these auxiliary teachers.

Source: SP-PRPF

155. Implementation of the National Education Sector Plan (PSE) and the decision to eliminate tuition fees for pre-school and primary education have markedly improved access-to-education indicators. The gross enrollment rate (TBS) rose from 98 percent in 2007-2008 to 109 percent in 2008-2009, and to 114 percent in 2009-2010: a 16 percentage point increase between 2007 and 2009. The primary school completion rate (TAP) increased from 57 percent to 63 percent in the same period. The PSE for 2010-2020, adopted by the Government and supported by the TFPs, affords a new opportunity for Togo to meet the MDGs for universal education, for the education system to be viable, and for that system to make a real contribution to the socioeconomic development of the country.

1.3.2. Development of the health system and health services

156. In order to achieve the health-related MDGs by 2015, four strategic guidelines have been outlined in the National Health Development Plan (PNDS) for 2009-2013. These strategic guidelines constitute the priority action components of the full PRSP through which the Government has set itself the goal of: (i) strengthening the institutional framework and management of the health system; (ii) improving the health of mothers, children, adolescents, and the elderly; (iii) preventing and controlling transmittable and non-transmittable diseases; and (iv) promoting intersectoral collaboration, coordination and partnership.

157. With the support of Togo's development partners and civil society, numerous actions have been undertaken in the period under review aimed at improving the national health situation.

158. **Strengthening the institutional framework and management of the health system.** The national hygiene and sanitation policy and the policy paper, standards and protocols for reproductive health care and STIs were validated in 2009. Over the same period, a 2010-2013 Medium-Term Expenditure Framework (MTEF) was also validated. A draft hospital bill has been prepared. The first year of implementation of the full PRSP also saw the construction, rehabilitation, expansion and equipping of numerous health units, including three university hospital centers (CHU) and six regional hospital centers (CHR), as well as district hospitals (HD) and peripheral health care units (USP) to attend to patients in less privileged areas (Savanes, Kara, and so on). In addition, premises were purchased to house health personnel training schools (ENAM and ENSF) in Kara.

159. In June 2010, the Government proceeded to conduct the annual review of health activities for 2009; to prepare and test the tools needed for the Planning-Programming-Budgeting-Monitoring-Evaluation chain (PPBS), and to launch the International Health Partnership (IHP+²⁰) development process, which aims to improve outcomes in terms of the achievement of the health-related MDGs by expanding access to essential health services and enhancing the quality of those services.

160. **Improving maternal and child health.** Numerous campaigns were run in 2009, covering more than 97 percent of the targeted populations: the poliomyelitis immunization campaign, the three rounds of the poliomyelitis prevention campaign, the two Vitamin A supplementation campaigns (for children aged 6 to 59 months) and the albendazol treatment for parasites campaign (for children aged 12 to 59 months).

161. In addition, efforts to combat malnutrition were scaled up with the establishment of 166 new Nutritional Rehabilitation Centers (CREN) and the identification of 55 CTC villages²¹, which raised the number of CREN to 388 and the number of CTC villages to 460. That meant that 90 percent of expected cases of malnutrition could be treated. Progress was also observed in dealing with micronutrient deficiency through food fortification (Vitamin A in oil and iron/zinc and folic acid in flour).

162. Campaigns to protect children under the age of five were also carried out and health units received 1,067, 694 doses of an artesimin-based therapeutic medication, 910,461 tablets and 303,487 doses of Sulfadoxine Pyrimethamine (SP).

163. Efforts to reduce infant mortality (MDG4) were helped not only by the campaigns but also by the distribution of insecticide-treated mosquito nets. The number of children under the age of five and of pregnant women sleeping inside such nets increased from 58 percent and 55 percent, respectively, in 2006, to 77.3 percent and 60 percent in 2009.

164. **Prevention and control of transmittable and non-transmittable diseases.** The Government is continuing its efforts to achieve the AIDS-related MDGs. The number of accredited units increased from 70 in 2008 to 115 in 2009 and the number of units dispensing antiretroviral drugs (ARV) rose from nine in 2008 to 42 in 2009. National Directly Observed Treatment Short course (DOTS) coverage for treating tuberculosis is a major advantage. However, the threat of multi-drug-resistant tuberculosis is worrying and requires the establishment of an effective surveillance system.

165. While the adoption of a new malaria control policy emphasizing the use of artemisin-based therapies has halted the evolution from simple to serious cases, the two national campaigns to distribute insecticide-treated mosquito nets (MII), conducted in 2004 and in 2008 for children under five years of age and pregnant women, have not had a significant impact on the disease. In line with the World Health Organization's RBM²² recommendation and that of the United Nations Secretary General's Special Envoy, Togo will focus on achieving universal coverage of health care and services to combat malaria by 2015.

166. Worth noting, too, is a survey conducted on the process of integrating neglected tropic disease (NTD) control activities in Lomé and in Kara in July 2009, as well as the organization of the national survey of the prevalence of shistosomiasis, geohelminthiasis, and trachoma in third-quarter 2009.

²⁰ International Health Partnership.

²¹ Community Therapeutic Care. In isolated villages or those more than 20 km away from a health center, local health post nurses are trained and provided with inputs for community treatment of malnutrition. Such villages are referred to as CTC villages.

²² RBM = Roll Back Malaria

167. The increasing prevalence of chronic, non-transmittable diseases and other pathologies, such as diabetes, high blood pressure, cardiovascular diseases, cerebral vascular accidents, chronic respiratory diseases, chronic renal insufficiency, drepanocytosis (“sickle cell disease”), and so on, remains a major challenge. A national survey is scheduled before the end of 2010 to ascertain the prevalence of the principal determinants of these pathologies.

168. **Intersectoral collaboration, partnership and coordination.** Worth noting here are: current efforts to achieve stronger collaboration between traditional and modern medicine; the partnership agreement now being finalized between the Armed Forces Health Service (SSA) and the Ministry of Health; and the partly already achieved strengthening of civil society’s ability to participate in health-related activities.

TRIGGER : ESTABLISHMENT OF A STRATEGIC PLANNING FRAMEWORK FOR THE HEALTH SECTOR

Adopt the medium-term National Health Development Plan and the medium-term Health Sector Human Resources Development and Management Plan after costing of the plans has been completed.

The National Health Development Plan (PNDS) and the medium-term Health Sector Human Resources Development and Management Plan, along with a cost estimate for them were adopted by the Government in the Council of Ministers on July 6, 2009. The Health Code was voted on by the National Assembly on May 13, 2009. Managers have been recruited competitively to boost human resources in the sector and they have taken up office.

Source: SP-PRPF

169. Actions taken in the health sector have made a significant contribution to overcoming the numerous challenges discerned in the health system and to pushing system performance in the direction of achieving the health-related MDGs.

1.3.3 Improving access to safe drinking water and to sanitation infrastructure

170. In relation to water and sanitation, Government actions to improve the population’s access to water resources revolve around five strategic objectives: (i) improve the water resource management system through the Integrated Water Resource Management (IWRM) approach; (ii) improve the general public’s level of access to safe drinking water in rural, semi-urban, and urban areas; (iii) improve the level of access to liquid sanitation services by promoting appropriate infrastructure; (iv) promote good hygiene and sound health practices; and (v) develop and implement an Information, Monitoring, and Assessment System (SISE) for the safe drinking water and liquid sanitation sector. Actions taken in the period under review mainly targeted the first four objectives.

171. **Improving the water resource management system through the IWRM approach.** National water policy has been validated and adopted by the Government. A draft water code bill and another on organization of public safe drinking water services and collective sanitation of domestic waste waters have been adopted by the Government and voted on by the National Assembly. Likewise a National Integrated Water Resource Management Actions Plan (PANGIRE) and a National Water and Sanitation Sector Actions Plan (PANSEA) have been completed and adopted. From now on, they will serve as frames of reference for planning activities in the water and sanitation sector. Within the subregional cooperation framework, a start has been made in Togo on the regional Improvement of Water Governance in the Volta

Basin project (PAGEV) and on capacity-building on techniques for using and measuring hydrological data (Volta Hydrological Cycle Observing System, or Volta-HYCOS).

172. **Improving the general public's level of access to safe drinking water in rural, semi-urban, and urban areas.** In rural areas, 376 new drinking water places were developed, including 47 financed by WAEMU, 112 by the AFD, 65 by FED/STABEX, 53 by the IsDB II project and 99 financed by NGOs and other development **partners**. To that must be added the rehabilitation of 74 former waterholes: 14 under an AFD project, 20 financed by the BIE, 14 by the UNDP, 6 under the AQUAVIE bore well rehabilitation project, and 24 financed by the EU. In semi-urban areas, five new water conveyance systems have been built and 10 older systems rehabilitated. Detailed preliminary project studies in 20 semi-urban centers have been completed, including 9 financed by the AFD and 11 under the IsDB II project. In urban areas, apart from the mini drinking water supply system (AEP) in Tandjoaré, which feeds eight street fountains, the hospital and administrative services, new drinking water supply system has been constructed. The actions undertaken have only involved rehabilitation, current maintenance and studies.

173. The drinking water service rate for the rural population increased from 36 percent in June 2009 to 39% in June 2010. In semi-urban areas, that rate increased from 28 percent to 29 percent between June 2009 and July 2010. However, these increases are insufficient and steadfast efforts are required to noticeably **increase** access to safe drinking water and meet the MDG requirements and the needs of the population. In urban areas, no increase in the service rate has been made for lack of investment in expansion of the drinking water supply system.

174. **Improving the level of access to liquid sanitation services by promoting appropriate infrastructure.** Activities have mainly been in the framework of the Urban Environment Projects in Lomé (PEUL), the Urban Planning in Togo (PAUT), and Land-Use Planning of the Lagoon Area in Lomé (PAZOL) programs and they have focused on restoring and maintaining the lagoon system and the cleaning out of drains in order to facilitate the flow of rainwater and thereby reduce the now recurrent risk of flooding in Lomé. At the institutional level, a strategic and organizational audit of the ministry responsible for water supply is under way.

175. **Promotion of hygiene and healthy practices.** In this connection, all the households befitting from waterworks in rural and semi-urban areas are sensitized as to the impact of proper hygiene and sanitation on their state of health.

176. The actions undertaken already will continue through to the end of the year. The idea is to assemble and use the measurement equipment and material acquired for the Volta-HYCOS project, draft regulations for implementing the Water Code, drill 337 wells equipped with manual pumps and construct five autonomous water supply points (PEA). Also scheduled is the strengthening of a mini drinking water supply system (AEP) by building two new wells, another mini AEP in semi-urban areas, and one drinking water supply and sanitation system in an urban area.

177. Altogether, the actions undertaken in the water and sanitation sector have led to a noticeable increase in access to safe drinking water in rural and semi-urban areas.

1.3.4 Promoting gender equity and equality

178. With a view to reducing gender disparities and inequalities, the Government proposes to: (i) promote gender equity and equality through education; (ii) facilitate women's access to decent jobs and leadership positions; (iii) promote gender issues in the human rights arena;

and (iv) strengthen the institutional framework for implementing the national gender equity and equality policy.

179. **Promoting gender equality through education.** In connection with awareness of the different needs of girls and boys in the educational sector, between September 2009 and February 2010, 35 pupils received school stationery, 48 best students won prizes and 200 girls from less privileged families were awarded scholarships. In November-December 2009, an awareness campaign promoting the enrollment of girls was conducted using a documentary appreciative of the role of women.

180. **Facilitating women's access to decent jobs and leadership positions.** In order to increase women's access to employment, the labor market, and representation in decision-making bodies, steps were taken in 2009 to identify equipment and technology needs of production and processing groups. In June 2010, the inventory of women's and mixed groups was updated. In November the idea was to build capacity on gender issues among focal groups and assist organized women's group with regard to leadership.

181. **Promoting gender issues in the human rights arena.** This facet of gender promotion was addressed in second half 2009 with: (1) the transmission to the United Nations Secretary-General of the 6th and 7th periodic reports of Togo on the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW); (ii) revision of the Persons and Family Code, the text of which was adopted in the Council of Ministers in December and has been submitted to the National Assembly for a vote; (iii) gender capacity building and gender-based budgeting in the National Assembly in September; (iv) the process of adoption of the National Gender Equity and Equality Policy, the text of which has already received an initial reading in the cabinet council; and (v) support for the modernization of justice program in terms of re-reading the Criminal Code and the Code of Criminal Procedure so as to have them take domestic and new forms of violence into account. In addition, training courses have been held on discriminatory provisions and violence against women, with a subcomponent dealing with efforts to prevent and control HIV/AIDS.

182. **Strengthening the institutional framework for implementing the national gender equity and equality policy.** Actions taken in this area have involved capacity-building for the government and private media regarding respect for women in the presentation of information, inauguration of the "Women, Gender and Development" website in December 2009 and the establishment in May 2010 of a Ministry specifically for the Advancement of Women.

183. For the second half of 2010, priorities in this area are: (i) validation of the studies on gender-based violence; (ii) implementation of the engagement letter of the Ministry for the Advancement of Women and of the activities contemplated for the African Women's Decade; and (iii) training for women's groups in leadership and the provision of facilities for those groups.

184. Mainstreaming of the gender perspective in development policies is helping to reduce gender disparities and inequality. Thus, the percentage of women in government rose from 13.3 percent in 2009 to 22.5 percent in 2010 and girl-boy parity has practically been reached (96 percent) in primary school education.

1.3.5 Social protection

185. The national guidelines of the full PRSP regarding social protection aim to put in place a set of mechanisms to protect the population against social risks of all kinds and ensure a minimum of social protection in all its dimensions: (i) insurance-related; (ii) assistance and management of extreme poverty; and (iii) occupational safety and health.

186. In connection with the implementation of national social protection policy, a study of the effects of the global financial and economic crisis on households, women and children got under way in May 2010. Supported by the UNDP and UNICEF in partnership with the Government and the University of Lomé, this study should yield some clear recommendations on policies to protect vulnerable groups. Moreover, a diagnostic assessment of social protection, supported by agencies of the United Nations system (ILO, UNDP, UNICEF, and so on) has been published that is fully in line with the strategic approaches of the full PRSP. That study should lead to the drafting of a national social protection policy.

187. **Development of insurance-related aspects.** A feasibility study on establishing a health insurance system for government employees was conducted in the second half of 2009.

188. **Strengthening assistance and managing extreme poverty.** The principal actions undertaken have been: improvement of the legal and institutional framework for social protection and specific actions to protect vulnerable groups. To that end, the Government has proceeded to disseminate the new civil status law in Togo with particular emphasis on systematic birth registration. It has also ratified the The Hague Convention on Protection of Children and Co-operation in Respect of Inter-country Adoption; prepared a manual of administrative, accounting and financial procedures as part of efforts to step up multisector care for orphans and vulnerable children (OVC) and to expand it to all districts; fostered the dissemination of the Children's Code; and validated a draft bill on the status of the elderly in Togo. A study has also been conducted on care by host families for child victims of abuse or severely handicapped children and 1,392 child victims of all kinds of abuse, including 335 victims of trafficking in persons, have been taken into homes. So a situational analysis was conducted with a strategic plan for looking after OVC.

189. As part of its efforts to boost capacity for looking after vulnerable individuals, the Government has also proceeded to build capacity in community structures for the protection of children, by training 492 new members (including 240 women) in children's rights. In addition, 80 social workers have been trained in new national legal provisions regarding adoption. 5,120 children and 559 social workers, journalists, and NGOs have been trained on children's right to protection. Twenty judges, 10 notaries and seven members of the National Committee on Adoption of Children in Togo (CNAET) received training on the Hague Convention and adoption provisions in January 2010. In first-half 2010, 198 professionals (judges, police officers and social workers) were trained in best practices and international standards for the administration of justice for minors.

190. **Promotion of occupational safety and health.** The actions undertaken have involved the preparation of five draft laws in first half 2010 and business inspections to verify conformity with safety and health standards in the workplace.

191. The actions **undertaken** with regard to social protection have led to progress in defining a national policy, as well as in putting in place a health insurance plan for government employees and strengthening assistance and poverty management.

1.3.6 Promoting youth, sports, and recreation

192. The Government has committed, through the full PRSP, to promoting the development of fulfilled, self-reliant youth and to encouraging the practice of sports.

193. **Promoting youth.** Actions here have focused on strengthening young people's employability. Thus, in July 2009, in the framework of a youth employment program, an extensive program was launched with Government support for placing young interns in businesses for periods of between 6 to 10 months. 223 youths have already benefited from that program in approximately 100 partner enterprises. The measure also envisaged

developing youth entrepreneurship, through different kinds of business training, focusing in particular on income-generating activities in different sectors. In that way, some 5000 young people have benefited from this training, including almost 200 who have set up their own businesses and several hundred more who received technical and financial support.

194. **Promotion of sport and leisure time activities.** Achievements in this area included adoption of the charter law on physical and sports activities; the re-writing of the decree on restructuring of the National Youth and Sports Institute (INJS); various measures to stop the use and abuse of drugs in sports; the rehabilitation of sports infrastructure in Lomé, Atakpamé, Kpalimé, Sokodé and Kara; encouragement of sports in schools and among students (consensus building on the practice of physical and sports education at school, organization of school and university championships, training of sports instructors, the organization of entrance exams for the INJS, and so on).

195. With a view to encouraging activities in this field, a national sports policy is to be drafted by the end of 2010.

196. The actions contemplated for the second half of 2010 mainly concern adoption of the cultural policy, the film code, ratification of the Sub-aquatic Patrimony Convention, finalization and eventual adoption of the Artists' Statute, and the provision of facilities for the National Cinematography Directorate.

1.4 PILLAR IV: COMMUNITY DEVELOPMENT AND REDUCTION OF REGIONAL IMBALANCES

1.4.1 Strengthening local governance and community development support mechanisms

197. In this area, the Government's actions pursue three strategic objectives, namely: (i) promoting a local dynamic; (ii) inducing communities to set up a participatory mechanism; and (iii) strengthening the mobilization of resources to finance local development.

198. **Promoting a local dynamic.** Governmental action in this context is essentially geared to defining the strategic framework needed for guiding actions in situ. Thus a grassroots development policy and strategy have been drafted, along with two draft decrees, one legislating on Village Development Communities (CVD) and Neighborhood Development Committees, and the other ruling on the establishment of a grassroots development support agency endowed with funds. An operational capacity-building program for local players (NGOs, CVD/CDQ, CLP, CRP, and so on) is also proceeding.

199. **Development of a participatory intervention mechanism.** The Government has assisted local governments and local actors with the drafting of decentralized planning instruments. Likewise, in connection with the project to support groups' economic activities, priority action plans for each region have also been prepared on the basis of participatory and organizational diagnostic assessments. The implementation of these action plans has involved a combination of training operations, support for income-generating activities by providing microcredit, and/or the allocation of improved production, processing and marketing facilities.

200. **Strengthening the mobilization of resources for local development financing.** A framework for partnership between microfinance institutions (MFIs) and local governments has been put in place, along with a guarantee fund for the MFIs to enable them to finance the informal sector at the local level. Thus, at end-February 2010, nearly 1,500 groups (some 50,000 people) had benefited from training or from equipment grants. Based on agreements

signed with three microfinance institutions (FUCEC, WAGES and UCMECS), more than CFAF 678 million in loans had been granted to 503 groups, or 6,534 beneficiaries, 70 percent of them women. That was possible thanks to a guarantee fund of CFAF 320 million paid up in full by the Government. That action by the authorities leveraged the mobilization of an additional CFAF 438 million of the MFIs own funds.

201. Local development is driven by the legalization of local structures, capacity building of local players, and the establishment of a partnership framework between the MFIs and local governments.

1.4.2 Reduction of regional imbalances through the development of regional and local potential

202. With respect to the reduction of regional imbalances, the Government proposes to rely on four major strategic objectives, namely: (i) encourage the emergence of regional development hubs; (ii) encourage the development of human capital in all regions, especially the poorest; (iii) upgrade infrastructure in support of growth; and (iv) spatialization of projects and programs.

203. **Promotion of regional development hubs.** Mindful of the need to reduce regional imbalances, the Government, with the support of its development partners, has set about developing regional economic potential, above all in agriculture. In the coastal region, the Government has begun developing the Zio valley and the lower part of the Mono valley. It has committed to exploiting the shoals and reservoirs in the plateau regions of Kara and Savanes, and to embarking on the integrated development of the Mô plain in the central region. All these activities will help develop agricultural potential.

204. **Development of human capital and upgrading of infrastructure to support growth in the poorest regions.** Apart from sectoral achievements, above all in the education and water sectors, that more or less take the reduction of regional imbalances into account, it is above all the Joint Millennium Villages Program (PCCM) that Government began with United Nations system agencies, on the one hand, and the Community Development Program (PDC) with the World Bank, on the other, that make it possible to sustain the actions undertaken in this area.

205. As regards the PCCM, which is in its pilot phase and covers two particularly poor villages (Kountoiré and Naki-Est) in the Savanes region, which itself is considered to be the poorest in the country, 19 schools have been given school equipment, and 4 primary schools, 2 maternity wards, 6 school canteens, as well as an infirmary, have been built. In the area of access to energy, 30 solar energy kits have been purchased to bring electricity to the community (schools and health centers), as well as 20 individual kits (for teachers' houses, those of health personnel, civil registries and recreational centers). Finally 35 kilometers of roads have been rehabilitated to open up the locality of Kountoiré.

206. As for the PDC, 101 microprojects were financed in 2009 in the poorest areas, including 80 educational projects (comprising a school building fitted with school furniture, latrines and a well), 3 health projects (health infrastructure), 6 sanitation projects (latrines), 7 socioeconomic projects (markets), 2 hydraulic projects (water supply points), 2 in the transport sector (rural roads) and one other socioeconomic infrastructure work.

207. Furthermore, under the Poverty Reduction Emergency Program (PURP), 188 microprojects have been financed, including 62 in the educational sector, 14 in the health sector, 41 in the hydraulic sector, 48 in the sanitation (latrines) sector, 11 in the rural roads sector and 12 in the socioeconomic sector (mainly market warehouses).

208. **Spatialization of programs and projects.** This refers to consideration of regional concerns and the prioritization of the poorest regions in sectoral investment programs, above all in the priority sectors. This action takes time to materialize, except in the education sector where something seems to be stirring.

209. The actions undertaken with the support of the TFP make it possible to exploit regional economic potential and contribute to a reduction of regional imbalances. What is more, investments in priority sectors now tend to take regional disparities into account.

CHAPTER 2: THE MACROECONOMIC FRAMEWORK AND THE DIMENSIONS OF POVERTY IN TOGO

2.1 MACROECONOMIC FRAMEWORK

210. The macroeconomic outlook for 2010 points to GDP growth, increased domestic demand, a curbing of inflation, fiscal discipline and an almost balanced balance of payments. The following Table shows the principal indicators for the macroeconomic framework envisaged in the full PRSP.

Table 1: Macroeconomic indicators used for the full PRSP reference scenario

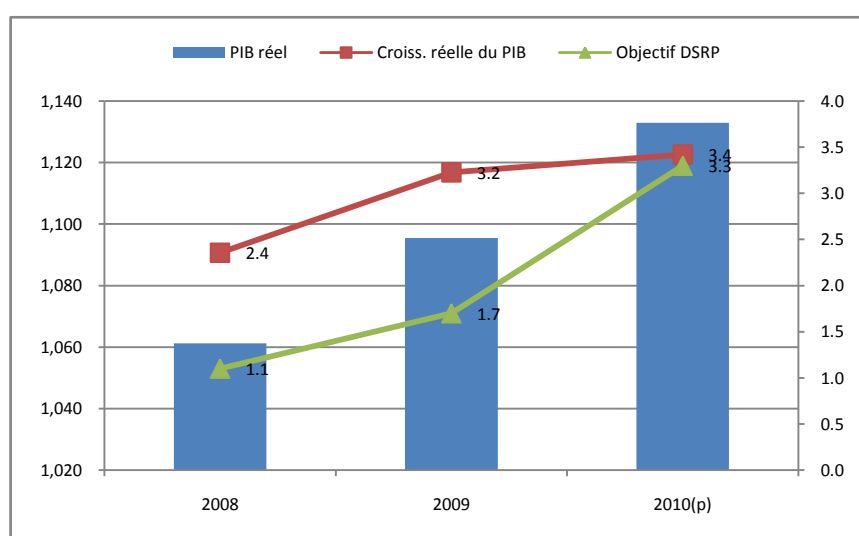
Indicators	2008	2009	2010 (projection*)	2010 (PRSP targets)
Real rate of growth of GDP (%)	2.4	3.2	3.4	3.3
Public investment rate (% GDP)	3.5	6.2	6.8	7.1
Inflation (%)	8.7	1.9	1.4	2.1
Primary budget balance (% GDP)	0.1	-0.5	-0.8	0.6
Overall budgetary balance (% GDP) ²³	-2.4	-5.2	-5.6	-2.0
Current account balance (% GDP)	-8.0	-7.6	-9.5	-4.2

Source: MEF (Directorate of the Economy) Rapport économique, financier et social 2010 (September 2010)

**The 2010 projections are based on trends in the first half of the year*

211. **Output.** The upward trend in gross domestic product (GDP) begun in 2008-2009 is likely to be maintained in 2010. With a real growth rate of 3.4 percent (0.1 of a percentage point above the target), compared with 3.2 percent in 2009, real GDP would total CFAF 1, 133.2 billion. Growth would be driven by the tertiary sector (8.3 percent growth), followed by the primary sector (3.3 percent) and the secondary sector (5.6 percent), whereas in 2009 it was driven essentially by the primary sector. The weak growth of the primary sector in 2010 would be attributed to food crops and coffee, which are expected to decline by 10.6 percent and 11.2 percent, respectively, compared to 2009, despite the excellent performance of cotton output, which was up 25 points thanks to the reforms undertaken in that sector. Although certain branches in the secondary sector performed well, as a whole the sector felt the brunt of the decline in heavy industries (metals) and of insipid growth in the water, electricity and gas sector (3.8 percent) and construction and public works (BTP) (2.5 percent). The performance of the tertiary sector would appear to come mainly from the revival of trade (12.2 percent growth after a 4.6 percent decline in 2009).

²³ Overall budgetary balance = (Revenue - Expenditure)/Nominal GDP

Chart 1: Changes in GDP (CFAF billions)

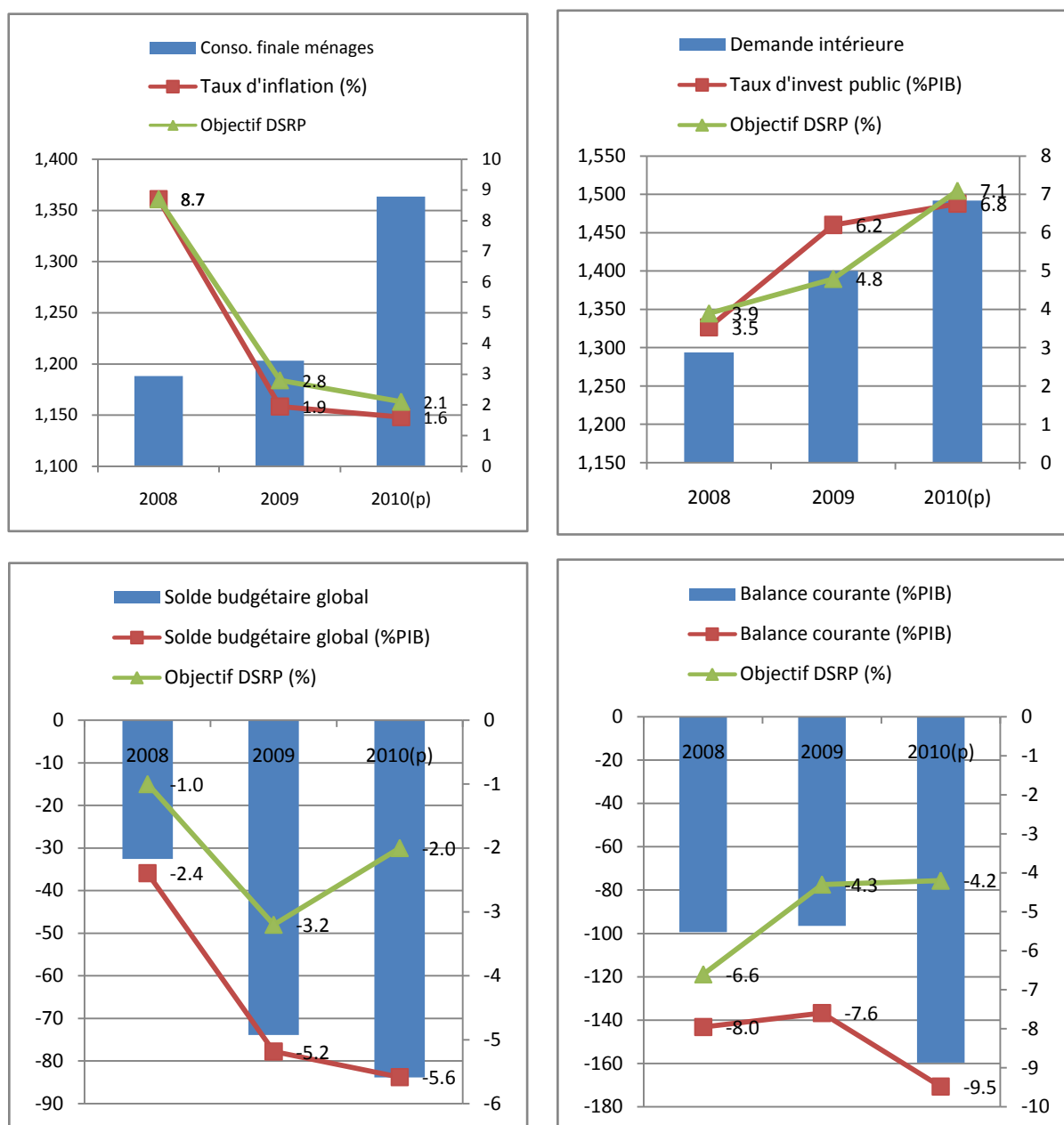
Headings in the chart: Real GDP Real-terms growth of GDP PRSP target]

212. **Inflation.** Following the inflationary pressures of 2008, when prices rose 8.7 percent, the decline in the rate of inflation observed in 2009 seemed set to continue. If it declines 0.5 of a percentage point over 2009, the 2010 rate of inflation would only be 1.4 percent, or 0.7 of a percentage point below the target.

213. **Domestic demand.** After contracting in 2007 and 2008, overall demand was set to increase 7.8 percent in 2010. That increase was likely to be due to a combination of a 6.6 percent growth of domestic demand and an 11.7 percent growth in external demand (exports). The increase in domestic demand could be attributed, on the one hand, to the low rate of inflation and an easing of tax pressure that was likely to encourage both private and public final consumption, and, on the other to the increase in public and private gross fixed capital formation. In 2010, domestic demand is expected to grow faster than GDP and firms are expected to reduce inventories.

214. The overall investment rate in 2010 is projected as 17.7 percent. Although up by 0.6 of a percentage point over 2009, the public investment rate for 2010 is projected at only 6.8 percent (CFAF 203.17 billion), that is to say 0.3 of a percentage point less than the target set in the PRSP. At end-June 2010, public investment outlays totaled CFAF 23.9 billion, or 11.8 percent of the amount projected for the year as a whole.

Chart 2: Changes in the principal macroeconomic framework indicators (CFAF billions)



[Key to headings in charts: Top Left: Final household consumption Overall budgetary balance PRSP Target (%); Top Right: Domestic Demand Current Account Balance PRSP target; Bottom Left: Overall budgetary balance Overall budgetary balance as % of GDP PRSP target (%); Bottom Right: Current account balance (% of GDP) Current account balance (% of GDP) PRSP target (%)]

215. **Government finance.** As a whole, at end-June 2010, fiscal indicators showed satisfactory performance. Despite an overall cash basis deficit of CFAF 1.5 billion, the primary balance had a surplus of CFAF 35.5 billion, or almost 4.3 times the level forecast. That was due, in part, to efficient tax collection and, in part, to a streamlining of expenditure and net loans. Total revenue exceeded the target by almost 10.7 percent, while expenditure and net borrowing was only 84.2 percent of the projected total.

TRIGGER : MACROECONOMIC STABILITY**Maintain macroeconomic stability as shown by satisfactory performance under a PRGF-supported program**

Fiscal performance under the ECF-supported program has been satisfactory. All the quantitative benchmarks and performance criteria related to the Government's fiscal policy were met. The fiscal position has improved considerably and reforms continue in order to consolidate that macroeconomic stability.

Source: SP-PRPF

216. At end-2010, the overall budget deficit was likely to be equivalent to 5.6 percent of GDP, compared to an expected 2.0 percent. That deterioration would be the result of a 6.0 percent increase in total revenue (including grants) and a 7.7 percent increase in total expenditure (including net loans) vis-à-vis 2009. The primary balance would therefore also worsen to a deficit equivalent to 0.8 percent of GDP, versus a surplus in 2009 of 0.6 percent. Compared to 2009, tax pressure is likely to ease in 2010 by 0.3 of a percentage point to 15.0 percent of GDP.

217. **Balance of payments.** The balance of payments is likely to show a zero balance in 2010, with a CFAF 159.7 billion current account deficit and an equivalent surplus on the capital account. The current account balance is thus projected to show a deficit equivalent to 9.5 percent of GDP, compared to the target of – 4.2 percent. The 2010 trade deficit is projected at CFAF 232.3 billion, a CFAF 45.9 billion deterioration over 2009, due to imports growing faster than exports.

218. **Monetary survey.** At end-June 2010, the principal monetary aggregates were showing an upward trend. Net foreign assets and credit to the economy were up by CFAF 40.4 billion and CFAF 19.3 billion, respectively, and the government's net position improved by CFAF 10.1 billion. The money supply increased by 10.5 percent to CFAF 681.3 billion.

219. **Public debt.** In mid-2010, the total public debt was estimated as CFAF 1,366.6 billion, external debt accounting for 63 percent and domestic debt 37 percent. Compared to its end-2009 level, the total debt increased 8.3 percent, as a result of a 12.7 percent increase in external debt and a 1.5 percent increase in domestic debt in the same period. The increase in external debt is explained by the combined effect of drawdowns, repayments and appreciation of the principal currencies in which loans are denominated. The increase in the domestic debt may be attributed to new commitments.

220. At end-2010, the total public debt is projected at CGAF 1,342.1 billion, up 6.4 percent compared to 2009, exclusively because of the external debt, which accounts for 63.4 percent, including 40.9 percent of multilateral debt. Government indebtedness as a percentage of GDP is expected to increase slightly (by 0.2 of a percentage point) to 85.9 percent, as a result of a 2.8 percentage points increase in external public indebtedness and a decline of 1.5 percentage points in the domestic public indebtedness rate. Debt service is projected to be equivalent to only 1.1 percent of exports, compared to 1.0 percent in 2009.

TRIGGER : DEBT MANAGEMENT

Consolidate external and domestic debt data under a single unit charged with all public debt management tasks.

The Public Debt Directorate centralizes domestic and external debt data, including treasury bills and bond issues

Publish an annual report on a government website giving accurate and complete data on external and domestic public debt, including information on debt stocks, debt service, and new loans within six months after the end of the year, for at least one year immediately preceding the completion point

Domestic and external public debt data, including information on debt stock, debt service and new loans, as of December 31, 2008, have been published on the SP-PRPF website. The report on fiscal year 2009 was finalized in March 2010 but not posted because of malfunctions with the www.togoreforme.tg website.

Source: SP-PRPF

2.2 POVERTY AND VULNERABILITY

221. The incidence of poverty was estimated at 61.7 percent in 2006, based on the Standardized Questionnaire on the Basic Indicators of Wellbeing (QUIBB) survey, with regional thresholds calculated in accordance with methods based on food needs (2,400Kcal per adult equivalent per day). These thresholds vary between CFAF 154,853 and 179,813 per adult equivalent per year for the administrative regions, compared to CFAF 242,094 in Lomé and its outskirts. Poverty is essentially rural: in the countryside, the incidence is 74.3 percent, accounting for 79.9 percent of the total poor population. In urban areas, the incidence of poverty is 36.7 percent, representing 20.1 percent of the total poor population. At the regional level, poverty is most marked in the Savanes region (90.5 percent), the Centrale region (77.7 percent), and Kara (75.0 percent).

222. No new nation-wide survey has been conducted since 2006 to update the figure for the incidence of poverty. However, a Household Expenditure Survey in Lomé (EDML) was carried out in 2008. That survey pointed to a slight exacerbation of poverty in Lomé to 25.1 percent in 2008, compared to 24.5 percent in the 2006 QUIBB survey.

223. The increased poverty in Lomé, and probably throughout Togo, is largely due to two factors. The first is price increases as a result of floods and of the global crisis which caused the prices of food products to rise and an increase in the world market price of oil. The second factor is the stagnation of real per capital GDP in 2008. Thus, household income did not increase enough to cope with the price increases, particularly for food products, which underwent an exceptionally steep increase of 20.4 percent between 2006 and 2008. The result was a contraction in household consumption.

224. Measures adopted by the Government succeeded in mitigating much of the combined impact of floods and the global crisis inasmuch as the incidence of poverty in Lomé increased by barely one percentage point, while the poverty threshold increased 25.6 percent. Indeed, the Government took a number of short-term, pro-poor and countercyclical steps to revive the economy by stimulating consumption and investment, but also to cushion the impact of the crisis on the purchasing power, and hence wellbeing, of the population. Specifically, it was a

matter of subsidizing fuels prices and lamp oil, and fertilizers for farmers, lowering taxes on businesses, increasing the guaranteed interprofessional minimum wage (SMIG), and so on.

225. In addition, those measures had a positive effect on the reduction of inequality. In fact, the 2008 EDML survey and the 2006 QUIBB survey data show that the share of the two poorest quintiles in total consumption in Lomé rose respectively by 0.6 percent and 1.3 percent, while that of the richest quintile fell by 2.9 percent. Likewise, the GINI coefficient fell 2.8 percent from 39.2 percent in 2006 to 36.4 percent in 2008.

226. GDP per capita rose 0.8 percent in 2009 and was projected to increase by 1 percent in 2010. That could presage a downward trend in the incidence of poverty.

CHAPTER 3: IMPLEMENTATION AND MONITORING/EVALUATION CAPACITY

3.1 IMPLEMENTATION CAPACITY

3.1.1 Budget planning

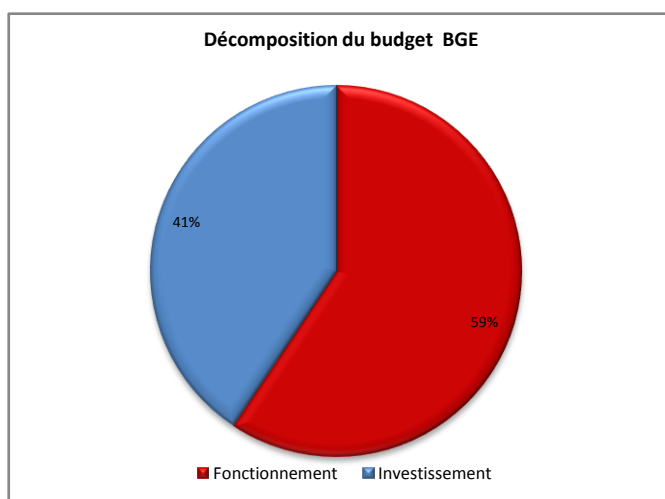
227. Budget planning analysis tracks appropriations in both operational and investment terms. The data available allow us to retrace sectoral appropriations in 2009 and 2010

228. As regards budget appropriations being in line with full PRSP priorities, almost all the actions scheduled in the central government budget conform to those provided for in the matrix of measures of the F-PRSP and the Priority Actions Program (PAP). Efforts to align the budget with national priorities began in 2009 and became quasi-effective in 2010, with investment planning based on the priority programs and projects of the PAP. The revision of the Priority Actions Program, undertaken in first-half 2010 in preparation for the 2011 budget bill, addresses this need for alignment and for development results-based management.

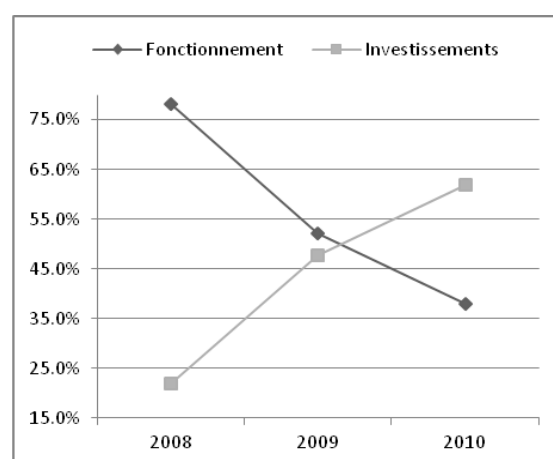
229. In terms of budget choices, the influence of the full PRSP could only be felt through budget programming for 2010. Thus, the share of the central government budget allocated to the priority sectors in 2010 is 57.27 percent (87.2 percent of the investment budget and 36.8 percent of operating costs) compared to 41.9 percent in 2009 (57.6 percent of investment and 33.5 percent of operating costs).

230. Overall, investments account for almost 41 percent of the central government budget in 2010, compared to 35 percent in 2009 and less than 21 percent in 2008. The share of investments in the budget is thus increasing steeply in line with full PRSP guidelines. At the same time, 62 percent of the budget for the priority sectors comprises capital expenditures. That share had never previously exceeded 48 percent (achieved in 2009) and in 2008 it had only been 22 percent.

Chart 3: Composition of the budget



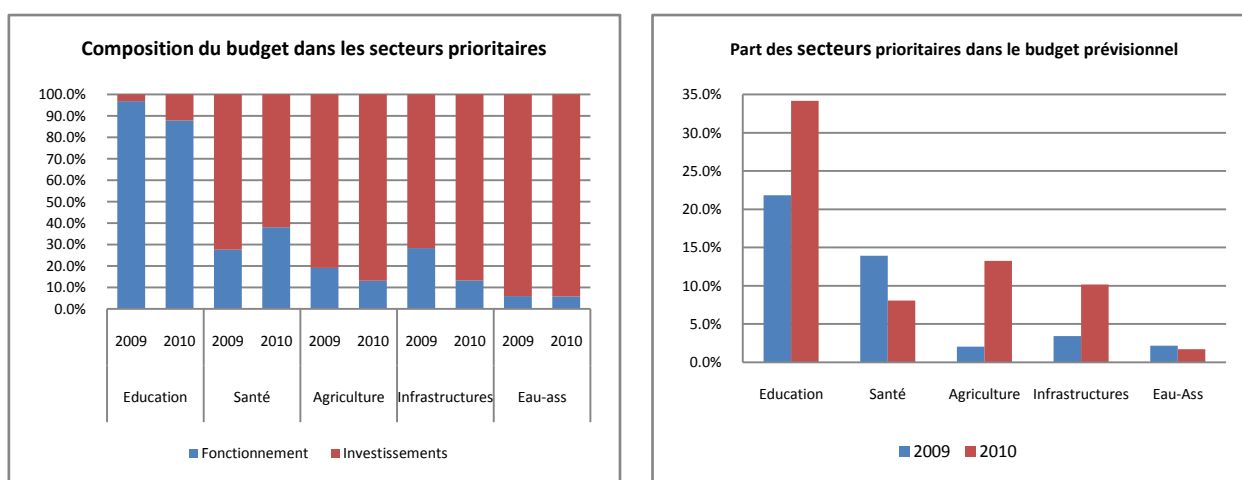
Décomposition du budget des secteurs prioritaires entre 2008 et 2010



[Key to the above charts: Composition of the Central Government Budget in 2010 Operating/ Investment. Composition of the priority sectors budget between 2008 and 2010 Operating/ Investment]

231. The priority sectors budget increased by 62.8 percent (18.8 percent operating outlays and 108.8 percent investment outlays) between 2009 and 2010. It increased from CFAF 175.82 billion (including CFAF 84.06 billion investment) to more than CFAF 286.19 billion (including CFAF 177.20 billion investment). In 2010, the priority sectors budget accounts for 57.3 percent of the central government budget. That increase was principally induced by the sharp increase in the share of the budget allocated to infrastructure,²⁴ above all public works. Priority sector investments account for 87.2 percent of the public investment program and their operating outlays account for 36.8 percent of the operating budget.

Chart 4: Budget allocations to the priority sectors



Source: MEF (Budget Directorate) **Key:** Composition of the budget in the priority sectors. Education Health Agriculture Infrastructure Water-sanitation

Key: Shares of the priority sectors in the projected budget

231. Specifically, the education sector²⁵ is still the one to receive the largest budget appropriation (24.6%). The share of investment in the water-sanitation (94 percent), agriculture (87 percent), infrastructure (87 percent) and health (62 percent) sectors is larger than the budget for operating expenses. With 88 percent of the sector's operating budget and 25 percent of the total operating budget, only the education sector has a share of the operating budget larger than that of investment, due to the size of its wage bill (teachers' salaries).

3.1.2 Budget execution

233. This section analyzes budget execution in the different sectors, comparing it with performance. It also analyzes the shortcomings at the sector level with respect to sectoral implementation of the strategy.

234. At June 30, 2010, only 22 percent of projected expenditure for 2010 had been committed. 11.8 percent of the investment budget and 29 percent of the operating budget had been executed. Execution of investments in the priority sectors was still weaker, in June 2010, than execution of investments in the other economic sectors. The execution rate of investments in priority sectors at end-June 2010 (11.1 percent) was virtually the same as that of 2009 (11.4 percent). The low investment execution rates are partly due to delays in obtaining loan commitments tied to procurement procedures. Indeed, most loans are committed in the second half of the year.

²⁴ Infrastructure to support growth, including public works and energy

²⁵ The education sector comprises primary, secondary and literacy education ; technical education and vocational training ; and higher education and research.

Table 2: Public investment expenditure execution rates

Sectors	2009		2010	
	End-June	End-December	End-June	End-December (Proj.)
Education	5.8%	56.1%	21.8%	67.0%
Health	12.7%	92.8%	3.0%	37.5%
Agriculture	5.5%	33.6%	21.9%	72.5%
Infrastructure	8.4%	55.2%	6.2%	69.4%
Water-sanitation	106.3%	170.8%	13.5%	37.7%
All priority sectors	11.4%	73.1%	11.1%	63.1%
Other sectors	19.1%	44.4%	16.4%	50.0%
PIP	12.7%	60.9%	11.8%	61.5%

Source : MEF (DFCEP)

235. Despite this low relative execution of investment expenditure at end-June 2010, the investment execution rate at end-December was 60.9 percent (73.1 percent for the priority sectors and 44.4 percent for the other sectors). Thus, the projected end-2010 public investment execution rate is 61.5 percent (63.1 percent for the priority sectors and 50.0 percent for the other sectors).

236. However, it is worth noting that execution of investment outlays is always hampered by the difficulties associated with programming and implementing development projects and programs, with some projects so premature that they have not even begun to be implemented in certain sectors. Judging by the downward trend in execution rates, the situation appears to be getting worse. At the sectoral level, little use is still made of operational planning tools (performance indicators), which partly explains the low investment execution rates, despite the fact that 80 percent of budget appropriations for priority sectors have been open since January.

237. Despite that fact that development activities are programmed in accordance with the priorities established in the full PRSP, it should be noted that almost all the sectors lack operational programming and budgeting tools (a program-budget and a sectoral MTEF) and very little sectoral monitoring of development activities takes place. This difficulty is probably due to the fact that the institutional framework for the PRSP is not yet in place, which means that the bodies needed to conduct sectoral monitoring of PRSP implementation do not exist.

238. Only some priority sectors, such as education and health, have sectoral program-budgets and MTEFs along with sectoral institutional frameworks for monitoring their sector policies. However, the agricultural sector, with PNIASA, does also have at its disposal a sectoral reference document consistent with the full PRSP/PAP to help it program its investments. It is worth noting that, in the context of preparation of the 2011 budget law, a MTEF and program-budget are currently being put together for the agriculture and water-sanitation sectors.

3.1.3 Resource mobilization capacity

239. In general, externally financed investments accounted for 38.7 percent of all public investment executed in first half 2010. In the health sector, external resources accounted for 93.5 percent of executed investments. In education, the corresponding figure was 87.8 percent, and in agriculture only 18.1 percent. That illustrates the importance of external resources for execution of the PIP, especially in the priority sectors. Hence the need to take vigorous steps to

expand the mobilization of domestic resources, while at the same time reinforcing the ability to raise external funding in order to implement the PRS.

Table 3: Public investment program execution in the priority sectors at end-June 2010 (CFAF millions)

Sector	Projections	Execution					Total execution	Rate of execution
		DR	ER			% ER/execution		
			Grants	Loans	Total			
Education	10 047	266	591	1 328	1 920	87.8%	2 186	21.8%
Health	25 634	50	66	653	720	93.5%	769	3.0%
Agriculture	44 004	7 910	896	848	1 744	18.1%	9 654	21.9%
Water-Sanitation	12 888	747	0	997	997	57.1%	1 744	13.5%
Infrastructure	84 595	2 418	21	2 837	2 858	54.2%	5 276	6.2%
<i>Priority sectors</i>	177 168	11 392	1 575	6 663	8 238	42.0%	19 629	11.1%
<i>Other sectors</i>	26 004	3 252	1 016	0	1 016	23.8%	4 268	16.4%
TOTALS	203 172	14 644	2 591	6 663	9 254	38.7%	23 897	11.8%

Source: MEF (DFCEP)

DR: Domestic resources. ER: External resources

240. Reaching completion point under the HIPC Initiative would make it possible to mobilize additional resources for implementation of the Government's priority programs and projects. Indeed, debt remission will free up more resources for the Government to allocate to implementation of poverty reduction programs in the social sectors and in growth sectors.

3.2 MONITORING AND EVALUATION CAPACITY

241. This analysis takes both the central and sectoral levels into account and looks at the institutional framework, monitoring and evaluation tools, and the availability of adequate material and human resources.

242. At the central level, the institutional framework contemplated in the full PRSP for monitoring and evaluating the poverty reduction strategy (PRS) is not in place. That makes it difficult to coordinate the actions undertaken. As for tools, a PAP was produced that breaks the PRS down into operational projects and programs and provides indicators for monitoring and evaluating progress made with each program. Introducing a MTEF makes it possible to move from a resources-based to an objective-based budget [*d'un budget-moyens à un budget par objectif*]. However, it should be pointed out that those various tools are still at the apprenticeship stage.

243. At the sector level, analysis of the institutional arrangements for monitoring and evaluation shows that in the priority sectors monitoring and evaluation structures exist but do not operate as they should. One observes, too, that those units are fragmented to such an extent that there is no over-arching framework for monitoring and evaluation bringing together all those performing that function. Only the departments responsible for health and education tend to escape that tendency.

244. Both the education and health sectors have program-budgets and sectoral MTEFs. For the water-sanitation and health sectors, program-budgets and sectoral MTEFs are currently being drafted. However, it would be worth building capacity to ensure mastery of these tools.

245. Generally speaking, the other sectors have no operational units for monitoring and evaluation and the corresponding tools are practically nonexistent. Furthermore, there appear to be too few qualified personnel to monitor and evaluate development activities.

246. The full PRSP's information system, for its part, comprises three well-integrated and mutually reinforcing components: (i) a "Monitoring of Household Conditions" subsystem; (ii) a "Programs and Projects Monitoring" subsystem; and (iii) an "Impact Assessment" subsystem.

247. The "Monitoring of Household Conditions" subsystem, which is supposed to be fed by the PRSP and MDG monitoring indicators, has four major constraints: (i) the absence of certain pertinent indicators; (ii) irregularities in the production of other indicators; (iii) the unreliability of certain indicators due to the nonexistence of recent data on the population; and (iv) insufficient coordination of the production of statistics.

248. This state of affairs is due, at the central level, to the irregularity of population censuses and nation-wide surveys (QUIBB, MICS, and so on) that should make it possible to update the indicators for monitoring the PRSP and the MDG. Indeed, the last General Population and Housing Census (RGPH) dates back to 1981, and the last MICS and QUIBB surveys were conducted in 2006, when it is recommended that an RGPH be conducted every 10 years, a MICS every three years and a QUIBB every two years. However, with the support of the TFPs, a MICS4 survey and the fourth RGPH are currently under way. Weak financial, technical and even human resource capacity in the Directorate General of Statistics and National Accounting (DGSCN) hampers the production of statistical information.

249. At the sectoral level, these difficulties are mostly due to the lack of an organized information system and to weak financial, technical and human capacity. Most sectors, other than the priority sectors, lack both a statistical information unit and a "statistical culture."

250. At the regional level, there is practically no statistics output at either the regional statistics directorates or in individual sectors.

251. In the "Programs and Projects Monitoring" subsystem, the sectors are hampered by insufficient access to tools for planning, programming, implementation, oversight and monitoring and evaluation. However, since December 2009, procurement units have been established at the sectoral level.

252. There is still too little use made of appropriate monitoring and evaluation tools, such as Annual Work Plans (PTA), Loan Use Plans (PCC), and Performance Indicators (TBI). However, the Ministry of Finance and the Ministry of Development did jointly engage in an exercise that resulted in a number of tools being developed and adopted.

253. Finally, the "Impact Assessment" subsystem does not currently exist at either the central or sectoral levels. Nevertheless, with WAEMU support, a Social Compatibility Matrix (MCS) has been developed. It will serve as the basis for micro-simulation and general equilibrium models useful for analyzing the impact of public policies.

CHAPTER 4: OUTLOOK AND RECOMMENDATIONS

4.1 IMPLEMENTATION OF PRIORITY MEASURES AND CONTINUATION OF THE STRUCTURAL REFORMS

254. Even though the results achieved in the first year of implementation of the full PRS are broadly satisfactory, additional or complementary measures need to be taken to consolidate gains and make policies more effective, particularly in respect of stronger governance, consolidation of robust and sustainable growth, human capital development, grassroots development, and reduction of regional imbalances.

Governance

255. Overall, the Government's actions have served to bolster the foundations for good governance. It will therefore now need to focus on consolidating progress made with promoting the rule of law by completing the Truth, Justice and Reconciliation process and stepping up actions to promote and protect human rights and strengthen democracy and civic education. The implementation of measures aimed at modernizing the justice system will be followed by the allocation of the funds required for suitable further actions and by better coordination of actions between the government and partners.

256. Ongoing implementation of the administrative reform should make it possible to adopt, promulgate and apply new civil service regulations. It is particularly important to complete, as soon as possible, the plethora of studies and institutional and organizational audits of all ministerial departments. In that context, it will be necessary to step up appeals to mobilize the funds needed to offset the underfinancing of reform activities.

257. The decentralization process also needs to be expedited if it is to be effective. Urgent measures should be adopted, aimed at putting in place a clearer and complete legal framework for that process, for organizing the transfer of spheres of competence and government resources to local governments and for holding local elections. Financial resources also need to be allocated to implementation of the PONAT.

258. With respect to economic governance, the Government should press on with the reforms it has embarked upon and consolidate gains made with more efficient fiscal management. Here, it will be a question of adopting and implementing the PA-PRGF and continuing to strengthen the various cash flow and budget execution management mechanisms so as to render public expenditure more effective. Budget review laws [*Lois de règlement*] need to be drafted on an annual basis to make audits by the Audit Office and Inspectorate General of Finance more effective. The process of incorporating all WAEMU directives in domestic legislation should be completed as soon as possible.

Consolidating the bases for robust and sustainable growth

259. In order to increase investments in growth sectors, it would be worth expediting and completing the restructuring of government enterprises and the rehabilitation of the financial sector.

260. Improving the business environment is an ongoing priority aimed at boosting the dynamics of the private sector as the true engine of economic growth. It is important to expedite the adoption and implementation of new provisions capable of constituting a legal and regulatory framework in keeping with international standards and conducive to attracting both domestic and foreign investment. The introduction of various incentive mechanisms for investors must be supported not only by the Government but also by the technical and

financial partners in order to improve private sector promotion and support mechanisms. The Government is likewise going to continue its efforts to exploit the full growth potential of the free trade zone and of the Autonomous Port of Lomé, to make them more attractive and competitive to the extent that they constitute major assets for improving the business atmosphere.

261. In order to perpetuate achievements in the agricultural sector, ensure food security, and raise incomes in rural areas, investments need to be sustained by substantial allocations of funds, so as to consolidate actions supporting agricultural output in general and small farmers in particular. By that token, the Maputo commitments should continue to be honored.²⁶

262. As regards infrastructure, arrangements need to be made to ensure better planning of project programming, while taking care to leave enough funds for necessary feasibility and basic studies. It is also important to establish a shared information system regarding all projects being negotiated, the signed agreements for which (be they loans or grants) should be accessible to all units involved in the projects cycle.

263. The resource constraints limiting the development of the other growth sectors should be gradually lifted. Implementation of the integrated framework should be expedited in order to mobilize the funds needed to develop the commercial sector. At the same time, implementation of the national environmental and natural resources program warrants special attention on the part of the Government and the PTF so as to ensure that enough resources are mobilized to develop an effective natural resources and environmental planning and management system geared to sustainable development.

Development of human capital

264. Despite the progress made with development since international cooperation resumed, what has been achieved in the social sectors, while appreciable, is still insufficient to address the multiple dimensions of poverty and the vulnerability of the population. There is still very little command of the tools needed for planning, programming, budgeting, and monitoring and evaluation (PPBS) at the sectoral level. Even though some social sectors (health and education) do have sectoral policies and sectoral MTEFs, a culture of results-based management of development and accountability is still incipient.

265. Given the need to invest in human resources in order to maintain long-term growth, and given the challenges associated with poverty reduction and with efforts to satisfy the fundamental social needs of the population, it is essential to: (1) provide sectors with the resources required to broadly inform and mobilize support from partners for the sectoral strategic objectives of the full PRSP; (ii) boost the capacity of managers and staff to muster the resources needed to accomplish their tasks; (iii) identify, train and make human resources in key positions responsible for driving the different phases of the PPBS process with an obligation to be accountable for their actions in each sector; and (iv) develop strategies, policies and sectoral program-budgets for all the social sectors.

266. In order to implement the education sector plan effectively, capacity-building is required for educational policy and system management. Likewise, it is important to establish a human, and above all financial, resource management system by: (i) redefining spheres of competence in the management of the private *grandes écoles*; and (ii) making paymasters more accountable for achieving results commensurable with the resources allocated to them.

²⁶ The Maputo recommendation requires at least 10 percent of the central government budget to be allocated to agricultural development.

267. In the health sector, it is important to: (i) work out a strategic framework for health promotion that includes community-level activities, maintains progress made with reproductive health care, and subsidizes maternal and neonatal care as well as care for mothers undergoing cesarean sections; (ii) establish a system for coordination of those involved in the sector; (iii) improve both domestic and external resource mobilization; and (iv) make more medicine, vaccines, reagents and disposable medical supplies available, particularly by improving management and storage capacity.

268. As regards the water and sanitation sector, there is a pressing need to: (i) restructure the sector with a view to achieving the MDGs; (ii) step up the search for financing by holding a water sector conference to raise the funds needed to finance the National Action Plan for the Water and Sanitation Sector (PANSEA); and (iii) analyze and establish human and financial resource allocation priorities in order to outline a scenario that allows optimal programming of expenditure, while maintaining ambitious goals to be met by 2015. In the area of social protection, it is imperative to formulate and operationalize social protection policy that is both coherent and community-oriented. It will also be necessary to expedite the process of adopting the child protection policy. Moreover, it is also important to do more to promote a gender perspective in all development sectors.

269. With respect to promotion of youth, sports and recreation, a legal framework is needed to govern the practice of sports, along with a permanent framework for consensus-building among the various public and private bodies responsible for employment. The job observatory needs to be made operational.

Grassroots development and the reduction of regional imbalances

270. Despite the Government's efforts and those of Togo's partners, grassroots development activities still need to be boosted. Their success depends on reorganization of local structures, involvement of local players and sufficient financial, material and human resources for local governments.

271. As for reducing regional imbalances, emphasis is needed on tools for measuring the gaps between the regions as a first step toward more balanced national development. More account needs to be taken of each region's specific characteristics when it comes to programming investment projects and programs, with a view to addressing regional socioeconomic imbalances. Given the importance of reducing those imbalances for poverty reduction, the technical and financial support of development partners is clearly essential for broad implementation of community development (PDC and millennium villages) programs.

4.2 IMPLEMENTATION AND MONITORING-EVALUATION

272. In order to establish a genuine monitoring and evaluation mechanism, there is a pressing need to make the PRSP institutional framework operational at the central, sectoral and local levels. Until sectoral committees are installed and linked to a central coordinating structure, each sector will continue to evolve at its own pace. Those committees, too, will need to rely on viable entities to effectively carry out their tasks. That is why it is important to put in place properly functioning monitoring and evaluation units in each ministry, in the same way that each ministry has its procurement unit. Planning directorates would have to be restructured in most of the ministries in order really to be part of the PPBS chain. It would be best to conduct a specific organizational audit for each sector with a view to possibly revamping monitoring and evaluation units in order to make them more efficient and to enhance their human resource capabilities, while stressing the need for efficient production of statistics.

273. As regards the information system, it is important to adopt the Statistics Law and to implement the National Statistics Development Strategy (SNDS). That should lead to a stronger legal and institutional framework, the development and coordination of statistical output, the promotion of the use of statistical data and of a “statistical culture”, and to the strengthening of human, material and financial capacity at the central, sectoral and local levels. It would be advisable to implement a statistics information system based on operational statistics divisions in all sectors, especially the priority sectors. There should be a framework establishing the periodicity of censuses of the population and national surveys. Work should begin on identifying, in each sector, the indicators needed to keep track of activities and ways of passing on the information.

274. Steps should be taken to establish a monitoring framework using statistical tools, on the one hand, in order to keep regular track of the Annual Work Plans (PTA), Loan Use Plans (PCC), the Procurement Plan (PPM) and indicators, and, on the other, to prepare reports on monitoring and evaluation rounds. In addition, there are the performance measuring tools, namely: engagement letters or performance contracts, quarterly evaluation letters and performance reports. The Government will examine the possibility of proposing an overall mechanism designed to ensure that all these tools function properly at the sectoral level and are coordinated at the central level.

CONCLUSION

275. This annual progress report on implementation of the full PRSP during the first 12 months following its adoption by the Government reveals significant progress with respect to strategic objectives.

276. Governance continues to improve. Measures adopted to promote social cohesion, consolidate the foundations for in-depth reform of public administration and ensure efficient fiscal management are helping to create an environment conducive to the effective pursuit of development activities. Concrete steps are being taken in growth sectors to pave the way for robust and sustainable growth, with special attention to infrastructure and, above all, the agricultural sector in order to raise productivity and thereby improve incomes in rural areas. There is a commitment to enhancing, in particular, access to education, health care, and safe drinking water so as to gradually improve living conditions for the population. Within that approach, a momentum has been created for providing more support to local development activities and for exploiting regional potential more effectively with a view to reducing regional imbalances.

277. The Government’s actions have yielded a more stable macroeconomic framework, stronger fiscal management and economic growth projected at 3.4 percent for 2010, compared to 3.2 percent and 2.4 percent, respectively, in 2009 and 2008.

278. Even though, at the central level, the various coordination mechanisms envisaged in order to sustain the momentum of reforms are only slowly materializing, implementation capacity at the sectoral level has improved somewhat. Over and above all the gains made thanks to the support of development partners, it is important for the Government to expedite the pace of the reforms under way in order to ensure the stronger growth needed to achieve a significant reduction of poverty.

279. More financial resources will have to be mobilized, both domestic and external, for that commitment to be realized. The debt relief to be granted under the HIPC Initiative and the ongoing support of Togo’s partners will help to sustain implementation of the poverty reduction strategy.

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ANNEX:
Status of Execution of the Matrix of Measures of the
Full PRSP
(at end-June, 2010)

Pillar 1: Strengthening of governance

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/ Means of verification	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
Area 1: political governance	OS 1: Consolidate the foundations of democracy	1.1.1.1	Prepare the population mentally for the process of implementing the Truth, Justice and Reconciliation Commission.	x	x	x	MDHCDFC	Massive support by the population and stakeholders for the legitimacy of the institution.	Justice, CNDH, CSO	Several information and awareness campaigns conducted		
		1.1.1.2	Adoption and promotion of a plan to mainstream the human rights perspective in reforms and programs	x	x	x	MDHCDFC	Citizen participation, accountability, transparency and responsibility are effective	MEF, MCDAT, CNDH, CSO	Not yet carried out		For lack of financial resources.
		1.1.1.3	Alignment of national mechanisms with regional and international governance instruments and effective application of them from a human rights perspective		x	x	MDHCDFC	New regulations and laws, number of cases in which they were applied	MEF, MCDAT, PATRONAT, CNDH	Not yet carried out		For lack of financial resources.
		1.1.1.4	Committee for monitoring the human rights perspective is established and operational.	x	x	x	MDHCDFC	Committee is up and running. Effective oversight and perspective applied.	Justice, CNDH, CSO	Not yet carried out		For lack of financial resources. Measure to be extended
		1.1.1.5	Consolidation of CENI	x	x		MATDCL	Composition and functions of CENI redefined	Political parties, AN	A multiparty CENI has been put in place	August 21, 2009	

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/ Means of verification	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		1.1.1.6	Establish a functioning Truth, Justice and Reconciliation Commission pursuant to Decree n° 2009-046/PR of February 25, 2009 on the establishment of the Commission	x	x		Ministry of Human Rights	Truth, Justice and Reconciliation Commission up and running	Ministry of Justice HCDH, CNDH	Decree on the establishment of the Truth, Justice and Reconciliation Commission (CVJR) Consensus-building meetings with various bodies to propose and appoint members of the Commission Decree on appointment of members of the CVJR. Official installation of the Truth, Justice and Reconciliation Commission(CVJR)	February 25, 2009 April 2009 May 2009	
		1.1.1.7	Evaluation of actions undertaken and adoption of measures to strengthen the process of refugee repatriation and reintegration	x	x		HCRAH	New measures adopted to strengthen the process of refugee repatriation and reintegration	Ministries of Regional Administration, Social Actions, Human Rights, CNDH, HCR, CSO concerned			
		1.1.1.8	Implementation of a plan to reform and upgrade government media	x	x	x	Ministry of Communication and Culture	Number of government press organs upgraded	Ministry of Human Rights	No media reform plan has been drawn up. Digitization of TVT has begun		Difficulty of overseeing execution of the TVT digitization project
		1.1.1.9	Guarantee equitable access by the media to information and communication resources, pursuant to the 22 commitments and the APG	x	x	x	HACA	Survey report	Ministry of Communication and Culture	Carried out in respect of regulations. Sensitization and training activities continue. Government financial support totaling CFAF300 million for 2008-2009		Amendment of the Organic Law of the HACA on October 29, 2009. Lack of monitoring equipment for audiovisual monitoring of the media

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/ Means of verification	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		1.1.1.10	Strengthen the human and technical capacity of public and private media	x	x	x	Ministry of Communication and Culture	Number of people recruited and trained	Ministry of Human Rights	291 new officials operating compared to the 500 planned 156 media staff trained	March 2009 May- June 2010	Other training courses are under way. Financial resources insufficient to cover training needs.
		1.1.1.11	Promote democratic values and human rights by the media for the media	x	x	x	Ministry of Human Rights	Number of contracts for the promotion of democratic values and human rights signed with the media	Ministry of Communication and Culture	Training seminar for the media on human rights, peace and reconciliation ; one- day meeting for exchange of views between the Minister of DHDFC with 72 media on civic training issues.	February 7-9 2009 in Hotel Concorde in Kara; June 25, 2009	Not all regions have been covered for lack of financial resources. Established objectives and results were not fully achieved.
	OS2: Capacity - building for the principal democratic institutions of the Republic	1.1.2.1	Establish a capacity-building program for the National Assembly		x	x	National Assembly	Number of training sessions	Ministries of Economy and Finance, Development, Justice	A capacity-building strategy has been drafted. Several briefing and training seminars are organized for members of Parliament and administrative personnel on a number of topics. Computerization equipment purchased for the AN. Strategic and institutional studies carried.		
		1.1.2.2	Capacity-building for the high authority of audio-visual communications	x	x		HACA	Number of managers trained. Media regulation activated and effective	Ministry of Communication	Capacity-building achieved for public and private media personnel regarding respect for the principles, rules, and ethics of reporting. Institutional support provided for the HACA and press organizations and organs		
		1.1.2.3	Implement the national strategy for consolidating democracy and peace for development	x	x	x	Ministry of Human Rights	Democratic behavior of institutions strengthened, peace consolidated, conflict resolution mechanism up and running. Effective citizen participation in choices of programs and policies.	Ministries of Regional Development, Human Rights, Defense, Security, Justice, CNDH	Not yet carried out		Lack for financing for hiring a consulted. Measure to be extended

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/ Means of verification	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
	OS3: To continue reform of the Army so as to guarantee its neutrality	1.1.3.1	Continue to restrict the Army to its constitutional role of defense of the territorial integrity of the nation	x	x	x	Ministry of Defense	Adoption of regulations reorganizing the Army	MSPC	Adoption on March 1, 2007 of the Army Statute; defense code currently being drafted.		
		1.1.3.2	Capacity building in military engineering	x	x	x	Ministry of Defense	Military engineering capabilities strengthened in respect of development and health infrastructure	MSPC	Under way		Some BTP works carried out. Technicians trained.
		1.1.3.3	Submit the military planning law to the National Assembly and implement it as soon as it is passed	x	x		Ministry of Defense	Law passed	AN	Not carried out		Code being drafted
	OS4: To strengthen citizen culture	1.1.4.1	Implementation of the National Civic Training Plan	x	x	x	Ministry of Human Rights	The Togolese adopt citizen behavior patterns	Ministries of Education, Communication and Culture	Not carried out		Not adopted by the Council of Ministers. Review of the Plan.
	OS5: To involve civil society organizations in the management of public affairs	1.1.5.1	Help civil society improve its organizational capacity and to acquire the skills needed to play a more prominent part in the management of public affairs	x	x	x	Ministry of Development	Number of civil society organizations strengthened; Effectiveness and contribution of civil society participation in public affairs	MATDCL, MEF, Ministry of Human Rights, Grass Roots Development, CSOs	In 2009, 51 associations were designated NGOs.		
Area 2: Institutional governance	OS 1: To establish constitutional institutions	1.2.1.1	Establish the National Audit Office and bring it on stream	x	x	x	Office of the President	Appointment decrees, swearings in, judges functioning, number of government accounts audited.	AN, Constitutional Court, Supreme Court, Ministry of Justice	Promulgation of the law on the status of judges of the National Audit Office. Appointment of judges by the Council of Ministers on July 6, 2009. Swearing in on September 16, 2009. Assumption of office on September 24, 2009.		Start made on analyzing the administrative and management accounts for 2007

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/ Means of verification	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		1.2.1.2	Addition to the legal framework governing the Economic and Social Council and its installation		x		Office of the President	Laws adopted; Economic Council up and running	Ministry responsible for institutions of the Republic, AN, CSOs	Not yet carried out		
		1.2.1.3	Drafting of texts and installation of the High Court of Justice	x	x		Ministry of Justice	Laws adopted ; High Court of Justice up and running	AN	Not yet carried out		
	OS 2: To continue implementation of the National Modernization of Justice Program	1.2.2.1	Operationalization of the Public Prosecutor Directorate	x	x	x	Ministry of Justice	Public Prosecutor Directorate functioning	AN, Ministry of Finance	The new organizational structure of the Ministry of Justice no longer envisages a Public Prosecutor Directorate. This measure is therefore out of sync with the new organizational chart established in Decree N° 2008-90 of July 28, 2008		
		1.2.2.2	Capacity building for the Inspectorate General of Judicial and Penitentiary services	x	x	x	Ministry of Justice	Personnel trained	AN, Ministry of Finance	Strengthening of human capacity (1 Inspector General, 1 Deputy Inspector, 1 Assistant, 2 Secretaries, 1 Accountant) and material capacity (IT and office equipment, and vehicles). Pilot inspection program exists.	Second half 2009 First half 2010	Capacity building continues, and will include a study trip to Paris by 2 inspectors
		1.2.2.3	Draft an ethics code for each of the judicial professionals	x	x	x	Ministry of Justice	Ethics code available. Managers have received training on its contents	Justice system professional organizations	An ethics code for each justice system professional has been drafted		The texts are with the Government General Secretariat for study and adoption

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/ Means of verification	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		1.2.2.4	Adoption of the new regulations governing the High Council for the Judiciary		x		Ministry of Justice	Regulations adopted		The new text of the CSM has been drafted.		The texts are with the Government General Secretariat for study and adoption
		1.2.2.5	Adoption and implementation of a national legal extension services policy [<i>vulgarization juridique</i>]		x		Ministry of Justice	Policy paper available	Ministry of Communication	Validation of the national legal extension services policy available	April 17, 2010	The texts are with the Government General Secretariat for study and adoption
	OS3: To strengthen the rule of law and security for people and property	1.2.3.1	Implement sectoral programs to sensitize the population regarding their rights and duties and the importance they should attach to human rights in the harmonious development of the country	x	x	x	Ministry of Human Rights	Human rights are promoted and respected	Ministries of Justice, Security, Defense, Regional Government, Social Action, Communications, CSOs	<p>1 - Government/CSO consensus building and evaluation workshop on human rights.</p> <p>2 – Seminar on training in human rights, peace, and reconciliation for the media (November 11, 2009), traditional village chiefs (November 7, December 2 and 3, 2009) and CSOs (November 23-24, 2009)</p> <p>3- Media programs and radio spots on peace and civism</p> <p>4 – Awareness campaign in secondary schools and colleges on the subject of "The Importance of Elections in the Democratic Systems"</p>	<p>1 - November 10 and 11, 2009, Lomé;</p> <p>2 - November. December. 2009</p> <p>November 2009</p> <p>4 – December 7 to 11, 2009 in all the regions</p>	<p>These activities were carried with the financial support of the UNDP and the HCDH in order to encourage a peaceful atmosphere conducive to dialogue, non violence, and security in preparation for the Presidential election of March 4, 2010.</p> <p>Many other actions have yet to be undertaken.</p> <p>Insufficient resources to carry out the engagement letter.</p>

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/ Means of verification	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		1.2.3.2	Human, material, and financial capacity building for the security forces	x	x	x	Ministry of Security and Social Protection (MSPC)	Security for people and property guaranteed	Ministries of Human Rights, Justice, Defense	Hiring of personnel (police, gendarmes, and firemen), Strengthening of material resources for Araignée mechanisms. Equipping of police and gendarmerie technical and operational units. Establishment of new units; special police operations group. Establishment of neighborhood police in 2 districts of Lomé. Purchase of operational and emergency equipment for fire brigades	2009-2010	Human and material capacity building continues
Area 3: Administrative reform	SO1: Enhance the quality of customer service	1.3.1.1	Redefine and clarify government functions		x	x	Prime Minister's Office	Government functions redefined	Civil Service Ministry	Training workshop for government officials in preparation for implementation of engagement letters (Nangbéto)	June 25-27 2009	Another workshop for government officials from August 1-3, 2010 (Kara)
		1.3.1.2	Promotion of the African Public Service Charter		x	x	MDHCDFC	Human rights indicators are incorporated in the government administration reform and the African Public Service Charter is promoted	MEF, MCDAT,MFPRA, CNDH, CSOs	Open house on the Charter	December 2009	Ownership shown by adoption of the new Civil Service Statute.
		1.3.1.3	Promote a motivating and modern working environment in the administration	x	x	x	Civil Service Ministry	Salary scales reviewed and implemented. Department offices fitted out with sufficient and appropriate furnishings. Effective exercise of rights related to functions and services.	National Commission for the Reform of the Administration. Technical Committee for Administrative Reform.	Drafting of the Terms of Reference for the Salary Structure and Salary Scale Studies. Strategic and organizational studies carried out for the eight superstructures	December 2010	The various studies will be conducted in 2010 before entering the implementation stage

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/ Means of verification	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		1.3.1.4	Streamline job and staff structures	x	x	x	Civil Service Ministry	Study carried out. Report on the study available. Recommendations implemented.	Ministry of Finance, Ministry of Employment	Not yet carried out		Implementation of this measure will follow a completion of the strategic and organizational studies
		1.3.1.5	Establish a unit to oversee the numbers of government officials and the wage bill	x			Civil Service Ministry	Unit established and operating; staff number and wage bill under control	MEF	Underway with the establishment by the Civil Service Ministry and the Ministry of Economy and Finance of a single roster of public administration personnel.		Funds not yet disbursed.
		1.3.1.6	Prepare and implement a civil service career plan by sector, along with a register of each sector's senior positions	x	x	x	Civil Service Ministry	Career plan drafted and implemented. Register of positions drafted.	Ministry of Finance	This measure will be carried out following completion of the strategic and organizational studies of all ministerial departments		
		1.3.1.7	Draft and implement general, specific, and special statutes and retirement pension codes for civil servants	x	x	x	Civil Service Ministry	The general, specific, and special statutes and the civil servant retirement pension codes have been drafted and put in place	Ministry of Finance	Three (3) draft Bills have been prepared and validated, namely : i) the draft Bill on the general statute of the civil service ; ii) the draft Bill on the civil servants' protection system ; and iii) the draft Bill on civilian and military pensions.	December 2009	Only the general statute of the civil service has been submitted to the Government General Secretariat for adoption by the Council of Ministers. The two other Bills will be merged into a single text prior to adoption.
		1.3.1.8	Implement an appeals process for the players involved		x	x	Ministry of Justice	Number of appeals cases	Civil Service and Labor Ministries			
		1.3.1.9	Evaluate administrative performance		x	x	Prime Minister's Office	Evaluation reports	All ministries			

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/ Means of verification	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
	SO2: To overcome shortcomings in the administration's internal and external communications	1.3.2.1	Draft a master plan for continuous training of government officials	x	x	x	Civil Service Ministry	Master training plan drafted, adopted and implemented	Finance and Labor Ministries	This measure will be taken upon completion of the strategic and organizational studies of all ministerial departments a		
		1.3.2.2	Develop an electronic platform for the administration	x	x	x	Civil Service Ministry	Administrative procedures organized and computerized ; effective used of ICTs	Ministries of Telecommunications (Togo Télécom), Finance, Private sector operators	The National Public Administration Management Program (PNGEA) resumed in 2009 with the installation of the coordination and steering body, hiring of the coordinator and purchase of IT material.	Since December 2009	A public administration websites management system is currently being deployed with the design of web portals for five ministries (Civil Service and Administrative Reform, Foreign Affairs and Cooperation, Government General Secretariat)
		1.3.2.3	Establish portals to access ministries and administrative bodies, and multimedia centers		x	x	Civil Service Ministry	Number of access and multimedia portals established	Ministries of Communications, Telecommunications (Togo Télécom), Finance, Private sector operators	Web portals have been designed for five departments (Civil Service and Administrative Reform, Foreign Affairs and Cooperation, Government General Secretariat)	Started in December 2009	The Civil Service Ministry is in the process of deploying a public administration websites management system.
	SO3: To lay the foundations for a real national	1.3.3.1	Adopt the national planning and development policy (PONAT)	x			MCDAT	National planning and development policy adopted	MATDCL; Ministry of Urban Development and Housing	Policy adopted by the Government on September 16, 2009	September 16, 2009	Effective implementation of the policy has begun. PONAT paper published in September 2010.

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				2009	2010	2011						
	planning and development policy	1.3.3.2	Recruit and train qualified land-use planning personnel	x	x	x	MCDAT	Qualified land-use planning personnel recruited and trained	Civil Service Ministry and Ministry of Finance	Personnel recruited but still to receive specialized training in land-use planning. Managers in the ministry have been trained in land-use planning concepts. Department manager and sectoral focal points for land-use planning have been trained in regional capitals in land-use planning and development concepts.	February 2009 May 18, 2010, May 25-31, 2010	Action launched in 2010. Training envisaged for the regions.
		1.3.3.3	Drafting of land-use planning instruments	x	x		MCDAT	ATLAS, SNAT, SRAT, SLAT prepared	Ministry of the Environment, Urban Development and Housing	<p>Socioeconomic data collection has begun.</p> <p>- Some socioeconomic indicators have been developed;</p> <p>-Physical and socioeconomic data collection forms drafted and validated at a workshop held in Atakpamé on April 16, 2010);</p> <p>- The data gathering itself has yet to begin. Diagnostic assessment study for drafting land-use planning instruments carried out from September to October 19, 2009</p> <p>Updating of regional and prefectural monographs</p>	<p>April 16, 2010</p> <p>September 21 to October 19, 2009</p> <p>November 6, 2009</p>	<p>Physical and socioeconomic data gathering about to begin (October-November 2010)</p> <p>Software for analyzing socioeconomic data being developed.</p> <p>Monographs for the five economic regions and former prefectures (30) are available</p>

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/ Means of verification	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
	SO4: To strengthen the decentralization process	1.3.4.1	Prepare enabling regulations for the decentralization law	x			MATDCL	Enabling regulations drafted and adopted	AN	The following texts have been drafted	November 2009	Expedite completion of the regulations so that they can be adopted, thereby completing the legal framework for decentralization
				Draft Bill on the Transfer and Distribution of Government Spheres of Competence to local governments;								
				Draft Bill on organization of the Governor's and Prefect's functions ; Draft Bill on the Organizational Structures and Operations of the Local Government Support Fund (FACT)								
		1.3.4.2	Organize and implement generalized decentralization (at the regional and rural commune levels)	x	x	x	MATDCL	Decentralized entities functioning	Other ministries involved	The decentralized entities (regions and rural communes) have not been established. ToR for the study to determine the criteria governing the establishment of rural communes have been drafted.	November 2009	The decentralization framework envisages comprehensive communalization of the territory (the creation of local governments, namely the region, rural communes) and the transfer of government funds and resources to those governments
		1.3.4.3	Establish an information, training and mobilization strategy for stakeholders	x	x	x	MATDCL	Strategy in place; information, training, and mobilization of stakeholders guaranteed.	Ministry of Communication; CSOs	The study on the communication strategy for decentralization in Togo has been validated. However it has not yet been effectively implemented.	In June 2009	Mobilization of funds to implement the strategy
				The ToR for drafting guidelines for local officials and citizens have been drafted	In November 2009	- A firm has been hired to draft the guidelines for local officials, citizens, and technical and financial managers in July 2010						

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/ Means of verification	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		1.3.4.4	Implement technical and financial support mechanisms for local governments	x	x	x	MATDCL	Technical support structures in place and support fund up and running; Decrees on the organizational structures and operations of these bodies	Ministry of Finance	The FACT has not been set up. The draft decree on organizational structures and operations of the local governments' support fund is about to be finalized	Since April 2010	Finalization and adoption of this decree will allow the FACT to become operational
		1.3.4.5	Revive existing local governments by conducting an organizational and financial audit and through capacity building and updating of local government functions	x	x	x	MATDCL	Existing local governments have been strengthened and their functions clarified	Ministry of Finance ; Ministry of Urban Development and Land Registry	A study on the boundaries of the 35 urban communes began in December 2009. A report has been handed in.	In February 2010	The tender for the organizational and financial audit of local governments was unsuccessful. Proceed to demarcate the other local governments
		1.3.4.6	Organization of local elections	x	x		CENI	Elections organized	MATDCL	There have been no local elections since 1987.		Local elections are planned for 2011.
		1.3.4.7	Deconcentration of administrative oversight	x	x	x	MATDCL	Administrative oversight is effectively practiced by government representatives at the various difference levels of government	Civil Service Ministry, Ministry of Finance	Administrative oversight is performed for existing governments by prefects at the prefectural and commune level.		To enhance government oversight the idea is to strengthen decentralized structures by improving their organizational structure and endowing them with qualified personnel.

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/ Means of verification	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		1.3.4.8	Strengthening of decentralized structures	x	x	x	MATDCL	The decentralized structures involved in the process have been established at the local government level and are operational.	Ministry of Finance Ministry of Employment ; Other ministries involved	ToR for the study of the organizational structure of decentralized services have been drafted	In November 2009	Funds need to be found to carry out the study on the organizational structure of decentralized services (region and prefecture) in order to complete and harmonize the exercise by the local governments of the functions transferred to them. Eventually government representation will be reinforced by installing decentralized structures within the local governments and making them operational.
Area 4: Strengthening of economic governance	SO1: To continue fiscal rehabilitation	1.4.1.1	Simplify and streamline tax and customs codes taking WAEMU directives into account		x	x	MEF	New tax and customs codes adopted	AN	Updated tax codes available	September 2010	
		1.4.1.2	Expedite the harmonization of the legal framework for public financial management with WAEMU directives	x			MEF (Committee for implementing WAEMU directives)	Number of legal texts transcribed	AN	A committee to implement the new directives of the harmonized framework for public financial management has been installed.		The work of the subcommittees responsible for transposing the different directives continues.
		1.4.1.3	Improve management of the annual cash flow plan	x	x		MEF (Treasury)	New way of managing the annual cash flow plan	MEF (SPRPR)			

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				2009	2010	2011						
		1.4.1.4	Gradually introduce MTEFs for drafting the central government budget	x	x	x	MEF (DB)	Number of sectoral MTEFs drafted	Ministry of Health, Education, Transport, Agriculture, Energy, Water and Sanitation	Health and education MTEFs prepared in 2009 for the 2010 budget law. For budget law 2011, in addition to the health and education MTEF, MTEFs for the agriculture and water-sanitation sectors are currently being drafted.		
		1.4.1.5	Enhance central government budget execution oversight through SIGFIP	x	x	x	MEF (DCF, DF, Treasury)	Number of budget items monitored in real time	All the ministries	Real time monitoring of budget execution in SIGFIP has been possible since fiscal year 2009	Since the beginning 2009	Extended at the regional level for regional cash flows in 2010 and link up of the education and health ministries in 2011.
		1.4.1.6	Non accumulation of domestic arrears	x	x	x	MEF (DCF, DF, Treasury)	Level of payment arrears	All ministries	Only 34% of the domestic debt has been paid		Measure to continue in years to come
		1.4.1.7	Implement the domestic debt settlement strategy	x	x	x	MEF (Treasury, DD)	Number of creditors paid	Creditors	Domestic debt settlement strategy under way at end-June 2010, 1,794 creditors had been paid a total of CFAF 19,7 billion, or 25% of the private commercial domestic debt	Began in August 2009	Payment of arrears continues
		1.4.1.8	Post financial document on the Ministry of Economy and Finance website	x	x	x	MEF (Minister's office)	Number of financial documents published		Some budgetary and financial documents have been posted on the SP-PRPF website (www.togoreforme.tg)		The MEF website is beginning to be populated.
		1.4.1.9	Transform the budget directorate into the general directorate	x	x		MEF (Reform Committee)	Decree on the organizational structure and functions of the DGB	Government and PR	Not carried out.		The restructuring process has been underway since 2009 but has not yet taken hold.

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/ Means of verification	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		1.4.1.10	Build capacity in the State Inspectorate General	x	x		Office of the President	Number of officers recruited and trained	Civil Service Ministry and Ministry of Finance	Purchase of IT equipment to give all inspectors a computer. Training of all IGE officers in public sector auditing	In 2009	
		1.4.1.11	Prepare and report on management accounts	x	x	x	MEF (DGTCP)	Number of management accounts prepared for audit		The administrative and management accounts for 2007-2008, along with the corresponding year-end reports have been produced and transmitted to the National Audit Office.		
	SO2: To strengthen efforts to combat corruption	1.4.2.1	Prepare a national anticorruption- policy	x	x		Ministry of Justice	National policy paper drafted and available	Council of Ministers, AN, National Commission to Combat Corruption (CNLC)			
		1.4.2.2	Adopt a plan of action to prevent corruption	x	x		Ministry of Justice	Action plan available	Council of Ministers, CNLC			
		1.4.2.3	Equitable and transparent handling of corruption cases by the competent courts	x	x	x	Ministry of Justice	Number of cases tried	CNLC			
	SO3: To improve the procurement system	1.4.3.1	Transpose the WAEMU on procurement into the national legal system	x			MEF (Committee to implement the WAEMU directives)	Text available	Council of Ministers, AN	Government procurement law passed.		
		1.4.3.2	Draft and apply procurement provisions	x	x	x	MEF (Office of the Minister)	Text available. Number of awards	Government and National Procurement Commission	Decree on the public procurement code was issued in December 2009.		The structures referred to in the new legislation have been established.
		1.4.3.4	Draft a procedures manual		x		National Procurement Comment	Procedures manual available	MEF	Under way		

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				2009	2010	2011						
		1.4.3.5	Introduce strict supervision of expenditure	x	x	x	MEF (IGF)	Number of audits carried out	IGE, Anti-Corruption Commission	Committees have been installed and collection invoices have been issued against wrongdoers; punishments and penalties have been applied.		
	SO4: To coordinate aid flows and manage them effectively	1.4.4.1	Conduct a forward looking national study providing a long term view for Togo	x	x		MCDAT	Study document available	All ministries concerned	Steering Committee established, ToR drafted, consultants hired		Expedite completion of the study.
		1.4.4.2	Prepare a national foreign aid management policy	x	x		MCDAT	Foreign aid policy document available	All ministries concerned	Document available and currently being validated		Expedite the validation process and implement the policy
		1.4.4.3	Install the aid management platform (PGA)	x	x		MCDAT (DGD)	Aid management platform available	MEF	Firm already chosen to carry out the studies and preparation work.		Process delayed. Expedite the drafting of the aid management platform.
		1.4.4.4	Prepare a capacity-building action plan for monitoring and evaluation of the Priority Actions Program of the full PRSP	x			MEF (PRSP Unit)	Action Plan available	Prime Minister (Office) MCDAT	Full PRSP/PAP monitoring and evaluation tools have been developed and validated. Training courses are carried out with the support of the TFPs on planning, programming, budgeting, and monitoring	January-March 2010 January and April 2010	
		1.4.4.5	Install the government-donors committee	x			MCDAT	Government- donors committee	MEF, IBW, Development partners	Process under way pending Decree on establishment of the institutional framework for PRSP monitoring		Project not carried out and delayed. Expedite signing of the decree and proceed to install the Committee.
		1.4.4.6	Prepare and apply an action plan for implementing the Accra Agenda for Action (AAA)	x	x	x	MCDAT	Action plan available	MEF, other ministries concerned	Preparation and implementation of a national aid effectiveness action Plan (PANEA). National Plan available and validated on January 14, 2010.		Project delayed. Proceed to implement the action plan.

Pillar 2: Consolidation of the foundations of strong and sustainable growth

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects
				2009	2010	2011						
Area 1: Strengthening structural reforms	SO 1: To restructure public enterprises	2.1.1.1	Consolidate the financial structure of the new cotton company	x			MAEP	Balance sheet and financial statement, audit report	MEF, audit firms	1) Nouvelle Société Cotonnière du Togo (NSCT) established in January 2009, 60% owned by the State and 40% by the Federation of Cotton Producers. 2) Suppliers and producers debt has been cleared. A new mechanism for establishing cotton seed producer prices tied to world prices was validated during a workshop	1) January 2009 2) January 28, 2009.	Consideration is being given to ways of re-establishing adequate financing for small farmers and, in the medium term, restoring trust between farmers and the NSCT. The idea for the long term is to liberalize the sector
		2.1.1.2	Establish efficient and transparent management in the new cotton company.	x	x		MAEP	Procedural documents, contracts between stakeholders	MEF, audit firms	The Experts Comptables Associés (ECA) firm has been hired for this purpose, following a bidding process. A report assessing the initial phase of its work has been written and transmitted to the World Bank. The second phase has begun with the consent of the World Bank and the Government. The report on this second phase is pending	2nd half 2009	The idea is to purchase cost accounting software and I.T. equipment
		2.1.1.3	Optimize human resource management in the new cotton company	x	x		MAEP	Complete human resources audit documents	Civil Service Ministry, MEF, Audit firms	Following a human resources audit, there was a reduction in force coupled with staff redeployment.	2nd half 2009	
		2.1.1.4	Support establishment of a cotton industry representation body (<i>interprofession</i>) to ensure effective coordination and regulation.	x	x		MAEP	Articles of incorporation, reports on the representative body's activities.	Producer groups and unions, CRA, private operators	An association, the Fédération Nationale des Groupements des Producteurs de Coton (FNGPC) has been established. These groups and federations are represented on the Board of Directors of the NSCT.		
		2.1.1.5	Settle all litigation among former phosphate companies (OTP/IFG)	x			MMEE	Court decisions, liquidation documents	Ministry of Justice, MEF			

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				2009	2010	2011						
		2.1.1.6	Consolidate the SNPT's financial position	X			MMEE	Audits, balance sheets and financial statements	MEF, Audit firms	1) Official announcement of Togo's membership of the EITI 2) Appointment of the National Coordinator 3) Drafting of a detailed Togo-EITI Action Plan.	1) December 2009 2) April 2010 3) June 2010	A first meeting of the Steering Committee was scheduled for August 2010 and the second for early September, to adopt the Work Plan. Adoption of that Plan will make it possible to complete Togo's application portfolio, which will be sent to the EITI by end-September 2010.
		2.1.1.7	Find one or more credible strategic partners for the SNPT	X			MMEE	Agreements	MEF, Ministry of Mines	1) A three-year business plan has been drawn up, based on the audit report 2) The strategy for the sector has been approved by the Council of Ministers.	1) 4 th quarter 2009 2) March 2010	The Government intends to implement the auditor's recommendations.
		2.1.1.8	Prepare a detailed Action Plan for restoring the long-term viability of the phosphates sector	x			MMEE	Action Plan document	MEF, Ministry of Mines	A three-year business plan has been drawn up	End-2009	
		2.1.1.9	Periodically publish reports reconciling data on sums disbursed to Government and those recorded in the Treasury accounts	x	x	x	MMEE	Action Plan document	MEF	The 2007 and 2008 reports have been published	February 2008 December 2009	Work on the 2009 report will begin in July 2010
		2.1.1.10	Improve services provided by the CEET	x	x	x	CEET	Number of subscribers; Costs lowered; subscriber satisfaction	MMEE, CEB, MEF	A Government-CEET performance contract has been signed and is beginning to take effect.		

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				2009	2010	2011						
		2.1.1.1 1	Improve services provided by the TDE	x	x	x	TDE	Number of subscribers; Costs lowered; subscriber satisfaction	MERH, MEF, MERF			
		2.1.1.1 2	Liquidation of FODESEPA and establishment of a <i>société de patrimoine</i> responsible for programming and carrying out investments in the safe drinking water and sanitation sector	x	x		MMEE	Liquidation order, legal records. Decree establishing the new company. Company's activity reports.	MEF, MERF			
		2.1.1.1 3	Equity shares in Togo Telecom opened up to the private sector	x	x		TOGOTELECOM	Number of subscribers, percentage of capital underwritten	Ministry of Telecommunications, MEF, regulatory authority, private operators	Not yet carried out		
		2.1.1.1 4	Establish a regulatory mechanism conducive to a more competitive environment	x	x		Ministry of Telecommunications.	Legal provisions, decisions	Regulatory Authority	Sector policy statement currently being updated.		A study on the possibility of a 3 rd operator began in second half 2009. Implementation scheduled for 2011.
		2.1.1.1 5	Complete the privatization of state-owned hotels	x	x		MEF	Leasing contracts (concessions)	Ministry of Tourism	Evaluation of bids completed.	February 2010	Leasing of the hotels is under way
	OS 2: To rehabilitate the financial sector	2.1.2.1	Continue the restructuring of state-owned banks	x	x		MEF	Laws, decrees, orders, decisions. Number of banks restructured.	Commercial banks involved, BCEAO	Identification of strategic investors for the State-owned banks has begun. Consulting firm hired to support the MEF's divestment efforts. A note briefing the public on this matter was published in December 2009.		The law on privatization of State-owned banks has been submitted to the National Assembly for it to act on.

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		2.1.2.2	Adopt and implement the overall plan to rehabilitate the BTCI and the UTB	x	x		MEF	Laws, decrees, orders, decisions	BTCI, UTB, BCEAO	In addition to being placed under temporary management, the BTCI is now being supervised by a Monitoring Committee. UTB has constituted additional loan loss provisions at the request of the Banking Commission.		Both banks are meeting the solvency ratio requirement and are in a position to finance the economy. The Government will divest part or all of its equity shares in these two banks.
		2.1.2.3	Conduct a study on implementing a structure or mechanism for recovering nonperforming loans repurchased by the State.	x	x		MEF	The report resulting from the study	Commercial banks involved, BCEAO	A feasibility study has been carried out on the establishment of a mechanism for recovering nonperforming loans and generating a secondary market for securities arising out of the bank restructuring. A temporary collection commission has been installed.	June-10	Given the complexities involved, the collection body will now be established no later than December 2010.
		2.1.2.4	Establish an appropriate regulatory and supervisory environment for the banking system	x	x	x	BCEAO	Decisions, and reports on implementation of the Banking Law. Frequency of inspections; Number of banks meeting prudential ratios.	Banking Commission, Commercial banks, MEF	Banking Commission and BCEAO have conducted several inspections of commercial banks and financial institutions, which served to make them comply with the solvency ratio .		Interventions by the Banking Commission, the BCEAO, and the Regional Public Savings and Financial Markets Council are to be stepped up.
Area 2: Improvement of the business environment	SO 1: To improve the overall framework for business	2.2.1.1	Boost the institutional framework for forming companies and promoting investment	x	x	x	Ministry of Industry, Ministry of the Private Sector	Length and number of procedures	CCIT, CFE, Cadaster, mayors' offices, Commercial banks, Tribunal, DGI, CNP-Togo	Three ministerial decrees have been issued to this end, the first two aimed at lowering the cost and shortening the time it takes to establish an enterprise; the third appointing the representatives of the various administrations and bodies intervening when a company is established.	The first decree was issued on April 8, 2010; the other two on May 28, 2010.	The goals envisaged in these measures (decrees) will depend on effective implementation of the "one-stop shop." Prospects: Financing sought.
		2.2.1.2	Standardize the regulatory, legal and judicial frameworks	x	x	x	Ministry of Justice	Number of SME /SMI players trained in OHADA provisions	Ministries of the Private Sector, Trade, Industry; CCIT, CNP-Togo			

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects
				2009	2010	2011						
		2.2.1.3	Amend the Tax Code so as to offer incentives to employment-generating SMEs /SMIs	x			DGI	Tax rate and tax base	MEF, AN, Constitutional Court, Private operators	A private firm has been hired for this and the work is under way	end-2009 to first half 2010	The revised code, in line with WAEMU directives, should be ready in September 2010
	SO 2: Revitalize the free trade zone	2.2.2.1	Upgrade infrastructure and solve land ownership issues in the free trade area, and develop new sites	x	x	x	SAZOF	Lots laid out and free trade area sites developed	Ministry of industry, free trade zone companies	Not yet carried out		Financing sought, along with TFPs and developers for sites to be readied in 2010. World Bank to conduct an environmental impact assessment and an environmental and social management framework.
		2.2.2.2	Amend Law n° 89-14 of September 18, 1989 on free trade zone status and conduct studies targeting potential investors	x	x	x	SAZOF	Law 89-14 amended, growth niches identified, typology of potential enterprises worked out	MEF, DGI, DGD, ASOSOF, AN, think tanks, Ministries of Industry and Private Sector.	The draft bill amending Law n°89-14 is in the process of being adopted. The same applies to the Investment Code.	Second half 2009	Tender has been launched by the MEF for a consultant to assist with the process of amending the Law of 07/14/2010. Validation in restricted access workshop scheduled for September/October 2010.
		2.2.2.3	Consolidate the manufacturing industry and expedite the development of exports	x	x	x	SAZOF	Manufacturing industry consolidated, exports developed	Ministries of Industry, Trade SAZOF	Manufacturing industries in the free trade zone under review.	May-10	Recommendations made in the framework of the DTIS/WB on repositioning of the Free Trade Zone.
		2.2.2.4	Prepare and implement a strategy to promote foreign and domestic direct investments	x	x	x	SAZOF	Report on the study and different progress reports	MEF, Ministry of Industry, Think Tanks, Private operators,	Not yet carried out		Prior need for adapted databases and software (to be purchased in 2010)

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				2009	2010	2011						
	SO 3: To improve private sector promotion and support mechanisms	2.2.3.1	Revitalize the National Agency to Promote, and Guarantee Financing for, SMEs / SMIs (ANPGF) in support of private enterprises	x	x	x	ANPGF SMES/SMIS	A more operational ANPGF	MEF, Ministry of the Private Sector, Ministry of Industry	The ANPGF is fully operational and growing	January 2009	Implementation of a triennial 2011-2013 strategic plan, in sync with the overall and strategic objectives of the full PRSP. ToR drafted in 2010 for producing a three-year strategic plan
		2.2.3.2	Conduct a feasibility study for the establishment of a "Maison de l'entreprise"			x	Ministry of the Private Sector, Ministry of Industry	Study report	CCIT, CNP-Togo, ASOZOF, Consulting firms, etc.	Nil	Nil	The study has not yet been carried out. Outlook: Financing sought from TFPs
		2.2.3.3	Prepare and implement a national strategy for structuring and organizing the informal sector	x	x	x	Informal sector organization authority	Strategy paper and Action Plan available. Reports on implementation of the Plan	MEF, Trade Ministry, Grassroots development, Private operators	ToR prepared; some financing obtained, more sought.		This will be done in second half 2010
	SO 4: To improve conditions conducive to the emergence of a development - conscious business sector	2.2.4.1	Establish a support and information network for economic agents	x	x	x	Ministry of the Private Sector, Ministry of Industry	Network available	CCIT, CNP-Togo, etc.	Not carried out		The network is not yet available. Outlook: Financing sought
		2.2.4.2	Conduct participatory diagnostic assessments on the productivity and competitiveness of labor and capital		x	x	Ministry of the Private Sector, Ministry of Industry	Study reports	CCIT, CNP-Togo, etc.	Not carried out		Study not yet done Outlook: Financing sought
	SO 5: To lower the cost of credit and improve access to financing	2.2.5.1	Diversify the supply of financial services provided by the local banking system, tailored to the financial needs of transactors and households	x	x	x	BCEAO	Number, volume and quality of loans granted	WAEMU Banking Commission, CREPMF, Commercial banks	Opening of new windows, supply of new products	Since end-2008	The new products mainly involve the new institutions (Banque Atlantique, BSIC and BRS). Actions to continue

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects
				2009	2010	2011						
		2.2.5.2	Take steps aimed at reducing the cost of credit	x	x	x	BCEAO	Costs of loans	Banking Commission of WAEMU CREPMF, Commercial banks	Not yet carried out		A consensus-building meeting with the Directors of the Lending Institutions is planned for second half 2010
		2.2.5.3	Establish a guarantee mechanism to promote private initiative and business enterprise among young people and women	x	x	x	MEF	Guarantee mechanism available. Number of guarantees delivered	BRS, National Employment Promotion Agency, Commercial banks	The guarantee mechanism has been established through signed partnership agreements between the ANPGF and the financial institutions that provide financial services at more favorable interest rates.	First half 2009	A request for financing has been drafted and should be submitted by the MEF to the Board in order to mobilize resources in connection with promotion by the ANPGF of private enterprise and young people's and women's businesses.
		2.2.5.4	Establish a Business Stimulus Fund (<i>Fonds de Relance des Entreprises</i> -FRE) to facilitate access to long-term credit for Togolese enterprises, on terms tailored to their activities.		x	x	MEF	Fund up and running, number of beneficiary enterprises	BCEAO, Commercial banks			
		2.2.5.5	Strengthen the legal, regulatory, and institutional framework for the microfinance sector by developing a secure environment for MFI activities.	x	x	x	MEF	Framework strengthened	Microfinance Committee, MFIs	Bill drafted	2008	Precise measures will be implemented after the law has been passed by the National Assembly
		2.2.5.6	Turn the CAS-IMEC into a General Directorate	x				CAS-IMEC in Directorate General of Supervision of MFIs (DGCIM)	National Microfinance Committee; CNM; APIM-Togo; PASNAM;	Not carried out		A concern taken into account in the restructuring of the MEF. Depends on completion of the restructuring of the MEF.

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				2009	2010	2011						
		2.2.5.7	Diversify the microfinance sector's financial products and services to enable them to better meet customers' needs.	x	x	x	MEF	Number of new loans	BCEAO, MFI	New loans were granted in 2009.		Measure continuing in 2010
		2.2.5.8	Strengthen the institutional capacity of MFIs, their organization in networks, and the mechanism for overseeing them	x	x	x	MEF	Number of viable MFIs	BCEAO, MFIs	Officials in CAS-IMEC have taken training courses on the legal and regulatory supervision of microfinance institutions, the establishment of inclusive financial sectors, and the strengthening of legal frameworks and the new accounting frame of reference specifically for SFD.	Since Second half 2009	Measure continuing in 2010
		2.2.5.9	Establish a National Agency to Develop and Promote Microfinance		x			National Agency to Develop and Promote Microfinance established		Not carried out		Establishment of a microfinance promotion directorate in 2011.
Area 3: Promoting the sources of growth	SO 1: To increase agricultural productivity	2.3.1.1	Strengthen the legal and institutional framework of the MAEP	x	x	x	MAEP	Institutional framework for the MAEP amended, regulatory provisions are in line with WAEMU directives, agricultural policy adopted and development institutions equipped.	MEF, Think Tank, TFPS	Institutional framework strengthened: three new directorates have been established (Directorate of Seeds; Directorate for the Protection of Plants; Fisheries and Aquaculture Directorate); The Planning Directorate (DPRH) has been restructured and is now the Directorate of Planning and Agricultural Cooperation. The ICAT and ITRA have been transformed into autonomously run government institutions. ANSAT and the CAGIA and the UTCC have been established. Equipping of the institutions has begun following an objection by the AfDB. A new procedure for hiring 3 experts has begun (following instructions given by the Bank) to prepare an agricultural policy paper.	May 2009, March 2010 and continuing in May – June 2010	Steps being taken to perform an institutional audit by the end of 2010

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				2009	2010	2011						
		2.3.1.2	Strengthen rural area structures and the professionalization of the different branches of agriculture. Develop farmers' associations (<i>interprofessions</i>)	x	x	x	MAEP	Emergence of community associations, producers forming OPA, revitalization of CRA, emergence of farmers' associations	MDPDB, MAT, CRA, CPC, FNGPC, FUPROCAT, producers, CSO	Two federations, the FNGPC and the CPC after the FNGPC, CETOP, CPC established. Replacement of the organs and training of the FNGPC unions. The process of boosting rural area structures is continuing with the other branches	April to June 2010	New organs for the CRA scheduled for 2010 have been carried over to 2011 for lack of financing
		2.3.1.3	Conduct a national agricultural census		x	x	MAEP	Reliable, updated database	MCDAT, MEF	Technical work completed	first half 2010	Difficulties raising external funds pre-survey scheduled for 2011
		2.3.1.4	Establish a new secure land ownership policy		x	x	MAEP	Final document, decrees, ministerial orders, number of title deeds. Number of individuals compensated, amounts paid in compensation	AN, MAT, MEF, MERF, land owners, farmers	The ToR have been established (first half 2010) for the drafting process	first half 2010	
		2.3.1.5	Strengthen agricultural production system management capabilities	x	x	x	MAEP	Capacity-building of the players; adoption of research and advisory/support programs to meet the needs of producers; number of CEA in place; improvement of small farmers' technical management and planning capacity	ICAT, ITRA, CRA, Producteurs, ONG	Implementation of measures began in 2008 and is continuing	Began in 2008 and is continuing	

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				2009	2010	2011						
		2.3.1.6	Rehabilitate seed and plant input production centers	x	x	x	MAEP	Centers up and running; types and quantity of seeds and plants produced and sold	ITRA, ICAT	The Sotouboua seed farm is being rehabilitated	2009	Still pending is the rehabilitation of the Sotouboua seed farm warehouses. Rehabilitation of the Ativine station infrastructure is scheduled for 2011
		2.3.1.7	Promote local farm and livestock breeding input supply services.	x	x	x	MAEP	Number of local inputs supply services in place; rate of coverage of producers' input requirements; yields, livestock population	CAGIA, Producteurs, IMF, ONG	1-) Number of warehouses for fertilizer sales increased from 50 to 110 warehouses and 28 depots in 2009 2-) Placement of 25,000 mt of CAGIA fertilizer and 4,75 mt of the Community Development Project (PDC) 3-) Rate of coverage of expressed needs: 120% for NPK 15-15-15 and 110% for Urea 46% N	1-) January to June 2009 2-) March-November 2009	Coverage of expressed needs: 120% for the NPK 15-15-15 and 110% for the Urea 46% N. Judging by the figures halfway through the 2010-2011 crop year, this rate was likely to be higher in 2010. CAGIA does not yet intervene in the area of livestock breeding inputs
		2.3.1.8	Prepare and implement a program for reviving the cotton, coffee and cocoa sectors	x	x	x	MAEP	Implementation reports	ICAT, ITRA, CRA, producers, NGOs, MFIs, IFDC, new cotton company	Programs have been drafted and currently being implemented	2009 for coffee and cocoa and 2010 for cotton	
		2.3.1.9	Strengthen the Agricultural Trade Information Points (PICA) to improve the market information and monitoring system	x	x	x	MAEP	Number of PICA operational	ICAT, ITRA, CRA, producers, NGOs, MFIs, IFDC, Trade Ministry	PICA points have been put in place by the IFDC.		
		2.3.1.10	Strengthen DSID, ANSAT and ICAT to improve the collection and dissemination of data on food product supply and demand in Togo	x	x	x	MAEP	Regional data on supply and demand for food products available and published; regularity with which market price lists are disseminated	DSID, ANSAT, ICAT	Regional data on supply and demand were produced in 2009. Production data, food balance sheet and other essential data provided to ANSAT and ICAT, respectively.	2009	Strengthening of data gathering and analysis capabilities of the DSID in order to ensure production of reliable data

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				2009	2010	2011						
		2.3.1.1 1	Establish an appropriate agricultural markets information system		x	x	MAEP	Agricultural exchange operational; appropriate and diversified information on agricultural markets available in real time	DSID, ANSAT, CCFCC, FAO	An agricultural exchange has been inaugurated. Focal point for the West African agricultural markets information system network has been appointed		
		2.3.1.1 2	Conduct a study on the agricultural inputs situation in the country and identify appropriate solutions to the problems of availability, accessibility, and prices.	x	x	x	MAEP	Regular supplies of inputs available	Producteurs, private operators, FAO	Study carried out ; draft of the report available, validation pending		
		2.3.1.1 3	Promote Integrated Soil Fertility Management with a view to making use of organic fertilizer (manure).	x	x	x	MAEP	Percentage of area fertilized; number of farmers involved	Farmers, ICAT, ITRA, NGOs, IFDC	Activities to promote integrated soil fertility management are still being conducted by ICAT in cooperation with IFDC		
		2.3.1.1 4	Build decentralized warehousing/storage facilities for food products	x	x	x	MAEP	Number and capacity of warehouses	MAEP (DRAEP, ICAT), private NGOs	ANSAT has storage warehouses in all the regions. Projects and NGOs have constructed some for the OPA		However, the number of warehouses available is still insufficient and more need to be built
		2.3.1.1 5	Improve traditional systems for storing and conserving farm produce	x	x	x	MAEP	Number and capacity of warehouses	ITRA, ICAT, producers, NGOs	Improved traditional system for storing and conserving farm produce have been perfected by ITRA and disseminated by ICAT and some NGOs.		An exhaustive list of their names and capacity is not available at this time.
		2.3.1.1 6	Develop and exploit hydroagricultural sites, shoals and small multi-purpose reservoirs	x	x	x	MAEP	Cash crop areas, number of farmers	MMEE, DAER,NGOs, MTPT, ICAT, MERF, farmers	Support for the development of shoals in the Plateau Centrale Maritime and Savanes regions	2009	Selective NGOs support the communities -A survey of shoals and perimeters is planned. Actions continue.

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				2009	2010	2011						
		2.3.1.17	Rehabilitate/build sheep and goat industry improvement centers	x	x	x	MAEP	* Number of improvement centers built/rehabilitated; number of sheep/goats produced; number of producers served	ITRA, ICAT, DAER, DEP, NGOs, DE	The Improvement center in Kolodopé is still operational. Approximately 300 sheep spawners (géniteurs-ovins) have been made available to producers i.	2009	The Kolokopé improvement center is still operating
		2.3.1.18	Develop watering places, pastures, cattle tracks and livestock migration corridors	x	x	x	MAEP	Number of watering places developed for livestock breeding; pasture areas; length of roads; number and nature of equipment; livestock migration corridors	ICAT, DAER, DEP, DE, MAT, local governments, NGOs, MERF	Prefectural livestock migration management committees put in place and equipped	2009	Financing sought
		2.3.1.19	Rehabilitate fish hatcheries	x	x	x	MAEP	Number and size of centers; number and nature of equipment; number sold	ICAT, DAER, DEP, ITRA, DPA	Works not yet begun for lack of financing		Rehabilitation of the fish hatchery in Agbodrafo to be undertaken in 2010. ITRA is responsible, the DPA is involved.
		2.3.1.20	Develop artisanal fish farming and use reservoirs for fisheries and fish farming.	x	x	x	MAEP	Volume of fish farm infrastructure rehabilitated; number of fish farmers organized, trained and strengthened; volume and nature of equipment provided to fish farmers and fishermen	DEP, ICAT, NGOs, DPA	Works not yet begun for lack of financing		

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				2009	2010	2011						
		2.3.1.2 1	Develop animal-drawn and motorized cultivation in harmony with the environment	x	x	x	MAEP	Program to revive and promote farm mechanization operational; availability of farm mechanization units; capacity of small farmers to manage material and motorized equipment strengthened	DAER, ICAT, producers, NGOs, MERF, ITRA	Deployment of equipment continuing, increased number of beneficiaries and increased areas sown (2,542 ha vs 1,307 ha in 2008), involvement of the OP in tract management (contract)	2009-2010 Crop year	Installation of the mechanization units by leasing equipment to the OP, purchase of new tractors, purchase of bulldozer for clearing, rehabilitation of centers for training in animal drawn cultivation.
		2.3.1.2 2	Strengthen epidemiological surveillance of epizootic diseases	x	x	x	MAEP	Number of surveillance posts increased; number and nature of equipment purchased; number of surveillance actions performed	ITRA, DEP, ICAT, MS, DE	50 surveillance posts operational and 17 contract staff hired under the OSRO Project	Second half 2009	
		2.3.1.2 3	Strengthen ITRA's analysis and oversight capacities	x	x	x	MAEP	Number of laboratories strengthened; number and nature of equipment	ITRA, NGOs	Works pending for lack of finance		
		2.3.1.2 4	Develop human and institutional capacity to exercise the right to be fed	x	x	x	MAEP	Strengthened ability of players to exercise their right to food; strategy for communicating right to food is functioning	Ministries responsible for human rights, Justice, HCDH, CSOs, producers	Not yet carried out		

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				2009	2010	2011						
		2.3.1.2 5	Rehabilitate agricultural training centers	x	x	x	MAEP	Number of training centers rehabilitated and operational	MPRH, MEF	Rehabilitation work on the Adjendré training center have begun and are continuing. Work on building an agricultural training center in Zanguera (préfecture of the Golfe) has begun.	Begun in 2009, work is continuing in 2010	Rehabilitation of the Kamina center is planned for 2011
		2.3.1.2 6	Strengthen monitoring and evaluation mechanisms for steering actions undertaken in the agricultural sector	x	x	x	MAEP	Personnel hired, trained and retrained, material purchased, etc.	DPCA, ICAT, NSCT,MEF	1) Nine (09) new official hired and placed at the disposal of the DPCA, including seven (07) agricultural engineers, in order to reinforce existing personnel. 2) Six (06) officials have had training in the sectoral approach and three (03) with the MTEF.	1) February 2009 2) 2nd half 2009 and first half 2010	
		2.3.1.2 7	Strengthen ICAT's support and advisory capacity	x	x	x	MEAP	Personnel hired, training courses provided, number and nature of equipment purchased	ICAT and MEF	250 contract staff have been hired and provided with motor bikes and deployed to ICAT	First half 2009	
		2.3.1.2 8	Improve the cold chain (refrigeration facilities) and hygiene for food products	x	x	x	MAEP	Volume of infrastructure in place; IEC program on food product hygiene operational	MS, NGOs	Not yet carried out for lack of finance		The purchase of rolling stock to transport animal proteins is scheduled for 2010 (BIE).
	SO 2: To increase industrial productivity	2.3.2.1	Rehabilitate and renew essential equipment for phosphate mining	x	x	x	SNPT	Number of pieces of equipment replaced and functioning	MMEA, MEF, Ministry of Industry	Several investments have been carried out and equipment replaced.		The government will seek the support of TFPs for replacement of production equipment
		2.3.2.2	Amend the Mining Code to enable the national economy to benefit more from Togo's extractive industries		x		MMEA	Mining Code updated and adopted	AN	The ToR have been drawn up for drafting the new mining code of Togo financed by the WB		

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		2.3.2.3	Conduct feasibility studies for developing a primary sector products processing industry		x	x	Ministry of Industry	Reports of studies carried out	Think tanks, Private operators, Ministry of the Private Sector	Not yet carried out		Financing sought
		2.3.2.4	Develop an industrial site to facilitate the setting up of production units		x	x	Ministry of Industry	Site developed and available	SAZOF, CCIT, PAL	30out of 100 hectares have been developed.		Financing sought
		2.3.2.5	Prepare and implement a capacity-building program for those engaged in BTP		x	x	Public Works Ministries	Personnel hired, trained and retrained, equipment purchased, etc.	Ministries of Housing and Urban Development	Not yet carried out		
		2.3.2.6	Conduct a study for reclassifying the national road network in accordance with WAEMU directives	x	x		Public Works Ministries	Study carried out		Not yet carried out		
		2.3.2.7	Prepare a BTP development strategy paper, clarifying the powers, responsibilities and tasks of the different players in the sector.		x		Public Works Ministries	Strategy paper available	Ministries of Housing and Urban Development	Document drafted but not yet validated	December 2009	
		2.3.2.8	Draw up a directory of enterprises, research departments and oversight offices.		x	x	Public Works Ministries	Database available	BTP enterprises	Not yet carried out		
		2.3.2.9	Draft a harmonized procurement code following WAEMU procedures.		x	x	Public Works Ministries	Procurement Code available	MEF, AN	A new procurement code has been draft and adopted by the Council of Ministers	November 11, 2009	
		2.3.2.10	Prepare road maintenance implementation and procedure manuals		x	x	Public Works Ministries	Manuals available	MEF	Not yet carried out		
		2.3.2.11	Strengthen monitoring and evaluation of works in progress	x	x		Public Works Ministries	Team strengthened and equipped	MEF	Not yet carried out		

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		2.3.2.1 2	Install a local road data management system		x	x	Public Works Ministries	Database available	ONAT, GNEBTP, Ordre Togolais des Géomètres, Comité d'Hygiène et de Sécurité (CHS)	The consultant has already been hired with EU financing.	first half 2010	
		2.3.2.1 3	Establish and implement a national crafts industry policy		x	x	Crafts Ministry	Policy document available and applied	CRM, GIPATO	ToR drafted for hiring a consultant	April-May 2010	Start of work scheduled for second half 2010. The funds allocated are insufficient in relation to projections
		2.3.2.1 4	Establish a database of technological data and reference centers for the crafts industry	x	x	x	Crafts Ministry	Technological database available ; reference framework established and functioning	CRM, GIPATO	Not carried out		
		2.3.2.1 5	Provide support to help craftsmen (and craftswomen) attend international fairs.	x	x	x	Crafts Ministry	Financing provided	CRM, GIPATO	Not carried out		
		2.3.2.1 6	Create an online (virtual) Togolese crafts gallery	x	x	x	Crafts Ministry	Virtual gallery functioning	Craftsmen's professional organizations	Not carried out		
	SO 5: To enhance the competitiveness of the tertiary sector	2.3.5.1	Expand port infrastructure	x	x	x	PAL	Reception capacity; Performance of the maritime transportation chain	Ministry of Transport, MEF, MERF	A parking lot for trucks arriving from the provinces is being built at the entrance to the port	2009 - 2010	
		2.3.5.2	Extend the Sahel terminal and develop a dry port on the National Highway No. 1 corridor.		x		PAL	Sahel terminal and dry port completed	Ministry of Transport, MEF, MERF and Shipping Association (<i>Syndicat des transports</i>)	Reballasting in laterite.		Insufficient self-financing capacity

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				2009	2010	2011						
		2.3.5.3	Improve management of the Autonomous Port of Lomé (PAL)	x			PAL	Profitability ratio	Ministry of Transport, MEF	The computerized SYDONIA++ and the x-ray scanner have been up and running since 2009 and are making it possible to automate and simplify procedures and expedite customs clearance	2009	Increase the involvement of the PAL in the concession process
		2.3.5.4	Install a "one-stop shop" for port procedures/paperwork.	x			PAL	"One-stop shop" operational	Ministry of Transport, MEF	Not carried out		The World Bank will assist with recruitment of an expert to prepare a road map to be adopted by the Council of Minister by end-November 2010.
		2.3.5.5	Establish a shipment tracking system	x			PAL	Tracking system in place	Ministry of Transport, MEF, Port community	Not carried out		
		2.3.5.6	Establish an information system for decision-making in respect of tariff schedules	x	x		PAL	Information system in place	Ministry of Transport, MEF, Port community	Not carried out		
		2.3.5.7	Conduct a forward-looking study on developing the PAL		x		PAL	Study report available and accessible	Ministry of Transport, MEF, Port community	International tender has been launched for an in-depth study to update the PAL master plan.		Bids expected to be deposited for July 28, 2010
		2.3.6.1	Devise and implement a trade policy	x	x	x	Trade Ministry	Policy document available and applied	Ministry of Industry, CCIT, CNP-Togo	Not carried out		Discussions underway to start drafting a trade policy.

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				2009	2010	2011						
		2.3.6.2	Finalize and implement the integrated framework for trade-related technical assistance	x			Trade Ministry	Documents available and applied	Ministry of Industry, MEF, CCIT	Diagnostic study for trade integration carried out, validated and available in a preliminary version	July 27-29 2010	Finalization underway. Projections: Program for Sensitizing and Training Traders; Preparation of Integrated Framework Projects under Category 1
		2.3.7.1	Devise and implement a tourism promotion policy	x	x	x	Ministry of Tourism	Policy document available and applied	MEF, Ministry of the Environment, private operators	Policy document drafted and validated in a workshop	November 17- 18, 2009	Document pending adoption by the Council of Ministers
		2.3.7.2	Rehabilitate and upgrade hotels	x	x	x	CNACET	Number of hotel units operational and approved	Private operators financial institutions	Study trip by CNACET managers	October 2010	Execution expected to start in October 2010
		2.3.7.3	Renovate and exploit Togo's principal tourist attractions	x	x	x	Ministry of Tourism	Increased number of visitors	Private operators, Ministry of the Environment	Draft study for surveying tourist attractions has been commissioned	July 2010	Start of execution scheduled for second half 2010
		2.3.7.4	Establish other facilities for developing and promoting the wealth and diversity of the country's tourist potential	x	x	x	Private operators	Increased accommodation capacity	Private operators (entrepreneurs and tourism industry employees) Financial institutions	Several hotels have been build by private operators	July 2009 to June 2010	Private operators have made substantial investments in the hotel sector. However they have been concentrated in the capital.
		2.3.7.5	Draft a National Cultural Policy		x		Ministry of Culture	Policy document available	Ministry of Tourism, Organization and association of artists	Policy document finalized and validated	August 25, 2009	Not yet implemented.
		2.3.7.6	Establish an Artists' Charter		x		Ministry of Culture	Charter available and applied	Ministry of Tourism, Organization and association of artists	The Artists' Charter has been completed		Document pending adoption in workshop

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		2.3.7.7	Establish a Cultural Aid Fund			x	Ministry of Culture	Fun up and running	Ministry of Tourism, Artists' Organizations and associations			
Area 4: Develop the infrastructure needed for growth	SO 1: To develop transport infrastructure	2.4.1.1	Build / rehabilitate the bridges destroyed during the last floods	x			Ministry of Public Works	Number of bridges rehabilitated and/or built	MEF, NGOs	Several bridges rebuilt (Amakpapé, Togblécopé, Lilicopé, etc)		Most of the bridges built/rebuilt are included in the roads and pathways works. Construction of steel and concrete bridges underway.
		2.4.1.2	Build / rehabilitate/strengthen urban road, rail and waterways and national highways	x	x	x	Ministry of Public Works	Km of urban roads and national highways rehabilitated and/or built	MEF, NGOs	53 km of urban roads and national highways have been rehabilitated and/or constructed. Rehabilitation work and the modernization of national highways N° 1, 2, 3 and 5 have begun and are continuing.		Work has begun and is under way.
		2.4.1.3	Build / rehabilitate/strengthen rural and access roads	x	x	x	Ministry of Public Works	Km of rural roads rehabilitated and/or built	MEF, NGOs	164 km of roads (pistes) have been opened up and 1,880 km rehabilitated	2009 - 2010	Project undertaken in several localities in Togo
		2.4.1.4	Maintain paths, roads and civil engineering structures	x	x	x	Ministry of Public Works	Km maintained	MEF, NGOs	50 km of roads built per prefecture (50%).	2009	Action continues every year
		2.4.1.5	Rehabilitate and extend the South-North central line in the railway network			x	Ministry of Public Works	Km of railways rehabilitated	Ministry of Transport	Study begun in 2009. The consulting firm has been chosen for drafting policy.	May 2010	
	SO 2: To develop energy resources	2.4.2.1	Devise and implement an energy policy	x	x	x	MMEE	Number of micro hydroelectric stations put in place; updating of the Adjaralla dam feasibility study	CEET, CEB, TDE, NGOs	Not yet carried out for lack of financing		Draft an energy policy prior to any undertakings in this area
		2.4.2.2	Establish a National Rural Electrification Agency		x		MMEE	Agency operational; number of newly electrified villages	CEET, MAT	Not yet carried out for lack of financing		Study and experience trip

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				2009	2010	2011							
		2.4.2.3	Establish a rural electrification fund		x		MMEE	Fund in place and operational	MEF	Not yet carried out for lack of financing		This measure will be taken into account in the 2011 budget	
		2.4.2.4	Establish a legislative and regulatory framework for developing renewable forms of energy	x	x	x	MMEE	Enabling regulations available	MEF	Not yet carried out for lack of financing			
		2.4.2.5	Promote access to modern energy services for rural and peri-urban populations.	x	x	x	MMEE	Program prepared and implemented	MEF, Think tanks	Not yet carried out Some progress made under the millennium villages program		Policy not yet drafted.	
	SO 3: To develop telecommunication	2.4.3.2	Improve national coverage	x	x	x	MPT, ART&P	Number of new subscribers	Regulatory authority, operators	672,893 new subscriber in 2009 and 465,504 for first half 2010		Continue the strategy of universal service to new rural areas	
		2.4.3.3	Promote competition among telecom operators	x	x	x	MPT, MPT, Regulatory authority	Regulatory mechanism	Ministry of Telecommunications, Operators	Adoption of the community regulations transposed and approved by WAEMU and CEDEAO. Study on introducing another operator has begun.	End 2009	Vote on the Bills in Parliament complete the study on bringing in a new operator in 2010	
		2.4.3.4	Enhance the quality and lower the costs of telecommunication services	x	x	x	MPT, ART&P	Costs lowered	Regulatory authority, Operators	1) The process of measuring service quality began at end 2009. 2) Purchase of measurement equipment	1) End 2009 2) Start 2010	Cost reduction efforts needed. Service quality measurement campaign projected for 2010	
		2.4.3.5	Diversify telecommunication services	x	x	x	MPT, ART&P	Number and nature of services	Regulatory authority, Operators	BLACK BERRY and EV-DO services have been offered	Since 2009	Study of a regulatory framework to promote broadband services	
	Area 5: Strengthening regional integration	SO 1: To promote a regulatory framework conducive to	2.5.1.1	Bring national regulatory provisions into line with those of the Community	x	x	x	MEF	Regulatory provisions adopted	WAEMU, CEDEAO	Several regulatory provisions have been adopted in line with the new WAEMU directives.		Henceforth all instruments will be in line with WAEMU directives

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects
				2009	2010	2011						
	more intense intra-Community trade	2.5.1.2	Revive the OHADA National Commission	x			OHADA Commission	Commission revitalized	Ministry of Justice	1) Measures undertaken for the reorganization and operations of the Commissions (Decree n°2009/162/PMRT of December 10, 2009). 2) The members of the Commission have been appointed (Joint Ministerial Order n°001/MJ-SG/MEF/SG of January 28, 2010)	1) 2009 2) 2010	
		2.5.1.3	Strengthen Togo's active participation in subregional, regional and international organizations responsible for trade	x	x	x	Trade Ministry	Presence reinforced	Ministry of Industry, Ministry of Foreign Affairs	Appointment in 2009 of a representative of Togo at the WTO (Geneva)		Establishment of a permanent consensus-building framework to examine the issues of Togo's presence in international trade bodies
Area 6: Effective management of natural resources, the environment, living environment and natural disasters	SO 1: To achieve rational management of natural resources and the environment	2.6.1.1	Implement the national program for reforestation and sustainable forest management	x	x	x	Private operators	Number of projects financed and executed; area reforested; number of protected area rehabilitated	MAEP, MMEE, MCDAT, NGOs	Not yet carried out		Lack of financing
		2.6.1.2	Strengthen national environmental management capacity	x	x	x	MERF	Number of structures established; decrees, ministerial orders, number of documents drafted	Ministry of Industry, MAEP, MESR, MEPS, NGOs, Local governments	Repairs to 2 buildings due to house the regional coordination offices of PNADE of Plateaux and Kara; 4 decrees issued, 8 decrees validated, pending issuance, 4 interministerial orders signed, 6 orders drafted, 1 SIG unit established and equipped	2009-2010	Continue the activities planned in the PTA

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects
				2009	2010	2011						
		2.6.1.3	Draft and implement a disaster risk reduction strategy	x	x	x	MERF	Strategy paper	MS, Action Sociale	1) National disaster prevention and management strategy drafted 2) Establishment of the disaster risk reduction platform and installation of regional platforms 3) Contingency plan being updated	1) December 2009 2) March-June 2010 3) June 2010	Disaster risk reduction awareness growing. Training of 45 managers on integration of disasters in the EIE
		2.6.1.4	Implement the integrated coastal management program	x	x		MERF	Number of projects financed and executed; km of banks repaired; number of jetties built	MTPT, MMEE, NGOs, Local governments	Financing obtained in 2009		Appointment of a foreman. Construction of five jetties 20 m wide and 90 m long between Aného and Gounou Kopé
		2.6.1.5	Draft and implement a program for the rational management of chemical products and efforts to combat pollution	x	x	x	MERF	Program document, reports	MS, MAEP, MUH, Local governments, NGOs	Two surveys conducted with a view to preparing a management plan for eliminating hydro chlorofluorocarbons (HCFC) in Togo and drafting of a strategy to eliminate HCFC.	2009	CFC elimination phase. Start of HCFC elimination program
		2.6.1.6	Implement the National Adaptation to Climate Change Program		x	x	MERF	Program objectives achieved	MAEP, MMEE	Coordination of the "Second National Communication on Climate Change" (DCN) project is functioning now that all support and management structures are in place	2009	Mobilization of resources to continue implementation
		2.6.1.7	Draft and implement a communication strategy on environmental issues	x	x	x	MERF	Strategy paper available, Implementation reports	Ministry of Communication, Primary and Secondary Education, Higher Education, Technical Education	First draft of the strategy available	June-2010	Analysis by a small committee of resource persons

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects
				2009	2010	2011						
		2.6.1.8	Draft and implement a National Sustainable Development Strategy	x	x	x	MERF	Strategy paper	MCDAT, MEF	Hiring of an international consultant to help draft the strategy. Reports on the sectoral diagnostic studies are available		National validation
		2.6.1.9	Conduct studies on the institutional framework for disaster prevention and management., on the status, identification and mapping of at-risk zones, and on new climate trends and associated hazards	x	x	x	MERF	Reports of studies carried out	Ministry of Security, Action Sociale, Regional Planning and Development, University, think tanks	70% of studies of climate trends carried out; mapping of flood risk zones; Provision of I.T. equipment to disaster management bodies	End June 2010	Train and form a network of 50 women leaders in disaster risk reduction in the lower Mono and Mandouri valleys; Set up an early warning system; Educate and sensitize members of parliament regarding disasters and risk reduction
		2.6.1.10	Draft and implement a National Contingency Plan	x	x	x	MSPC	Plan document available; activity reports	All the ministries, University, Private operators	1) Drafting of the contingency plan 2) Updating of the contingency plan	1) March-July 2009 2) June 2010	Validation of the Plan in 2010
		2.6.2.1	Rehabilitate hygienic and other sanitary structures for waste management	x	x	x	Ministry of Health	High services operational	MUH, MERF, Local governments, MATD, MCDAT, NGOs			
	SO 2: To manage the living environment effectively	2.6.2.2	Implement the National Housing Strategy	x	x	x	Ministry Urban Development/Housing	Increase of real estate available	Private operators	Strategy adopted. Implementation not yet started	July 2009	Lack of financing
		2.7.1.1	Finance social safety nets and regional development poles based on Government transfers	x	x	x	MEF	Number of grassroots development actions financed	Sectoral departments	Several actions have been undertaken, such as the financing of local groups in the country's five economic regions	28 June-05 July 2010	These activities are to continue
Area 7: Redistributing the fruits of growth	SO 1: To reduce inequality by creating an environment conducive to equitable redistribution of the fruits of growth	2.7.1.1	Finance social safety nets and regional development poles based on Government transfers	x	x	x	MEF	Number of grassroots development actions financed	Sectoral departments	Several actions have been undertaken, such as the financing of local groups in the country's five economic regions	28 June-05 July 2010	These activities are to continue

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects
				2009	2010	2011						
Area 8: Generating employment	SO 1: To create the legal, institutional and economic conditions for generating jobs and raising incomes	2.8.1.1	Update and implement the provisions of the Employment and Poverty Reduction Policy Framework Paper	x	x	x	Ministry of Employment(D PNE)	Number of jobs created	Sectoral departments, private operators	Adoption in the Council of Ministers of the Operational Action Pan. Available and disseminated.	09 December 2009.	Implementation under way
		2.8.1.2	Conduct studies to identify branches of activity likely to create employment opportunities, to assess the labor market's human resource needs, and to take stock of the jobs, trades and labor force directory in Togo	x			Ministry of Employment (DPNE)	Reports of studies carried out available	Employers, trade unions, private operators	Mapping validated	28 June-05 July 2010.	Survey of employment directory, trades, and labor force in Togo not yet carried out, Difficulty raising financial resources
		2.8.1.3	Make the National Employment Agency operational	x			Ministry of Employment	Activity reports	MEF, Employers, Trade unions	Agency established and inaugurated	April 30, 2009	Operationalization under way
		2.8.1.4	Establish and operate the Employment Observatory		x		Ministry of Employment	Decree establishing it, ministerial orders implementing it	MEF, Employers, Trade unions	Observatory established and inaugurated	April 30, 2010	Operationalization under way
		2.8.1.5	Prepare and implement support programs to reincorporate people who are laid off.		x	x	Ministry of Employment	Program document, Implementation reports	Employers, Trade unions	Not carried out		Difficulty mobilizing financial resources
		2.8.1.6	Prepare and implement programs for training young entrepreneurs and female entrepreneurs	x	x	x	Ministry of Employment	Implementation report; Number of projects created	Employers, Trade union	Not carried out		
		2.8.1.7	Activate the Fund to Support Young People's Business Initiatives (FAIEJ) and the Young Farmers' Start-up Fund		x	x	MEF	Number of subsidies granted	Ministry of Employment; Agriculture	Bills drafted and presented to the Government General Secretariat		
		2.8.1.8	Promote a business culture and its inclusion in training curricula	x	x	x	Ministry of Vocational Training	Number of young people trained	Ministry of Employment, Youth, Higher Education, NGOs, Private operators	Not carried out		Start of negotiations with stakeholders

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects		
				2009	2010	2011								
		2.8.1.9	Develop a public-private partnership	x	x	x	Ministry of Employment	Number of agreements	Trade Ministry; Industry; CNP-Togo, CCIT, private operators	Provisional memorandum of understanding signed with the National Employers Council	June 2009	Establishment of incentives and signing of a final agreement		
		2.8.1.10	Formalize financing and assistance mechanisms for young professionals	x	x	x	Secretariat of State responsible for Youth and Youth Employment	Mechanisms formalized	Ministries responsible for education (MEPSA, METFP, MESR), Ministry of Finance, professional organizations, Professional and Agricultural Associations, Employers, CCT	Signing of contract with Banque Populaire pour l'Épargne et le Crédit	April 2010	Strengthen and extend partnership with other banks		
		2.8.1.11	Draft a strategic plan to place young people in professional jobs.	x	x	x		Strategy in place		Drafting of a youth employment program	2009	Draft this Program's Action Plan		
		2.8.1.12	Draft and implement an internship program for young people	x	x	x		Internship program worked out		Implementation of a project to strengthen youth employability	Start-up in July 2009	Implement all components of the project		
		2.8.1.13	Recruit and train business coaches.	x	x	x		Business coaches hired and trained		Capacity-building for 40 coaches	January 2009	Train 100 coaches in 2010		
		2.8.1.14	Provide business training for young people	x	x	x		Youths given business training		5 000 young people trained	1 st and 2 nd half 2009	Train 10 000 young people in 2010		
		2.8.1.15	Establish a mechanism for monitoring of the youth employment policy	x	x	x		Monitoring and evaluation mechanism in place		Partnership with NGOs and the OPEA	2nd half 2009	Put a monitoring and evaluation unit in place		
		2.9.1.1	Establish a research support fund		x	x		MEF		Fund established and operational; number of research programs financed; number of scholarships granted	Research centers, Universities, Private operators			
		2.9.1.2	Promote research by establishing an Excellence Award		x	x		MEF		Number of participants; Number of prizes awarded	Research centers, Universities, Private operators			

Pillar 3: Development of human capital

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
The Area 1: Promoting the educational and training system	SO 1: To develop the sector's institutional, conceptual, managerial, and steering capacity; and to improve and adapt the institutional framework	3.1.1.1	Draft the Government's Education Sector Policy (PSE)	x			MEPS/A, METFP, MESR	Policy adopted and implemented	Employers, Chamber of Commerce, Professional Associations	Policy adopted	June-2009	Political framework outlined for effective implementation of the PRSP through the education sector plan adopted in March 2010
		3.1.1.2	Establish a mechanism for coordinating, monitoring and evaluating the PSE	x	x		MEPS/A, METFP, MESR	Coordination, monitoring and evaluation mechanism in place and operational	Employers, Chamber of Commerce, Professional associations	Action not yet undertaken		Conditionality for implementation of the PERI project, Provisions in the pipeline
		3.1.1.3	Conduct a feasibility study for developing an information, monitoring and evaluation system (SISE)		x	x	MEPS/A, METFP, MESR	Study carried out, SISE rendered operational	Directorate General (Statistics)	Action not yet undertaken		Provisions in the pipeline
		3.1.1.4	Implement the repeater rate reduction policy (Primary school and Secondary cycles 1 & 2)	x	x		MEPS/A, METFP, MESR	Policy adopted and implemented	Civil society	Action not yet undertaken		
		3.1.1.5	Implement the policy to improve retention rates in the different cycles		x	x	MEPS/A, METFP, MESR	Policy adopted and implemented	Civil society	Action not yet undertaken		
		3.1.1.6	Implement a flow management mechanism in Secondary Cycle 2 and in higher education		x	x	MEPS/A, METFP, MESR	Flow management mechanism in place and functioning	Civil society	Action not yet undertaken		
		3.1.1.7	Strengthen administrative, financial, and human resources management and pedagogical supervision systems in the education sector	x	x	x	MEPS/A, METFP, MESR	Number of administrative, financial and human resource managers trained	Civil Service, Finance	Action not yet undertaken		Reinforcement actions urgently needed to optimize the chances of successfully implementing the sectoral plan

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		3.1.1.8	Train the system's administrative and managerial personnel	x	x		MEPS/A, METFP, MESR	Number of administrative and managerial personnel trained	Finance	Action not undertaken		Reinforcement actions urgently needed.
		3.1.1.9	Train senior staff in sectoral policy and management of educational systems (PSGSE)	x	x		MEPS/A, METFP, MESR	Number of managers trained	Finance	5 managers trained 10 managers inscribed		Finance to be found for October 2010 (Start of the new wave).
SO 2: To increase pre-school coverage from 8% to 19% in 2011		3.1.2.1	Rehabilitate education centers	x	x	x	MEPS/A	Number of educational establishments rehabilitated	Finance	Rehabilitation of the ENI in Notsé		
		3.1.2.2	Activate the rehabilitated educational centers	x	x	x	MEPS/A	Number of functioning rehabilitated educational establishments	Finance	ENI in Notsé up and running		
		3.1.2.3	Build new education centers accessible for all children	x	x	x	MEPS/A	Number of educational establishments built according to "accessible for everyone" standards	Finance	Action not undertaken		Likely to start in 2011 with the PERI project
		3.1.2.4	Endow education centers with school canteens	x	x	x	MEPS/A	Number of educational establishments with school canteens	Finance	Action not undertaken		Likely to start in 2011 with the PERI project
		3.1.2.5	Provide education centers with pediatric care units for pupils	x	x	x	MEPS/A	Number of educational establishments equipped with pediatric care units	Finance	Action not undertaken		Likely to start in 2011 with the PERI project
		3.1.2.6	Build community education units	x	x	x	MEPS/A	Number of community facilities built	Finance	Action not undertaken		Likely to start in 2011 with the PERI project
		3.1.2.7	Draft early childhood "awakening" curricula	x	x	x	MEPS/A	Early childhood "awakening" curricula drafted and validated	Finance	Action not undertaken		Likely to start in 2011 with the PERI project
		3.1.2.8	Draft pre-school education programs	x	x	x	MEPS/A	Pre-primary education programs drafted and validated	Finance	Action not undertaken		Likely to start in 2011 with the PERI project

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		3.1.2.9	Hire and organize teacher trainers	x	x	x	MEPS/A	Number of teacher trainers hired	Finance	Action not undertaken		Likely to start in 2011 with the PERI project
		3.1.2.10	Train the teacher trainers hired	x	x	x	MEPS/A	Number of teacher trainers trained	Finance	Action not undertaken		Likely to start in 2011 with the PERI project
		3.1.2.11	Hire teachers	x	x	x	MEPS/A	Number of educators hired	Finance	Action not undertaken		Likely to start in 2011 with the PERI project
		3.1.2.12	Train the hired teachers	x	x	x	MEPS/A	Number of educators trained	Finance	Action not undertaken		Likely to start in 2011 with the PERI project
		3.1.2.13	Subsidize the community facilities	x	x	x	MEPS/A	Number of facilities subsidized and the subsidies granted	Finance	Action not undertaken		Likely to start in 2011 with the PERI project
	SO 3: To increase supply and stimulate demand with a view to achieving SPU (Tr. universal primary school enrollment?) (Access CP1 (100%/2012) Primary school completion 83% in 2011,	3.1.3.1	Establish a mechanism to finance cost-free basic education	x	x	x	MEPS/A	Regulations and law adopted (2009)	Finance	Action not undertaken		
		3.1.3.2	Rehabilitate existing classrooms	x	x	x	MEPS/A	Number of classrooms rehabilitated	Finance	Recurrent		Rehabilitations are performed every year depending on the financing allocated in the central government budget
		3.1.3.3	Provide school latrines for existing establishments.	x	x	x	MEPS/A	Number of schools equipped with latrines	Finance	Action not undertaken		With the IsDB, UNICEF project
		3.1.3.4	Build new classrooms	x	x	x	MEPS/A	Number of classrooms built	Finance	153 classrooms built and 300 under construction	July - December 2009	With Government budget, IsDB, UNICEF, PERI projects
		3.1.3.5	Provide schools with canteens	x	x	x	MEPS/A	Number of schools equipped with school canteens	Finance	Nothing done		With the budget, UNICEF, PDC...
		3.1.3.6	Provide First Aid (school medicine) units for schools	x	x	x	MEPS/A	Number of schools equipped with first aid units	Finance	Action not yet undertaken	Work scheduled for July - December 2009	Provision to be reviewed with the Ministry of Health
		3.1.3.7	Hire and organize primary school teachers	x	x	x	MEPS/A	Number of primary school teachers hired	Finance	Action not undertaken	2010	Pace of hiring depends on Government programming

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		3.1.3.8	Provide initial training for the teachers hired	x	x	x	MEPS/A	Number of primary school teachers trained	Finance	Action not undertaken	2010	A second wave of 1,800 teachers is planned
		3.1.3.9	Provide refresher courses (continuous education) for primary school teachers	x	x	x	MEPS/A	Number of primary school teachers re-trained	Finance	5455 teachers re-trained. Ongoing.	August 2009 August 2010	Studies are under way to begin training of a new cohort in September 2010.
		3.1.3.10	Provide schools with math textbook	x	x	x	MEPS/A	Number of math books provided	Finance	Under way	2009, 2010	UNICEF once again donated some this year. To be supplemented by the PERI project in 2011
		3.1.3.11	Provide schools with readers	x	x	x	MEPS/A	Number of reading guides provided	Finance			
		3.1.3.12	Organize volunteer teachers	x	x	x	MEPS/A	Number of volunteer teachers taken on board	Finances			
	SO 4: To improve access to and the performance of Secondary School Cycle 1: CM2/6 th grade transition rate of 74% in 2011; completion rate of 72% in 2011 and repeater rate down to 14% in 2011	3.1.4.1	Rehabilitate existing classrooms	x	x	x	MEPS/A	Number of classrooms rehabilitated	Finances	Recurrent	July - December 2009	Rehabilitations are performed every year depending on the financing allocated in the central government budget
		3.1.4.2	Provide pupils with textbooks	x	x	x	MEPS/A	Number of pupils with schoolbooks	Finances	Action not yet undertaken		Planned with the IsDB project
		3.1.4.3	Build classrooms	x	x	x	MEPS/A	Number of classroom built	Finances	Recurrent	July - December 2009	With the government budget ad IsDB for 2011
		3.1.4.4	Provide schools with latrines	x	x	x	MEPS/A	Number of schools with latrines	Finances	Action not undertaken		Planned with the IsDB project
		3.1.4.5	Provide schools with First Aid (school medicine) units.	x	x	x	MEPS/A	Number of schools with First Aid units	Finances	Action not undertaken		Provision to be reviewed with the Ministry of Health
		3.1.4.6	Provide schools with canteens	x	x	x	MEPS/A	Number of schools equipped with school canteens	Finances	Action not undertaken		Not scheduled for the year
		3.1.4.7	Hire teachers	x	x	x	MEPS/A	Number of teachers hired	Finances	Under way	2010	Pace of recruitment depends on Government

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
												programming
		3.1.4.8	Provide initial training to teachers hired	x	x	x	MEPS/A	Number of teachers trained	Finances	Under way		With the re-opening of the ENS this year
		3.1.4.9	Provide retraining for teachers	x	x	x	MEPS/A	Number of teachers retrained	Finances	5923 teachers re-trained	July - December 2009	Work on producing the reference guide for training is under way
SO 5: To improve access to and performance of Secondary School Cycle 2: 3rd/2nd transition to 50% 2011, completion rate of 55% in 2011 and repeater rate of 17% in 2011		3.1.5.1	Rehabilitate existing classrooms	x	x	x	MEPS/A	Number of classrooms rehabilitated	Finances	Rehabilitation of 18 secondary school classrooms	July - December 2009	Rehabilitations are performed every year depending on the financing allocated in the central government budget
		3.1.5.2	Provide pupils with textbooks.	x	x	x	MEPS/A	Number of pupils with schoolbooks	Finances	Action not undertaken		Financing sought
		3.1.5.3	Build classrooms	x	x	x	MEPS/A	Number of classrooms built	Finances	Construction of 12 secondary school classrooms.	July - December 2009	With the Government budget
		3.1.5.4	Provide schools with latrines	x	x	x	MEPS/A	Number of schools with latrines	Finances	Action not yet undertaken		Financing sought
		3.1.5.5	Provide schools with First Aid (school medicine) units	x	x	x	MEPS/A	Number of schools with First Aid units	Finances			Provision to be reviewed with the Ministry of Health
		3.1.5.6	Provide canteens for schools	x	x	x	MEPS/A	Number of school with school canteens	Finances			Not programmed for the moment
		3.1.5.7	Hire teachers	x	x	x	MEPS/A	Number of teachers hired	Finances	Under way 2010		Pace of hiring depends on government budget
		3.1.5.8	Provide initial training for teachers hired	x	x	x	MEPS/A	Number of teachers trained	Finances			This training is often provided by the University of Lomé through INSE

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		3.1.5.9	Provide retraining for teachers	x	x	x	MEPS/A	Number of teachers retrained	Finances			Work on producing the reference guide for training is under way
SO 6: To revamp the Technical Education and Professional Training (ETFP) mechanism to align it with Togo's socio-economic needs		3.1.6.1	Conduct a feasibility study of the reform of the ETFP		x	x	METFP	Study carried out. Law and enabling regulations adopted	Finances	Not carried out		These actions have not been programmed and have therefore not been financed. The prior steps required appear not to have been taken (Preparation of project fact sheets with justifications and implementation strategy)
		3.1.6.2	Hire teachers/teacher trainers	x	x	x	METFP	Number of teachers hired	Finances	220 teacher trainers hired	Sept. 2009	
		3.1.6.3	Provide teachers/ teacher trainers with initial training	x	x	x	METFP	Number of teachers/trainers trained	Finances	Not carried out. Newly hired teachers receive only an introduction to teaching.	December 2009	
		3.1.6.4	Retrain teachers/ teacher trainers on the job	x	x	x	METFP	Number of teachers/trainers retrained	Finances	Not carried out		
		3.1.6.5	Evaluation and redefinition of the supply of professional and technical training	x	x	x	METFP	Evaluation carried out and implementation provisions adopted	Finances	Not carried out		
		3.1.6.6	Establish a partnership charter for technical and professional training.	x	x	x	METFP	Charter drafted, validated and adopted	Finances	Not carried out		
		3.1.6.7	Review training programs and contents	x	x	x	METFP	Number of programs reviewed and adapted	Finances	Not carried out		
		3.1.6.8	Rehabilitate existing training facilities	x	x	x	METFP	Number of facilities rehabilitated	Finances	1 LETP rehabilitated, 2 CRETFP currently being rehabilitated	2009-2010	
		3.1.6.9	Set up mechanisms for initial vocational training	x	x	x	METFP	Functional training and initial vocational training mechanisms in place	Finances	Not carried out		

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
SO 7: To realign Higher Education and Research structures with the socio-economic needs of the country		3.1.7.1	Restructure the supply of Higher Education	x	x			Law and enabling regulations enacted	Finances	Action not carried out		Not scheduled for this year
		3.1.7.2	Rehabilitate teaching infrastructure of the UL and UK (Tr. University of Lomé and University of Kara?)	x	x	x	MESR	Number of educational facilities rendered operational	Finance	Rehabilitation and equipping of the Office du Baccalauréat; rehabilitation, construction and fitting out of Village de Bénin accommodation; expansion of the First Vice President's office. Completion of the Ecole Supérieure de Secrétariat d'Etat (ESSD) building. Completion of ENSI workshops. External repairs to the Science Faculty building. Improvements to the sport and cultural block.	Second half 2009, first half 2010	
		3.1.7.4	Build teaching blocks at UL and UK	x	x	x	MESR	Number of functioning teaching blocks built	Finance	Construction of a research room for ISICA students; construction and fitting out of student accommodation at the UL; construction and expansion of accommodation infrastructure for students at the UK;; construction of the FAST teaching block (UK)	Second half 2009, first half 2010	
		3.1.7.6	Build student halls of residence at UL and UK	x	x	x	MESR	Number of halls of residence built at the UL and UK	Finance	Action not carried out		Not programmed for this year
		3.1.7.7	Conduct a study for establishing distance learning facilities		x			Study carried out	Finance	Action not carried out		
		3.1.7.8	Rehabilitate infrastructure of the ENS	x	x	x	MESR	ENS infrastructure rendered functional	Finance	Rehabilitation of infrastructure at the Ecole Normale Supérieure in Atakpamé	First half 2010	Rehabilitation continues. A wall is to be built around the ENS, Buses are to be purchased for the ENS in Atakpamé

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		3.1.7.9	Establish an information and communication system at UL and UK		x		MESR	An information and communication system up and running	Finance	Expansion of the cyber CIC for students	Second half 2009, first half 2010	Action not planned, but programmed
		3.1.7.10	Rehabilitate the National Library and Archives Directorate (DBAN)		x		MESR	DBAN rendered operational	Finances	Rehabilitation and fitting out of the Office of the Director of the National Library and Archives	First half 2010	Execution expected in 2010
		3.1.7.11	Build the Scientific Research Directorate (DRS)		x		MESR	DRS built and operational	Finances	Action not carried out		
		3.1.7.12	Provide financial support for doctoral studies		x	x	MESR	Support agreed upon	Finances			
	SO 8: To halve the illiteracy rate by 2015 (21%)	3.1.8.1	Provide institutional support for literacy education	x	x	x	MEPS/A	Support agreed upon	Finances	Action not carried out. Begun by UNICEF Accra in 2010 for CFAF 14 million		Actions not programmed but will probably be financed with the FTI
		3.1.8.2	Provide teaching aids for literacy education	x	x	x	MEPS/A	Teaching aids supplied	Finances	Action not carried out		UNESCO also agreed to provide US\$ 4,765
		3.1.8.3	Hire literacy teachers					Number of literacy educators hired	Finances	Action not undertaken		To be funded out of the Central Government Budget
		3.1.8.4	Train literacy teachers	x	x	x	MEPS/A	Number of literacy educators trained	Finances	Action not undertaken		Action programmed as part of the PERI project
		3.1.8.5	Prepare non formal education curricula		x			Non-formal education curricula developed	Finances	Action not undertaken		Action programmed as part of the PERI project
		3.1.8.6	Provide financial support for the expanded literacy program	x	x	x	MEPS/A	Financial support agreed to	Finances	Financial assistance in the amount of 30,000 Euros has been obtained from the OIF	2009	Action programmed as part of the PERI project. Financial assistance in the amount of 30,000 Euros agreed to by the OIF in 2009

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				2009	2010	2011						
Area 2: Developing the health system and health care	SO 1: To strengthen organization and management of the health system	3.2.1.1	Rehabilitate and expand hospitals (the 3 CHU, the CHR at Atakpamé, Sokodé, Dapaong, and the prefecture hospitals in Bassar, Amlamé, and Pagouda)	x			Cabinet MS, DGS, DAC, DES, Hospital	Number of infrastructure facilities rehabilitated and built	Ministry of Finance	Begun in Q1 /2009, continuing in 2010; USP rehabilitated		Provide for an annual maintenance appropriation
		3.2.1.2	Rehabilitate the offices of the Ministry of Health	x			DGS, DAC	Ministry of Health building renovated	Ministry of Finance	Buildings rehabilitated Q2 to Q4/2009		Provide for an annual maintenance appropriation
		3.2.1.3	Rehabilitate the DRS in Kara and its districts	x			DGS, DAC, DRS Kara	New DRS office built; Number of districts rehabilitated	Ministry of Finance	Only the rehabilitation of the DRS has been carried out		Provide for an annual maintenance appropriation
		3.2.1.4	Construct training school buildings (ENAM, ENSF in Kara)	x			DGS, ENAM, ENSF	ENAM, ENSF buildings in Kara renovated	Ministry of Finance	Premises leased Q2/2009	nov-09	Provide for an annual maintenance appropriation
		3.2.1.5	Improve the National Institute of Hygiene buildings	x			DGS, DPLET, INH	Number of INH buildings rehabilitated	Ministry of Finance	Rehabilitated in 2008 and completed in 2009		Provide for an annual maintenance appropriation
		3.2.1.6	Renovate the National School for Midwives and build a library on stilts		x		DGS, ENSF	ENSF buildings in Lomé renovated	Ministry of Finance	Completed in 2009		Provide for an annual maintenance appropriation
		3.2.1.7	Build in-patient rooms and an administrative block for the psychiatric hospital in Zébé	x			DGS, DES, DAC	Buildings of the psychiatric hospital in Zébé renovated	Ministry of Finance	Only the in-patient rooms have been built	First half 2010	Provide for an annual maintenance appropriation
		3.2.1.8	IsDB II Health Project (build and equip polyclinics and CMS modules in rural areas of Togo)	x	x	x	Cabinet MS, DGS, DAC, DES, Hospitals	Number of polyclinics built; number of polyclinics equipped	Ministry of Finance; Islamic Development Bank	5 polyclinics built 5 polyclinics equipped	First half 2010	To be continued
		3.2.1.9	Build a gynaecological-obstetrics block for the Kpalimé hospital	x			DGS, DES, DAC	New building to house the gynaecological-obstetrics block in Kpalimé.	Ministry of Finance	Fully completed. All 2009		Provide for an annual maintenance appropriation

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				2009	2010	2011						
		3.2.1.10	Build and rehabilitate services of the DRS in Savanes and its districts	x			DGS, DAC, DRS SAVANES	New DRS office built; Number of districts rehabilitated	Ministry of Finance	Works under way	First half 2010	Provide for an annual maintenance appropriation
		3.2.1.11	Construct and rehabilitate offices of the Primary Health Care Directorate (DSSP)	x			DAC	DSSP buildings built and rehabilitated	Ministry of Finance	Fully completed. All 2009		Provide for an annual maintenance appropriation
		3.2.1.12	Equip the CHR and prefecture hospitals	x	x	x	DGS, DES, DAC	Number of health facilities equipped	Ministry of Finance	Equipment purchased	May-June 2010	Provide for an annual maintenance appropriation
		3.2.1.13	Equipping and Rehabilitation of Health Structures in Togo Project (BIDC)	x	x	x	Cabinet MS, DGS, DAC, DES, Hospitals	Number of health structures (FS) built; Number of health structures equipped	Ministry of Finance, BIDC	15 FS being rehabilitated;15 FS being equipped; 3 buildings under construction	Under way since 2009	Provide for an annual maintenance appropriation
		3.2.1.14	Equip the Lomé Commune DRS with an apparatus for making Javel water		x		DGS, DRS Lomé-Commune	New apparatus for making Javel water in the DRS Lomé-Commune	Ministry of Finance			
		3.2.1.15	Replace laboratory equipment at the National Institute of Hygiene		x	x	DGS, DPLET, INH	New equipment for the INH	Ministry of Finance	Equipment purchased	Q3 and Q4/2009	Provide for an annual maintenance appropriation
		3.2.1.16	Purchase fitted-out ambulances for the prefecture hospitals	x	x		DGS, DAC	Number of ambulances purchased	Ministry of Finance	3 ambulances in 2009	First half 2009	Ideally, all health prefectures should be so equipped
		3.2.1.17	Conduct program to improve the availability and skills of health personnel (training in RH and AQS [Tr. ??])	x	x	x	DGS, DAC, DES	Number of health personnel hired; number of health personnel trained; satisfaction rate among qualified personnel in health structures	Ministry of Finance, AFD, World Bank	In 2008, 737 hired. In 2009, 762 were hired, not the 658 originally programmed. The training given to these health workers is ineffective for lack of resources. Equipment purchased in 2009.		Provide for financing to train the staff hired. Enhance the quality of analyses.

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				2009	2010	2011						
		3.2.1.18	Support implementation and monitoring of the PNDS in the regions (regional and prefectural managers)	x	x	x	DGS, DAC	Number of prefectural and regional reviews conducted; supervision completion rate	Ministry of Finance, WHO, UNFPA, UNICEF, AFD, EU, etc.	done	Second half 2009, first half 2010	To be continued
		3.2.1.19	Blood transfusion safety project in Togo (CNTS)	x	x	x	DGS, DPLET, CNTS	Percentage of blood bank contaminated	Ministry of Finance, AFD	Under way	Second half 2009	To be continued
		3.2.1.20	Support system audits and evaluation, financing and cost recovery in health training and health program	x			DGS, DES, DAC	Audit report, report evaluating the health system, and cost recovery; cost recovery rate in health structures	Ministry of Finance	Not carried out		To be programmed
		3.2.1.21	Support studies of national health accounts	x			DGS, DAC, DPFR	Report of the study on national health accounts	Ministry of Finance/WHO/UNICEF	Nearing completion		Report expected in first half 2010
		3.2.1.22	Provide training in management quality procedures	x			DGS, DES, DAC	New administrative, financial and accounting management procedures manual	Ministry of Finance	Not carried out		To be programmed
		3.2.1.23	Draft and implement the National Health Charter	x			DGS, DPFR	Report on Togo's Health Charter	Ministry of Finance	Not carried out		To be programmed
		3.2.1.24	Draft a National Health Insurance Cooperatives Plan	x			DGS, DES, DAC, DPFR	National Health Insurance Coop Plan	Ministry of Finance	Not carried out		To be programmed
		3.2.1.25	Adopt the Health Code	x			Cabinet, DGS	New health code for the sector	National Assembly /OMS/UNICEF	Done		Enabling regulations to be drafted
		3.2.1.26	Draft a Hospital and Pharmaceutical Policy	x			DGS, DES, DPLET	Hospital and pharmaceutical policy drafted		Not carried out		To be programmed
		3.2.1.27	Draft a Maintenance Policy	x			DGS, DES, DAC	Maintenance policy drafted		Not carried out		To be programmed

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				2009	2010	2011						
		3.2.1.28	Strengthen the gathering, processing and analysis of health statistics	x	x	x	DGS, DPFR	Promptness and completeness rates of health information in the different services	WHO/DGCN/UNICEF	Under way		To be continued
		3.2.1.29	Support preparation of the MTEF and train personnel responsible for it.	x			DGS, DAC, DPFR	MTEF 2009 for the health sector; Number of staff trained to draft a sectoral MTEF	Ministry of Finance, BAD	Validation of the Medium-Term Expenditure Framework 2010-2013	Nov. 2009	Train DPFR and DAC personnel
		3.2.1.30	Provide training in leadership and health system management	x	x	x	DGS, DPFR	Number of staff trained	WHO	Done		To be continued
		3.2.1.31	Support mutual insurance initiatives and measures enhancing equal access to health care	x	x	x	DGS, DES, DPFR	Number of new health insurance cooperatives established	Ministry of Finance	Not carried out		To be programmed
	SO 2: To strengthen mother-child health care	3.2.2.1	Support PNLS-STI/purchase ARV, disposable medical supplies and reagents	x	x	x	DGS, DSSP, PNLS	Amount earmarked for the purchase of ARV and disposable medical supplies; coverage in PTME	Global Fund, WHO, UNFPA, EU, etc.	Done	Second half 2009, first half 2010	To be continued
		3.2.2.2	Increase the availability of services and of the PMA	x	x	x	DGS, DSSP, DES	Rate of availability of required PMA services		100% availability of the PMA		To be continued
		3.2.2.3	Provide Vitamin A supplementation	x	x	x	DGS, DSSP	Number of children taking Vitamin A	UNICEF	Done	Dec. 2009	To be continued
		3.2.2.4	Deworming of children	x	x	x	DGS, DSSP	Number of children dewormed	UNICEF	Done	Dec. 2009	To be continued
		3.2.2.5	Promote healthy eating practices	x	x	x	DGS, DSSP	Insufficient weight at birth rates; malnutrition rates in children under 3 years of age	WHO/UNICEF	Done		To be continued
		3.2.2.6	Strengthen epidemiological surveillance	x	x	x	DGS, DSSP	Reduction in epidemics rate	WHO/UNICEF	Done		To be continued
		3.2.2.7	Promote healthy behavior "STEPWISE"	x	x	x	DGS, DSSP	Number of campaigns carried out		Not carried out		To be programmed

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		3.2.2.8	Strengthen the capacity of bodies participating in emergency and disaster preparedness and response activities.	x	x	x	DGS, DSSP	Number of structures strengthened	WHO/UNICEF/HCR /OCOHA/PAM UNFPA /UNDP/	Done		To be continued
		3.2.2.9	Support the organization of traditional therapists	x	x	x	DGS, DSSP	Number of traditional therapists supported	WHO	After an assembly was organized, an office was established at end 2008. In 2009 draft of an outline of national policy on traditional medicine, as well as enabling regulations		A workshop to validate the policy should be envisaged in 2010. Lack of personnel and infrastructure.
		3.2.2.10	Strengthen cooperation between traditional and modern medicine	x	x	x	DGS, DSSP	Implementation cooperation program	WHO	Not carried out		To be programmed
		3.2.2.11	Strengthen management capabilities with respect to medicines, reagents and vaccines	x	x	x	DGS, DSSP	Availability rate of MEG	Gavin Fund, UNICEF, WHO	Done		Improve affordability for the population
		3.2.2.12	Promote health care quality assurance	x	x	x	DGS, DAC, DPFR, DPLET, DSSP, DES		WHO	Not carried out		To be programmed
		3.2.2.13	Extend the contractual approach	x	x	x	DGS, DES		WHO	Experimentation under way in the Centrale region and in health districts N° 3, 5 Lomé		To be disseminated to all health districts in the country
		3.2.2.14	Expand efforts to prevent and treat mental illnesses	x	x	x	DGS, DSSP	Number of patients treated; rate of prevalence of the disease	WHO	Done		To be continued
		3.2.2.15	Draft and implement a National Program to Combat Buruli Ulcer Disease	x	x	x	DGS, DSSP	Number of patients treated; rate of prevalence of the disease	WHO	Equipment purchased in 2009 Strengthen the quality of analyses		To be continued
		3.2.2.16	Combat dracunculiasis	x	x	x	DGS, DSSP	Number of patients treated; rate of prevalence of the disease	WHO	No cases. Zero prevalence		Provide for surveillance and supervision because of the possibility of imported cases.

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				2009	2010	2011						
		3.2.2.17	Implement the National Program against Lymphatic Filariasis	x	x	x	DGS, DSSP	Number of patients treated; rate of prevalence of the disease	WHO	Low prevalence		To be continued
		3.2.2.18	Implement the oral/dental health program	x	x	x	DGS, DSSP	Number of patients treated; rate of prevalence of the disease	WHO	Data not available (need for surveys)		Need to conduct a survey
		3.2.2.19	Implement the Expanded Program on Immunization (EPI)	x	x	x	DGS, DSSP	Immunization coverage rates in Var, DTC3, BCG; vaccine availability rates	WHO, Gavin Fund	In 2009, VAR: 84%, DTC3: 89%, BCG: 91%. Availability rate >= 90%	First half 2010	To be continued
		3.2.2.20	Implement a health/nutrition program	x	x	x	DGS, DSSP	Insufficient weight at birth rates; malnutrition rates in children under 3 years of age	UNICEF/WHO/PAM	From 2006 to 2009: LMAG rate is 7.3% versus 14.3%; insufficient weight rate declined from 26.8% to 16.7% , chronic malnutrition rate is 26.2% versus 23.7% .AME rate 58% versus 28%		To be continued
		3.2.2.21	Enhance the availability and quality of reproductive health care services	x	x	x	DGS, DSSP	Obstetrical care coverage rate; obstetrical work load; caesarian birth rate; coverage rate in CPN	UNFPA	Encouraging results		To be continued
		3.2.2.22	Implement the Child Monitoring and Development Program (Savanes, Kara and Maritime regions)	x	x	x	DGS, DSSP	Number of children treated	UNICEF	Nationwide		To be continued
		3.2.2.23	Step up (multisector) efforts to combat HIV/AIDS in Togo	x	x	x	DGS, DSSP	Number of PVVIH treated; percentage of pregnant women benefiting from PTME	Ministry of Education, Global Fund, WHO, UNFPA, EU, etc.	Under way		To be continued

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				2009	2010	2011						
		3.2.2.24	Strengthen efforts to fight malaria	x	x	x	DGS, DSSP	Number of MII distributed; percentage of children under 5 seriously ill with malaria; death rate from malaria	WHO, Global Fund/UNICEF	Encouraging results		To be continued
		3.2.2.25	Combat tuberculosis and leprosy	x	x	x	DGS, DSSP	Tuberculosis screening rates; percentage of tuberculosis cases under DOTS	WHO, Global Fund	Encouraging results		To be continued
		3.2.2.26	Establish permanent access to services for preventing and treating leprosy and tuberculosis	x	x	x	DGS, DSSP			Encouraging results		To be continued
		3.2.2.27	Promote the right to rehabilitation for disabled persons in Togo	x	x	x	DGS, DSSP	Number of campaigns carried out	Handicap international	Done		To be continued
	SO 3: To strengthen efforts to eradicate diseases	3.2.3.1	Strengthen efforts to combat HIV/AIDS	x	x	x	Ministry of Health	Rate of reduction of prevalence	WHO	Encouraging results		To be continued
		3.2.3.2	Prevent/control tuberculosis	x	x	x	Ministry of Health	Number of cases declared in comparison with previous years	WHO	Encouraging results		To be continued
		3.2.3.3	Strengthen efforts to fight malaria	x	x	x	Ministry of Health	Number of cases treated	WHO/UNICEF	Encouraging results	First half 2010	To be continued
		3.2.3.4	Strengthen efforts against transmittable diseases	x	x	x	Ministry of Health	Number of cases treated; number of campaigns carried out	WHO	Encouraging results		To be continued
	SO 4: To strengthen coordination of partnership and community	3.2.4.1	Strengthen the sectoral approach	x	x		DGS, DAC, DPFR	Report	WHO	Not carried out		To be programmed
		3.2.4.2	Strengthen the public-private partnership	x	x	x	DGS, DSSP, DES	Number of public-private forums organized	WHO	Under way		To be continued

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				2009	2010	2011							
participation in health care management		3.2.4.3	Make an inventory of private players/NGOs/Associations in each region	x			DGS, DSSP, DES	Census report	WHO	Not carried out		To be programmed	
		3.2.4.4	Organize forums on a regular basis for exchanges of views between public and private players	x	x	x	DGS, DSSP, DES	Number of public-private forums organized	WHO	Under way		To be continued	
		3.2.4.5	Strengthen joint activities (Police, Customs, the Judiciary...) aimed at combating the illicit sale of medicines	x	x	x	DGS, DSSP, DES, DPLET	Tonnage of medicines seized	WHO	Under way		To be continued	
		3.2.4.6	Strengthen efforts to fight smoking, narcotic drugs, and alcohol addiction	x	x	x	DGS, DSSP	Rate of reduction in cases of nicotine, narcotic drugs and alcohol addiction	WHO				
		3.2.4.7	Implement chemical and bacteriological control of local and imported foodstuffs	x	x	x	DGS, DSSP, DPLET, INH	Stepped-up controls	WHO	Under way		To be continued	
		3.2.4.8	Promote antivevector immunization	x	x	x	DGS, DSSP	Number of campaigns carried out	WHO	Not carried out		The focus is on promotion of the MII	
		3.2.4.9	Implement an emergency management program	x	x	x	DGS, DSSP	Number of emergency cases treated compared to previous years	WHO/UNICEF	Under way		To be continued	
		3.2.5.1	Strengthen the ability of civil society to participate in health sector activities	x	x	x	DGS, DSSP	Number of individuals trained	WHO				
		3.2.5.2	Update and apply regulations governing the CA, CMC, CTP, CHSH and COGES	x	x	x	DGS, DSSP, DES, DAC	Percentage of operational CA, CMC, CTP, CHSH, COGES	WHO/UNICEF	Not carried out		To be reprogrammed	
		3.2.5.3	Sensitize the population so as to increase community participation in health development activities	x	x	x	DGS, DSSP	Number of people sensitized	WHO/UNICEF/UNFPA	Under way		To be continued	

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Area 3: Improving the nutritional status of the population	SO 1: To boost the effectiveness of existing programs and promote new programs for overcoming mother-child nutritional deficiencies	3.3.1.1	Implement the Accelerated Strategy for Child Survival and Development, promote foods rich in micronutrients and promote food enrichment/fortification	x	x	x	Ministry of Health	Strategy implemented	Ministry of Social Affairs/UNICEF/HKI /Ministry of Industry/WHO			
		3.3.1.2	Implement the National Strategy for Feeding New-Born and Young Children, in the HIV context	x	x	x	Ministry of Health	Strategy implemented	Ministry of Social Affairs/UNICEF			
		3.3.1.3	Develop school canteens in pre-school and primary school institutions in vulnerable areas	x	x	x	Ministry of Health	Number of school canteens established	Ministry of Social Affairs/WHO/WORLD BANK			
		3.3.1.4	Put in place a nutrition program for female adolescents and pregnant and breast-feeding women.	x	x	x	Ministry of Health	Program implemented	Ministry of Social Affairs/PAM/UNICEF	From 2007 to 2009: Equipping and provisioning of 388 CREN and 460 CTC villages to ensure treatment for the undernourished -63,337 undernourished children under 5 rehabilitated From 2007 to 2009:		To be continued
		3.3.1.5	Establish a zoosanitary, phytosanitary, food and nutrition surveillance mechanism		x	x	Ministry of Health	Increased surveillance	Ministry of Social Affairs/PAM /UNICEF	Under way		To be continued
		3.3.1.6	Start specific programs for ensuring proper food for vulnerable persons		x	x	Ministry of Health	Programs begun and under way	Ministry of Social Affairs/UNICEF/PAM			
	SO 2: To sensitize the vulnerable population to the importance of a proper diet	3.3.2.1	Conduct information, awareness and educational campaigns for all public and civil society players on the importance of a proper diet for health	x	x	x	Ministry of Health	Number of campaigns carried out	Ministry of Social Affairs/UNICEF/WHO			

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				2009	2010	2011						
	SO 3: To improve the institutional framework for nutrition and food intake	3.3.3.1	Strengthen institutional capacity and the legal framework for promoting proper diet and nutrition	x	x	x	Ministry of Health	Regulations and law adopted	Ministry of Social Affairs/WHO/UNICEF	Ministerial decree issued on the establishment of the National Committee for Fortified Food		
		3.3.3.2	Improve the information system and the mechanism for data gathering in the food and nutrition sector	x	x	x	Ministry of Health	Information and Communication System up and running	Ministry of Social Affairs/UNICEF /PAM	SMART survey carried out		
Area 4: Improving access to safe drinking water and sanitation infrastructure	SO 1: To enhance the water resource management system by adopting the GIRE approach	3.4.1.1	Establish an operational legal framework	x	x		Ministry of Water: DGEA	Institutional framework is operational	Ministry of the Environment; Ministry of Health; Ministry of Agriculture; and National Water Partnership (PNE-Togo)	Nothing		Organizational chart of the MEAHV operational through to end 2010
		3.4.1.2	Establish and apply a legal framework in keeping with the policy and strategies adopted	x	x			Laws and regulations have been adopted and are being applied		Draft Water Code adopted by the Government; Water Code law has been voted on; A vote has also been taken on the organization of safe drinking water and collective sewage systems for household waste water; Drafting of the National Water Policy and Action Plan for the GIRE.	June 2010, Sept. to Dec. 2009	Validation of the GIRE Action Plan by all stakeholders in July 2010. Adoption by the Government of National Water Policy in August 2010. Drafting of the enabling regulations for application of the Water Code scheduled for 2011

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		3.4.1.3	Promote integrated management of shared water resources	x	x	x		Shared water resources are managed through shared integrated mechanisms		<p>Purchase of a set of Volta Project measurement and I.T. equipment and materials</p> <p>Training in the use of measurement techniques and use of hydrological equipment</p> <p>Survey of the localities benefiting from the PAGEV project and identification of actions to be implemented have both been carried out.</p> <p>Training courses in HYDROMET Database software</p>	<p>Sept. 2009</p> <p>Dec. 2009</p> <p>March 2010</p> <p>May 2010</p>	<p>Implementation of the actions identified in the framework of the PAGEV framework as of second half 2010</p> <p>Assembly and use of the purchased measuring equipment and material expected to take place in October 2010.</p>
		3.4.1.4	Develop effective participation by all players in management of the resource	x	x	x		A permanent framework for dialogue between all players is in place and functioning well.		Nothing		Projected for 2011
		3.4.1.5	Get to know and monitor the resource, demand for it and users		x	x		Water resources are well known and there is periodic monitoring of the hydraulic data balance sheet		Signing of the grant agreement with the African Development Bank (AfDB)		Hiring of the consultant
		3.4.1.6	Establish master GIRE plans for each basin nation wide and implement negotiated programs to use water resources in accordance with GIRE principles		x	x		Master Plans for GIRE established for each hydrographic basin and negotiated programs for exploiting water resources are implemented.		Nothing		

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				2009	2010	2011						
	SO 2: To improve access to safe drinking water for the population living in rural, semi-urban and urban areas	3.4.2.1	Implement AEPA policy in rural and semi-urban areas with the population participating in the determination of needs to be satisfied, technical decisions as to the type of infrastructure to be built, and "ownership" of maintenance and preservation of the works.	x	x	x	Ministry of Water: DGEA	AEPA policy for rural and semi-urban areas is implemented with (i) participation by the beneficiary population in the determination of needs and in technical choices, and (ii) "ownership" by the beneficiary population of its responsibility for preservation and maintenance of the works.	TdE, NGOs and partners	Policy has been put into effect since 2008, systematically for all rural and semi-urban waterworks programs.		Implementation continuing for rural and semi-urban waterworks under way. Establishment of a system for sustainable management of MINI AEP and PEA in 2010
		3.4.2.2	Rehabilitate old well in rural areas	x	x	x		Number of wells rehabilitated		74 former wells	July 2009 June 2010	Rehabilitation of old wells continues in 2010
		3.4.2.3	Drill new wells in rural areas	x	x	x		Number of new wells drilled		376 new PMH wells constructed	July 2009 June 2010	828 new wells between 2010-2011
		3.4.2.4	Rehabilitate mini water supply systems in semi-urban areas	x	x	x		Number of mini water supply systems rehabilitated		3 autonomous water supply points and 7 MINI AEP rehabilitated	July and Nov. 2009	
		3.4.2.5	Construct mini water supply system in semi-urban systems	x	x	x		Number of mini water supply systems built		2 Mini AEP 3 MINI AEP constructed in dispensaries	June and December 2009 to the dispensary and the rest between January and March 2010	One (1) MINI AEP being built; 20 MINI AEP are to get off the ground in October 2009; 10 MINI are scheduled for 2011

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		3.4.2.6	Prioritize towns that do not yet have safe drinking water supply systems	x	x	x		Four of the eight towns lacking AEPA equipment are given AEP systems		One (1) MINI AEP built in the prefecture capital of Tandjoaré with eight street fountains, private service lines and administrative hook-ups		3 AEP planned in three (3) urban centers for 2010-2012 Technical-economic feasibility studies of 5 urban centers planned for 2010-2011
		3.4.2.7	Strengthen existing systems (Lomé, Kara, Pagouda, Niamtougou and Pya)	x	x	x	Ministry of Water: TdE	Lomé and SGK AEP systems are strengthened		Nothing		Conditions precedent for the financing met, start-up expected in 2011
	SO 3: To enhance access to liquid sanitation services by promoting appropriate infrastructure	3.4.3.1	Facilitate households' access to decentralized liquid sanitation systems, using subsidies to that end	x	x	x	Ministry for Liquid Sanitation DGEA	The decentralized systems programmed to facilitate household access are implemented	Ministry in charge of Local Governments; Ministry for Regional Development; Ministry for Urban Development; Ministry of Health; TdE	Nothing		
		3.4.3.2	Carry out emergency works to ensure effective drainage of rainwater in the city of Lomé, along with a sustainable maintenance system	x	x			Emergency works for effective draining of Lomé rainfall carried out with a sustainable maintenance system		Dredging of Lac Est and cleaning of the compensation canal; cleaning of the large trapezoidal canal running alongside the Tokoin Gbadago tracks from the Boulevard des Armées to Boulevard de la Kara; construction of the access routes in the lagoon area; dredging of Lac Bè	End of works in Sept. 2009. January-August 2009. Works began in Oct. 2009 and continuing in 2010	Projections: 2010-2011: Rehabilitation of outlet conduit of Lac Ouest in Ougou; Sanitation and draining of rainwater in Lomé and surrounding areas; Drainage, paving of Kégbayah/Défalé streets; Construction of the new outlet pipe under Ogou street;; Street sanitation and paving.

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		3.4.3.3	Strengthen national capacities	x	x	x		Institutional and human resource capacities of the water and sanitation sector strengthened		Nothing		Organizational and administrative audit planned for 2010
		3.4.3.4	Draw up liquid sanitation master plans for towns in Togo other than Lomé	x	x			Programmed master plans for sanitation have been drafted and made available to the villages concerned		Nothing , for lack of financing		Financing sought
	SO 4: To promote in the population sound hygiene and sanitary practices	3.4.4.1	Inform, educate and communicate with households to ensure acceptance of financing, appropriate use and maintenance of the sanitary installations, the disposal or elimination of excreta, and the collection and evacuation of waste waters	x	x	x		Households have benefited from the IEC program and are applying lessons learned		IEC took part in activities marking in 2009 the Global Handwashing Day and the World Water and Sanitation Week		Activities continue in 2010
		3.4.4.2	Sensitize garbage collection companies and encourage their organization into associations to ensure that sludge and waste waters are dumped in appropriate sites	x	x			Sewage companies sensitized and organized into appropriate associations	Ministry in charge of Local Governments; Ministry for Regional Development; Ministry for Urban Development; Ministry of Health; PNE-Togo	Nothing		Planned for 2010-2011
		3.4.4.3	Conduct surveys in rural and semi-urban areas in order to better assess the impact of the service	x	x			Surveys have been carried out and impact of the service assessed		Nothing		Planned for 2011 (moves to hire consultants under way)

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
	SO 5: To develop and implement the SISE	3.4.5.1	Develop the contents of the Information and Monitoring and Evaluation System for implementation of Water and Sanitation Sector goals, taking SII and CIDEA into account	x			Ministry of Water and Liquid Sanitation: DGEA	Contents of SISE developed taking into account the SII and CIDEA contemplated, respectively, for Water Resources and AEPA		Nothing		Organizational and administrative audit planned for 2010 - formulation of the road map for developing and bringing on stream a sectoral information and monitoring and evaluation system in respect of implementation of PANSEA (SSISE-PANSEA)
		3.4.5.2	Implement SISE on the ground	x	x			SISE is up and running	Ministry of Economy and Finance; Ministry of Cooperation and Development; DGSCN	Nothing		Expected in 2012
Area 5: Promoting gender equity and equality	OS1: To mainstream a gender perspective in the educational sector	3.5.1.1	Improve the distribution of state schools to ensure more access by girls at all levels	x	x		Ministry of Primary and Secondary Education	Girl/boy access parity		Girl/boy parity ratio reached 96% in 2009-2010		
		3.5.1.2	Generate awareness of the need to keep girls in secondary school and higher education	x	x	x		Number of girls retained in Secondary School and Higher Education	Ministry of Social Action, for the Protection of Women, Protection of the Child and the Elderly (MASPFPEPA)	Documentary produced enhancing the image of women in order to raise awareness of the importance of girls enrolling	Nov. – Dec. 2009	Replicate these kinds of initiatives
		3.5.1.3	Promote counseling for girls on scientific and technical courses	x	x	x		Number of girls enrolled in scientific and technical courses		Not executed		

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects	
				2009	2010	2011							
		3.5.1.4	Foster the updating of gender-sensitive educational, training, and literacy education policy.	x			Ministry of Social Affairs	Gender-sensitive policy adopted		Not executed			
		3.5.1.5	Promote the development of an information system on the status of girls and boys in the school system	x	x		Ministry of Primary and Secondary Education	Data broken down by sex available					
		3.5.1.6	Strengthen the gender perspective in educational system personnel and planners	x				Number of individuals trained					
		3.5.1.7	Mainstream gender in training curricula		x	x		Number of curricula now sensitive to gender issues					
		3.5.1.8	The specific needs of girls into account in school infrastructure		x	x		Percentage of infrastructure taking girls' specific needs into account					
	SO 2: To facilitate women's access to jobs and decision-making positions	3.5.2.1	Expand the presence of women in the different production sectors		x	x	Ministry for the Advancement of Women	Percentage of women in the productive sector		Updating of the directory of women's and mixed groups	June-10	Activity still under way	
		3.5.2.2	Strengthen women's production capacity	x	x	x		Number of women's groups formed and supported		Identification of technology and equipment needs of production and processing groups on the ground. Training in leadership and equipping of Vo groups	June 2010 July 2010	Support fro groups in the form of equipment/technology. Monitoring of training.	
		3.5.2.3	Contribute to equal access to employment and the world of work	x	x			Percentage of women employed		Workshop to strengthen gender focal points on Gender and Social Dialogue /ILO Chairing of a Panel Discussion during the National Workshop on Decent Work.	Nov. 2009 First half 2010	Using the lessons learned at the workshop Using the lessons learned at the workshop	

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
		3.5.2.4	Promote women's access to decision-making positions	x		x				Drafting and Transmission to the Commission of the African Union of the combined initial report and 2 nd periodic report of Togo regarding the Solemn Declaration of Heads of State and Government on Gender Equality in Africa.	August 2009	Efforts To be continued to ensure that in upcoming reports the significant progress made with respect to gender equality is highlighted better.
	SO 3: To promote a gender perspective in respect of human rights	3.5.3.1	Promote equal exercise of civic and political rights	x	x	x				<p>Percentage of women in decision-making bodies</p> <p>Transmission to the SGG and first reading in the Cabinet Council of the draft organic bill on promoting a gender perspective in access to elected mandates, elective functions and appointments to government bodies and institutions and in public administration</p> <p>Sensitization of members of Parliament to gender issues and gender-based budgeting.</p> <p>Preparation and transmission to the CEA (Addis-Abeba) and to the DPF (New-York) of the assessment of the results of the Beijing Platform for Action 15 years after it was adopted</p> <p>Participation in Conferences in Africa (Banjul) and worldwide (New-York) on the assessment of Beijing + 15.</p> <p>Drafting, validation and transmission to the United Nations Secretary-General of the 6th and 7th periodic reports of Togo on CEDAW.</p> <p>Celebration of the International African Women Day: "Equal rights, equal opportunities:</p>	<p>2nd half 2009</p> <p>Sept. 2009</p> <p>October 2009</p> <p>Dec. 2009</p> <p>March-July 2010</p>	<p>Continuing advocacy for adoption of the draft law</p> <p>Action to be continued to ensure that gender is really taken into account</p> <p>Efforts to be continued to overcome the challenges encountered</p> <p>Financial support for preparation of replies to the observations of the CEDAW Committee and defense of those reports by an Interministerial Committee of at least seven persons in New York in 2011.</p> <p>Continuation of efforts to raise awareness of the subject</p>

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				2009	2010	2011						
		3.5.3.2	Eliminate discriminatory provisions and revise laws to fill legal lacunae in domestic legislation.	x				Number of instruments revised and regulations adopted		Adoption in the Council of Ministers of the draft bill on Amendments to the Code on Individuals and the Family; support for the Justice System Modernization Program; for a re-reading of the Criminal Code and Code of Criminal Procedures in order for them to take into account domestic and emerging forms of violence (rape, pedophilia, sexual harassment, alimony, etc.) Participation in the Workshop to amend the law on protection in relation to AIDS, taking a gender perspective into account. Drafting of the Program to Fight AIDS in Women. Preparation of the National Strategy to Prevent HIV/AIDS related to prostitution in Togo.	Dec. 2009 2nd half 2009 Dec. 2009 Dec. 2009	Presentation to the National Assembly for its adoption Taking gender into account in said Codes Monitoring to ensure that these concerns are taken into account Consolidation of first draft ensured, validation expected by December 2010
		3.5.3.3	Reduce violence against women	x	x			Percentage of types of violence		Study of gender-based violence in Togo	December 2008- August 2010	First draft available. Financial support for its validation by no later than December 2010 Publication and dissemination of the document after validation of the study on VBG in 2011

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				2009	2010	2011						
									Support for the operations of 10 centers for listening to and taking care of victims of gender-based violence	July 2009-June 2010	Centers for attending to victims of gender-based violence to be extended to all prefectures and subprefectures	
									Technical support to NGOs combating violence in connection with the 16-day campaign against violence against women	Mid Nov.-Mid December 2009	Technical support to be continued every year	
									Training in gender-based violence and psychological care provided by ministers	April 2010	Consolidation and gearing down of training	
									Celebration of Women's Day nationwide: "Women and Men: United in Putting an End to Violence against Women and Girls."	March – July 2009	Continue sensitization on the subject	
									Participation in the Launching of the Peace and Security Network for Women in the CEDEAO Area in Abidjan.	July 2009	Restitution to the CSOs to establish an Organization Committee of the Constituent General Assembly of the Local Network	
	SO 4: To strengthen the legal framework for mainstreaming a gender perspective	3.5.4.1	Strengthen the role of the Ministry for the Advancement of Women and Gender Issues	x			Ministry for the Advancement of Women	Types of support offered	Decree establishing the Ministry fully implemented	May-2010	Human and financial resource capacity-building to enable the Ministry to perform its mission.	
		3.5.4.2	Support civil society organizations promoting the advancement of women	x					Training and sensitization of journalists from government and private media on respect for women in the presentation of information	August 2009	Link the journalists so trained in a network.	

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				2009	2010	2011							
										Development, furnishing of offices, and inauguration of the "Digital Slot: Women, Gender and Development.	August-December 2009	Funds sought to relaunch the Spot's activities after they were temporarily halted due to financial constraints.	
Area 6: Social protection	SO 1: To support the establishment of social protection and social security mechanisms for workers	3.6.1.1	Conduct a study of the current status of social protection	x			Ministry for Social Protection	Study carried out		Study under way			
		3.6.1.2	Conduct a diagnostic assessment of the agencies currently providing protection services	x				Diagnostic audit performed	Ministry of Finance	Diagnostic audits under way; audit of the Directorate-General of Protection for the Child performed			
		3.6.1.3	Ensure that the population "owns" the process whereby all stakeholders help formulate the broad outlines of social protection policy		x	x				Ministry of Finance			
		3.6.1.4	Draft the National Social Protection for All policy (PNPS)		x				PNPS adopted	Ministry of Finance			
		3.6.1.5	Establish an Action Plan for to ensure that social protection policy is put into effect			x			PNPS operational	Ministry of Finance	Action Plan drafted		
		3.6.2.1	Establish a reliable database of vulnerable children	x	x	x		Reliable database	Ministry of Finance	Training of 6 regional chiefs in protection matters and a data collection focal point on the use of Togo Info at the DGPE		Proceed to interconnect the regions and the central level (DGPE)	
		3.6.2.2	Strengthen the coverage and quality of social protection services for the vulnerable (children, women, the elderly, persons with disabilities,	x	x	x		Mechanism for providing care in place	Ministry of Finance	Draft of the policy for protecting the elderly and its Strategic Plan of Action are available	July 2010	Validate the document by September 2010 to begin advocating for its adoption by the end of 2010	

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects
				2009	2010	2011						
	SO 2: To protect vulnerable groups		victims of natural disasters and persons affected by or infected with HIV/AIDS.							Adoption of rules and standards of care in institutions for vulnerable children	October 2009	Advocacy under way for adoption of the National Child Protection Policy
										Start-up of the "Allô 111" green line to protect child victims of violence, abuse and exploitation	December 2009	
										Start made with the establishment of detention centers for the elderly (Lomé and Kara)		
										Ratification of the The Hague Convention	February 2010	
										Beginning of dissemination of the Children's Code	June 2010	
									Drafting of the OEV Strategy	May 2010		
									Drafting of the UGP Manual	March 2010		
		3.6.2.3	Draft and implement a strategy and Action Plan for systematic registration of births.		x	x		Registration mechanism in place	Ministry of Finance	Installation of an ad hoc Committee to reflect on establishment of the mechanism - Road map drafted	May-10	Advocate the organization of itinerant hearings for X pupils at the CM2who have no birth certificate
		3.6.2.4	Establish a program for looking after vulnerable children, including orphans and other children made vulnerable by HIV/AIDS or living with a disability		x	x		EVH programs in place	DGSCN	Study of OEV conducted. Drafting of a National Strategy for Assisting OEV in respect of HIV/AIDS	2010	National validation of the Strategy pending (done already in August 2010)

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects	
				2009	2010	2011							
Area 7: Promoting youth, sports and recreation	SO 1: To provide a broad setting in which young people can develop their full potential	3.7.1.1	Conduct a diagnostic assessment for putting the National Youth Policy's Action Plan into effect.	x	x	x	Secretariat of State for Youth and Youth Employment	Study conducted. Implementation of the recommendations	Ministry of Finance	ToR drafted but no financing		Seek and obtain financial support	
		3.7.1.2	Survey and standardize youth self-employment programs	x	x	x		Report on the status of existing programs		Ministries responsible for education (MEPSA, METFP, MESR) Ministry of Finance, Professional Organizations, Professional and Agricultural Associations, Employers, CCT	Steps are being taken with the players involved		Organize a meeting with the players involved
		3.7.1.3	Survey and support structures involved in helping youths with disabilities	x	x	x		Report on the status of the structures concerned			ToR drafted but no financing obtained		Seek and obtain financial support
		3.7.1.4	Organize workshops to lobby for implementation of the National Youth Policy	x	x	x		Lobbying workshops organized			Preliminary meetings have been organized		Continue the meetings and organize workshops
		3.7.2.1	Rehabilitate the Rural Centers for Social and Educational Activities (CRASE)	x	x	x		CRASE rehabilitated			The ToR of the rehabilitation study have been drafted. One CRASE is being rehabilitated		Conduct feasibility studies and rehabilitate the centers
		3.7.2.2	Rehabilitate the Centers for Professionals beginning their Careers (<i>Centres d'Initiation Professionnelle</i>) (CIP)	x	x	x		CIP rehabilitated			One CIP has been rehabilitated		Continue rehabilitation of the other CIPs
		3.7.2.3	Build a Youth Center in Lomé	x	x	x		Lomé center built			Young People's Center has not been built		Identification of the site and creation of a dummy model
		3.7.2.4	Provide socio-educational, sports, and cultural infrastructure facilities and qualified personnel for each of the country's socioeconomic regions and Lomé-Commune	x	x	x		Regions and Lomé endowed with a range of infrastructure for youth promotion			4 regions have Young People's Homes (" <i>maisons de jeunes</i> ")		Extend these to the other regions, strengthen equipment and human resources.
		3.7.2.5	Establish community cyber-cafés	x	x	x		Community cyber-cafés established			ToR drafted but no financing obtained		Do the feasibility study

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes /Verification sources	Institutions involved	Execution status	Period/ Date carried out	Observations/prospects	
				2009	2010	2011							
SO 2: To encourage the development and practice of sports and promote the expansion of leisure activities		3.7.3.1	Draw up a legal framework governing the practice of sports		x		Ministry of Sports and Recreation	Legal texts issued		Not yet carried out		Lack of funding	
		3.7.3.2	Develop a National Recreation Program		x			National Recreational Program operational		Ministry of Justice		Not yet carried out	Lack of funding
		3.7.3.3	Establish, renovate and improve leisure parks or sites country wide		x	x		Number of sites or parks created, renovated and organized		Ministry of Finance		Partially executed (only the Kara site has been created)	Insufficient funding
		3.7.3.4	Promote sports and school and university championships all over Togo	x	x	x		Number of championships held				Done	Recurrent activity
		3.7.3.5	Draft Physical Education and Sports Programs in schools and universities.		x			Physical Education and Sports Programs operational in schools and universities		Ministries responsible for education		Not yet carried out	Lack of funding
		3.7.3.6	Supervise and monitor the performance of physical education teachers in accordance with teacher evaluation regulations	x	x	x		Supervision and monitoring reports				Not yet carried out	Lack of funding

Pillar 4: Community development and reduction of regional imbalances

Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects
			2009	2010	2011						
SO 1: To give local governments the instruments they need to make decentralization effective	4.1.1.1	Draft a policy and strategy for grassroots development	x	x		Ministry in charge of grassroots development	Policy and strategy documents available	Ministries in charge of regional development and administration; Ministry of	The policy letter and strategic guidelines have been drafted and validated	September 2009.	Document sent to Government General Secretariat for adoption in the Council of Ministers
	4.1.1.2	Draft and implement a plan to reform the institutional, regulatory, political and legislative framework for local development organizations (CRP, CLP, CVD/CDQ)	x	x	x	Ministry in charge of grassroots development	The legislative, political, and regulatory reforms Plan has been drafted, validated and implemented in Togo; CLP/CRP rehabilitated and CSLP/CRLP put in place in all prefectures and regions	Ministry in charge of Development and Land-use Planning; Ministries responsible for Social Action; Ministry for Regional Administration; Ministry of Finance; Network of OSSC	A draft decree on legalizing the CVD/CDQ has been drafted		Document sent to Government for adoption in the Council of Ministers
	4.1.1.3	Draft and implement a strategy for strengthening grassroots community organizations (CVD/CDQ and their specialized commissions) and for strengthening the legal and institutional framework of the CVD	x	x	x	Ministries in charge of grassroots development	CVD/CDQ revitalized/ put in place in all villages in Togo; village action plans drafted for all the CVD; legal and institutional framework adopted	Ministry in charge of Development and Land-use Planning; Ministry in charge of grassroots development ; Ministry for Regional Administration; Ministry of Economy; Network of OSSC	Not carried out		The study taking stock of the CVD and CDQ all over Togo is expected to be carried out in 2011.
	4.1.1.4	Revitalize representation by the OSSC and the private sector so as to increase their civic participation in public administration	x	x	x	Ministry for Development and Regional Development	Organization and representation of the OSSC and the private sector at the local and regional levels	Ministry for Development and Regional Development; du Grassroots development ; Ministry responsible for Regional Administration; Ministry of the Economy; Ministry of SMES/SMIS; Ministry of Crafts; Ministry of Agriculture, Livestock and Fisheries; Network of OSSC J20; CNP	Not carried out		

Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects
			2009	2010	2011						
	4.1.1.5	Establish a microprojects implementation agency and a fund to support grassroots development	x	x		Ministry in charge of grassroots development	Agency up and running	Ministry of Finance	Draft decree establishing it has been drafted	Nov. 2009	Document sent to Government for adoption in the Council of Ministers
	4.1.1.6	Strengthen the operational capacities of local players (NGOs, CVD/CDQ, CLP, CRP, etc.)	x	x	x	Ministry in charge of grassroots development	Number of local officials, prefects, representatives of civil society and the private sector trained and equipped	Ministries for Development and Regional Development; regional administration; the economy; the SMES/SMIS; crafts; agriculture; Network of OSSC; CNP	Several CVD and CDQ have received equipment from the Ministry		The idea is to conduct a study for creating an intervention framework so as to harmonize responses to do with capacity-building for local players.
	4.1.1.7	Establish and strengthen community and national four-party dialogues (quadrilogues)	x	x	x	Ministry for Regional Administration	21 communes have a quadrilogue; a national quadrilogue also functions	Ministries for Development and Regional Development; Grassroots development; regional administration; UCT; Network of OSSC	Not carried out		
	4.1.1.8	Strengthen local governments' institutional capacities	x	x	x	Ministry of Regional Administration	Study document of the types of infrastructure deemed to protect headquarters; equipment supplied to the local governments	Ministries in charge of grassroots development	Equipping of offices of prefects and secretaries general of the prefectures and prefects' residences of	2009-2010	Architectural study and construction of central and decentralized administrations' premises planned for second half 2010
SO 2: To induce local governments to develop a participatory mechanism	4.1.2.1	Help local governments and local players prepare decentralized planning instruments	x	x	x	Ministry of Regional Development	PDLP, PTA, PCC, PPM, TBI at the regional and prefectural level	Ministries responsible for the economy; grassroots development ; UCT; Network of OSSC	Implementation starting through the project in support of decentralization in Togo (APRODECT)		
	4.1.2.2	Establish a decentralized information and communication system	x	x	x	Ministry of Regional Development	Communication and data capitalization strategy; databases of actions undertaken by local players	Ministries responsible for the economy; grassroots development; the interior; communications; UCT; OSSC.			

Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects
			2009	2010	2011						
SO 3: To boost the mobilization of resources to finance local development	4.1.3.1	Strengthen local governments' capacity to raise taxes and local levies.	x	x	x	Ministry of Finance	Study of the legal environment for local taxation; establishment of a database on the potential of each commune, prefecture and region; transfer of part of the taxes and levies collected by the DGI to local governments	Ministries for Development and Regional Development, regional administration; grassroots development; UCT; OSSC.			
	4.1.3.2	Organize traditional financing systems to sustain local development actions	x	x	x	Ministry in charge of grassroots development	Number of beneficiaries	MFIs, MEF			
	4.1.3.3	Establish a framework for partnership between MFIs and local governments		x	x	Ministry in charge of grassroots development	Partnership agreements between the MFIs and local governments	MFIs, MEF, Ministry of Social Affairs	A partnership framework to govern relations between the Ministry and the MFIs has been put in place		
	4.1.3.4	Establish a Guarantee Fund to enable MFIs to finance informal sector activities in the communities		x	x		Guarantee Fund for MFIs established			The partnership framework has made it possible to constitute a CFAP 320 million guarantee fund to facilitate lending to groups of producers in rural and peri-urban areas	June-09
	4.1.3.5	Establish a mechanism for accrediting local organizations		x	x	Ministry for Development and Rural Development	Accreditation Charter for local organizations has been drafted and is operational; a Support Fund for non-State actors is up and running	Ministries of regional administration and grassroots development			
SO1: To create regional development poles	4.2.1.1	Establish Planned Agricultural Development Zones (ZAAP)	x	x	x	MAEP	ZAAP, Number of young producers installed	DAER, MDPDB, OP;OSSC; BNCRA	2 ZAAP covering 100 ha achieved	1 st half 2010	Process of selecting other sites under way

Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects
			2009	2010	2011						
	4.2.1.2	Exploit shoals and reservoirs in the Savanes, Kara and Plateaux regions	x	x	x	MAEP	Number of sites developed, surface areas developed, number of producer beneficiaries	MDPDB, IsDB, FAO, PAM, OP;OSSC; BNCRA	Exploratory and feasibility studies are under way on the use of shoals and reservoirs in the Oti valley (Savanes region), Kara ,Amou Oblo and Kpele Toutou (Plateaux region)		Other sites have been identified and could be the subject of later studies
	4.2.1.3	Carry out integrated development of the Mô plain	x	x	x	MAEP	ZAAP, Number of young producers installed	DAER, BID, OP;OSSC; BNCRA	The technical-economic feasibility study for developing the Mô plain has been completed. Still pending is the environmental impact assessment. The BOAD and the IsDB have offered to finance it.	In 2009 In 2010	
	4.2.1.4	Develop and rehabilitate farm land in the Zio valley, the Djangblé plain, the lower part of the Mono River valley and the Oti valley	x	x	x	MAEP	Surface worked on, rate of coverage of foodstuff needs	DAER, BOAD; BADEA; FSD; OP;OSSC; BNCRA;	Development works have begun in the Zio valley and the lower part of the Mono river valley Studies are under way to develop the Djangble plain and the Oti valley		
	4.2.1.5	Develop PEA around truck farm products, cereal plants and breeding areas in the Savanes; cereal plants and breeding areas in Kara; cereal plants, tubers and fruit in the Centrale; fish farming, cereal plants and cash crops in Plateaux; truck farming products, fisheries products and breeding areas in the Maritime region	x	x	x	MAEP	Number of PEA	FAO, PAM, IFDC, NGOs, OP;OSSC; BNCRA;			

Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects
			2009	2010	2011						
	4.2.1.6	Establish artisanal processing units around cash crops (<i>spéculations</i>)	x	x	x	MAEP	Number of processing units established	MAEP, Trade Ministry; OP;OSSC; BNCRA;CRM			
	4.2.1.7	Develop rural markets	x	x	x	Local governments	Number of markets developed, accessibility of rural markets.	MAEP, MAT, Trade Ministry; OP; OSSC; BNCRA			
	4.2.1.8	Establish industrial poles in all the regions, especially in the least privileged regions	x	x	x	Ministry of Industry	Existence of industrial poles	Ministry of Industry, MEF	Not carried out		Reflections continue and measure likely to be carried out after the sector's policy has been worked out
	4.2.1.9	Establish commercial hubs in all the regions, especially in the least privileged regions	x	x	x	Trade Ministry	Existence of commercial poles	Trade Ministry, MEF	Not carried out		RAS
	4.2.1.10	Establish tourist poles in all regions, especially in the least privileged regions	x	x	x	Ministry of Tourism	Existence of tourism poles	Ministry of Tourism, MEF, MERF			
	4.2.1.11	Establish financial services and telecommunication poles in all regions, especially in the poorest regions	x	x	x	Ministry of Telecommunications	Existence of financial services and telecommunications poles	Ministry of Telecommunications, MEF			
SO 2: To develop human capital in all the regions, especially in the least privileged regions	4.2.2.1	Develop conditions conducive to access to education, especially in the least privileged regions	x	x	x	Ministries responsible for education	Regional school enrollment rates	Ministries responsible for education, MEF			
	4.2.2.2	Develop health care services, especially in the least privileged regions	x	x	x	Ministry of Health	Regional health indicators	Ministry of Health, MEF			

Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects
			2009	2010	2011						
	4.2.2.3	Develop conditions for access to safe water and sanitation, especially in the least privileged regions	x	x	x	Ministry of Water and Sanitation	Regional water and sanitation indicators	Ministry of Water and Sanitation, MEF			
SO 3: To strengthen infrastructure needed to sustain growth in all regions, especially in the poorest regions	4.2.3.1	Develop transportation infrastructure, especially around development poles in all the regions, especially in the least privileged regions	x	x	x	Ministry of Transport	Regional road routes	Ministry of Transport, MEF			
	4.2.3.2	Develop the infrastructure needed for access to electricity around the development poles in each region, especially in rural areas.	x	x	x	Ministry of Energy	Number of new villages and of people using electricity in each region	Ministry of Energy, MEF			
SO 4: To spatialize projects and programs	4.2.4.1	Take regional considerations into account in sectoral investment programs, attaching priority to the least privileged regions	x	x	x	Ministries responsible for priority sectors	Priority sector investment programs	MAEP, MS, MEPSA, MMEE, Ministries responsible for transportation, and MEF			
	4.2.4.2	Take regional considerations into account in intersectoral trade-offs at the central level, focusing on priority sectors in the least privileged regions	x	x	x	MCDAT (Development Planning Directorate))	Public investment programs	MCDAT, MEF			

Complementary measures related to monitoring and evaluation of the strategy

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects
				2009	2010	2011						
Area 1: Improving the production and dissemination of statistical information	SO 1: To strengthen the legal and institutional framework of the SSN	SE1.1.1	Implement the Statistics Law	x	x		DGSCN	Bill and law passed in the National Assembly (AN)	AN	The law was prepared and validated thanks to the PAI project. The bill is with the Government General Secretariat for presentation to the Council of Ministers		The next stage is presentation of the law to the Minister, in the Council of Ministers and to the AN
		SE1.1.2	Establish a Statistical Coordination body	x	x	x	MCDAT	Operational coordination body	Sectoral ministries	Not yet carried out		These are enabling regulations once the law has been passed
		SE1.1.3	Transform the DGSCN into an INS	x	x	x	Office of the President	New Statutes of the DGSCN / INS		Not yet carried out		These are enabling regulations once the law has been passed.
	SO 2: To develop the production of statistics	SE1.2.1	Conduct regular surveys to monitor PRS, the MDGs and economic and sectoral policies	x	x	x	DGSCN	PRSP and MDG indicators available	CU-PRSP Sectoral ministries	Under way		MICS4 survey under way (September 2010)
		SE1.2.2	Rehabilitate the offices of the DGSCN and the regional directorates in Atakpamé and Sokodé, build the Tsévié-Kara-Dapaong DRGSCN	x	x	x	DGSCN	Premises rehabilitated/buildings constructed	MEF	Under way		Construction works of the Savanes Regional Directorate will be carried out in the second half of 2010. The other works of the other Regional Directorates will be executed in 2011.
		SE1.2.3	Develop output of economic, financial and administrative statistics.	x	x	x	DGSCN	National Accounts, Prices, IHPI (Harmonized Consumer Price Index) and Foreign Trade statistics are available	MEF	Current statistics (IHPC, Harmonized Industrial Production Index,-IHPC, etc.) are produced on a regular basis		The aggregate 2007 National Accounts is ready (July 2010) Expedite publication of the 2007 National Accounts results and compile national accounts on a regular basis
		SE1.2.4	Develop production of demographic and social statistics	x	x	x	DGSCN	RGPH, EDS, QUIBB, MICS available	MEF	Under way		Training and collection of civil status data

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects
				2009	2010	2011						
		SE1.2.5	Establishment of a set of PRS indicators	x			SSN, CU-PRSP	List of indicators for monitoring the PRSP and MDG are available	MEF/UCDSRP	A matrix of the performance indicators was validated in April 2010		
		SE1.2.6	Conduct a general population and housing census	x	x	x	DGSCN	RGPH4	MEF/MCDAT	Mapping completed, pilot census done, analysis of the results of the pilot census performed; preparation of methodological documents and manuals; preparation of tabulation plan.		Training of supervisors was completed in September 2010. Training of auditors is under way, to be followed by training courses for census personnel. Census is scheduled for November 6 to 19, 2010.
SO 3: To promote the use of statistical data		SE1.3.1	Raise awareness of the importance and role of statistical information	x	x	x	DGSCN	Meetings and communications on the role of statistics held at all levels	CNS	Radio and television spots. Celebration of African Statistics Day.		Radio and television spots. Celebration of African Statistics Day
		SE1.3.2	Facilitate user access to statistics	x	x	x	DGSCN	Statistical data available and posted on the website of the DGSCN, DSRP and Togoinfo	SSN	The DGSCN Internet website has been restructured and work is under way, with UNDP support, to post Togo Info on line		The consultant to work on the metadata has been hired and the ToR for designing the web portal have been drafted and submitted to the UNDP.
		SE1.3.3	Develop analysis and research	x	x	x	DGSCN	Studies and research making robust use of the available statistics	Universities, SSN, CU-PRSP	Not yet carried out		Activity not yet carried out for lack of funds

Priority areas	Strategic objectives	Code	Priority measures	Implementation period			Institution in charge	Monitoring indicators/Outcomes/Verification sources	Institutions involved	Execution status	Period/Date carried out	Observations/prospects
				2009	2010	2011						
	SO 4: To strengthen the human, material and financial resources of the SSN	SE1.4.1	Strengthen the human resource capacity of the SSN	x	x	x	SSN	The SSN has enough competent personnel	Civil Service Ministry	New managers and support staff placed at the disposal of the DGSCN in the PAI framework		DGSCN granted a financial allowance under the BIE 2010 arrangement to help Togolese non-scholarship students at schools providing training in statistics and demography. However, administrative red tape is hampering use of that allowance.
		SE1.4.2	Strengthen the financial resource capacity of the SSN	x	x	x	MEF	Statistics activities are correctly financed	Ministry of Cooperation	Under way		Financial allowance under arrangements with the BIE for data gathering
		SE1.4.3	Strengthen the material resources capacity of the SSN.	x	x	x	MEF	The SSN is well equipped	Sectoral ministries	Three vehicles and two motorbikes have been purchased by the DGSCN in 2010, as well as I.T. equipment within the framework of the RGPH4 arrangement with BIE 2010 and thanks to NGOs (UNFPA)		