About UNDP

UNDP is the leading United Nations organization fighting to end the injustice of poverty, inequality, and climate change. Working with our broad network of experts and partners in 170 countries, we help nations to build integrated, lasting solutions for people and planet.

UNDP in Togo

UNDP has been present in Togo since 1966 and signed a basic agreement with the Togolese government on 21 March 1977. UNDP Togo intends to remain a strategic partner to Togo, helping the country to achieve its national development priorities while taking account of the Sustainable Development Goals (SDGs). The Country Programme for the period 2019-2023 is in line with the priorities of the National Development Plan (NDP 2018-2022), the UNDP’s Strategic Plan (2018-2021), and the Sustainable Development Cooperation Framework between Togo and the United Nations (UNSDCF 2019-2023).
Annual Report
2019
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## Abbreviations and acronyms

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<td>ANADEB</td>
<td>National Agency for Grassroots Development</td>
</tr>
<tr>
<td>BOS</td>
<td>Business Operational Strategy</td>
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<tr>
<td>CAM EG</td>
<td>Central Procurement Service for Generic Essential Drugs</td>
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<tr>
<td>UNSDF</td>
<td>United Nations Sustainable Development Framework</td>
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<tr>
<td>NDC</td>
<td>Neighbourhood Development Committee</td>
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<tr>
<td>ECOWAS</td>
<td>Economic Community of West African States</td>
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<td>UNIC</td>
<td>United Nations Information Centre</td>
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<tr>
<td>LPC</td>
<td>Local Peace Committee</td>
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<td>CNDH</td>
<td>National Human Rights Commission</td>
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<td>CNEJ</td>
<td>National Coalition for Youth Employment</td>
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<td>CNP</td>
<td>National Steering Committee</td>
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<td>CNSD</td>
<td>National Council for Decentralization Monitoring</td>
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<td>UNCCDF</td>
<td>United Nations Convention to Combat Desertification</td>
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<tr>
<td>CPD</td>
<td>Country Programme Document</td>
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<td>CPMT</td>
<td>Central Programme Management Team</td>
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<td>CRS</td>
<td>Catholic Relief Services</td>
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<td>VDC</td>
<td>Village development committee</td>
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<td>DIM</td>
<td>Direct Implementation</td>
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<td>DSA</td>
<td>Daily Subsistence Allowance</td>
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<td>FAIEJ</td>
<td>Support Fund for Economic Initiatives by Young People</td>
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<td>GLOC</td>
<td>Government Local Office Costs</td>
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<td>GMS</td>
<td>General Management Support</td>
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<td>HACT</td>
<td>Harmonized Approach to Cash Transfers</td>
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<td>HAUQE</td>
<td>High Authority for Quality and the Environment</td>
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<td>ICF</td>
<td>Internal Control Framework</td>
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<td>HDI</td>
<td>Human Development Index</td>
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<tr>
<td>INSEED</td>
<td>National Institute for Statistics and Economic and Demographic Studies</td>
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<tr>
<td>IWP</td>
<td>Integrated Work Plan</td>
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<tr>
<td>OOSY</td>
<td>Out-of-school youth</td>
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<tr>
<td>JPIE</td>
<td>Jeunes Porteurs d’Idées d’Entreprise (Young Entrepreneurs)</td>
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<tr>
<td>LOA</td>
<td>Letter of Agreement</td>
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<tr>
<td>LTA</td>
<td>Long-Term Agreement</td>
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<td>LDN</td>
<td>Land Degradation Neutrality</td>
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<td>NIM</td>
<td>National Implementation</td>
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<tr>
<td>CBO</td>
<td>Community-based organization</td>
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<tr>
<td>OCHA</td>
<td>Office for the Coordination of Humanitarian Affairs</td>
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<td>SDG</td>
<td>Sustainable Development Goals</td>
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<tr>
<td>HRDO</td>
<td>Human rights defence organizations</td>
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<td>IOM</td>
<td>International Organization for Migration</td>
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<td>WHO</td>
<td>World Health Organization</td>
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<td>OMT</td>
<td>Operations Management Team</td>
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<td>UNIDO</td>
<td>United Nations Industrial Development Organization</td>
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<tr>
<td>CSO</td>
<td>Civil society organization</td>
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<tr>
<td>WFP</td>
<td>World Food Programme</td>
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<tr>
<td>GEF SGP</td>
<td>Global Environment Facility Small Grants Programme</td>
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<tr>
<td>Abbreviation</td>
<td>Description</td>
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<tr>
<td>NDP</td>
<td>National Development Plan</td>
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<td>PNIASAN</td>
<td>National Plan for Agricultural Investment and Food and Nutrition Security</td>
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<td>PN-PTFM</td>
<td>National Multifunction Platforms Programme</td>
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<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
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<tr>
<td>PO</td>
<td>Purchase Order</td>
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<tr>
<td>PUDC</td>
<td>Programme d’Urgence de Développement Communautaire (Emergency Community Development Programme)</td>
</tr>
<tr>
<td>RBA</td>
<td>Regional Bureau for Africa</td>
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<tr>
<td>RC</td>
<td>Resident Coordinator</td>
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<tr>
<td>RIA</td>
<td>Rapid Integrated Assessment</td>
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<td>NHDR</td>
<td>National Human Development Report</td>
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<tr>
<td>RR</td>
<td>Resident Representative</td>
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<tr>
<td>RSC</td>
<td>Regional Service Centre</td>
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<tr>
<td>SCAPE</td>
<td>Strategy for Accelerated Growth and Employment Promotion</td>
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<tr>
<td>GIS</td>
<td>Geographic Information System</td>
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<tr>
<td>SLA</td>
<td>Service Level Agreement</td>
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<tr>
<td>UNS</td>
<td>United Nations System</td>
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<tr>
<td>SP/CNLS-IST</td>
<td>Permanent Secretariat of the National Council for the Fight against AIDS and STIs</td>
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<tr>
<td>MSME</td>
<td>Micro, small and medium-sized enterprises</td>
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<td>TRAC</td>
<td>Target for Resource Assignment from the Core</td>
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<tr>
<td>TTF</td>
<td>Thematic Trust Funds</td>
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<tr>
<td>AU</td>
<td>African Union</td>
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<tr>
<td>EU</td>
<td>European Union</td>
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<tr>
<td>UNCTAD</td>
<td>United Nations Conference on Trade and Development</td>
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<tr>
<td>UNDAF</td>
<td>United Nations Development Assistance Framework</td>
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<tr>
<td>UNDSS</td>
<td>United Nations Department of Safety and Security</td>
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<tr>
<td>UNFPA</td>
<td>United Nations Population Fund</td>
</tr>
<tr>
<td>UNHCR</td>
<td>Office of the United Nations High Commissioner for Refugees</td>
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<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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<tr>
<td>UNOPS</td>
<td>United Nations Office for Project Services</td>
</tr>
<tr>
<td>UNOWAS</td>
<td>United Nations Office for West Africa and the Sahel</td>
</tr>
<tr>
<td>UNREC</td>
<td>United Nations Regional Centre for Peace and Disarmament in Africa</td>
</tr>
<tr>
<td>SPU</td>
<td>Strategy and Policy Unit</td>
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<tr>
<td>VEC</td>
<td>Citizen volunteering</td>
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<tr>
<td>WANEP</td>
<td>West Africa Network for Peacebuilding</td>
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<tr>
<td>UN-Women</td>
<td>United Nations Entity for Gender Equality and the Empowerment of Women</td>
</tr>
<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
</tr>
<tr>
<td>UNFPA</td>
<td>United Nations Population Fund</td>
</tr>
<tr>
<td>PNRCMEDD</td>
<td>National Capacity-Building and State-Modernization Programme for Sustainable Development</td>
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</table>
The 2019 report of the United Nations Development Programme (UNDP) in Togo provides me with an opportunity to pay tribute to the partnership between our country and the United Nations. On behalf of both myself and the government, I would like to thank UNDP for its important contribution to the progress of our country’s development. The results achieved in 2019 show the important role this institution has played in implementing the National Development Plan (NDP), which constitutes Togo’s new development framework for the period 2018-2022.

The NDP aims to make Togo a middle-income country that is economically, socially and democratically sound and stable and demonstrates solidarity and openness to the rest of the world. The NDP is based on the challenges identified by the review of the Strategy for Accelerated Growth and Employment Promotion (SCAPE); the Head of State’s plan for society and the resulting General Political Declaration from the government; the Economic Community of West African States (ECOWAS) Vision 2020; the 2030 Agenda for Sustainable Development; and the African Union (AU) 2063 Agenda. Its general goal is to structurally transform the economy to promote strong, sustainable, resilient, inclusive growth that creates decent jobs and brings about improved social well-being.

Two years after implementation of the plan began, we think we are on the right track. This is thanks to an active and fruitful partnership between the Togolese government and the United Nations system, in which UNDP is one of the star players in our shared pursuit of fulfilment and well-being for Togolese communities.

The actions supported by UNDP in 2019 helped raise the level of human development in numerous fields, contributing to the NDP Priority 3: “Consolidating social development and strengthening inclusion mechanisms”. I would therefore like to pay tribute to the financial and technical support provided by UNDP, which has enabled our country to continue its reforms to modernize general government; to make headway in the decentralization process, which culminated in the local elections of June and August 2019; and to implement various peacebuilding and social cohesion programmes that have helped promote a climate of peace necessary to our country’s development.

It is also important to acknowledge UNDP’s support in producing strategic documents such as the Sustainable Development Goals (SDG) implementation monitoring report for the period 2015-2019 and the study on measuring the potential effects of implementing the NDP on growth, employment, and reducing poverty and inequalities. Added to this is the update of the database of NDP, SDG and Agenda 2063 indicators through the collection of administrative data and the calculation of certain indicators based on existing primary data.
I would also like to mention UNDP’s continued implementation of the Emergency Community Development Programme (PUDC), which helps promote social inclusion and improve the living conditions of more than 1,500,000 people living in rural and semi-urban areas. This was made possible by providing access to solar energy for 750,000 people through the installation of 2,000 solar streetlamps in 131 villages and the creation of 40 solar multifunction platforms for rural women in 40 villages. In addition, the deployment of 5 mobile clinics and the renovation of 54 mini-drinking water supply systems has provided access to healthcare for nearly 35,000 people in areas without a health centre, as well as access to drinking water for more than 600,000 people. Furthermore, the completion of the construction fitting-out of classrooms equipped with 5,640 desks and bench tables and the distribution of 64 educational kits and 149,150 school textbooks have helped improve schooling conditions for more than 7,000 pupils in rural areas.

Several initiatives to build capacity and create an environment conducive to entrepreneurship and innovation are also being implemented to help improve the employability of young people. I would also like to note UNDP’s contribution to strengthening the sustainable management of natural resources and climate resilience, with the scaling-up of ecovillages in the country’s 5 regions and support with the implementation of nationally determined contributions (NDCs) and the establishment of a roadmap for the mobilization of the Green Climate Fund.

All these outcomes are testament to the excellence of the partnership between the UNDP and Togo and contribute to the achievement of the SDGs. However, despite the encouraging results achieved in 2019, we are aware that our challenge is a constant one and one that we must meet together.

We are convinced that UNDP will not falter in its commitment to ensuring that together, we can elevate Togo to emerging country status.

Long may the cooperation between UNDP and Togo continue!
Foreword

The United Nations System agencies operating in Togo strive to honour the principle of accountability to the partners and beneficiaries of strategies and programmes. That is the context of this report, which, with total transparency, presents the progress made in 2019 through the support of UNDP Togo in line with the United Nations Sustainable Development Framework (2019-2023) and Togo’s National Development Plan (2018-2022).

The results presented in this 2019 Annual Report, achieved in the context of the 2030 Agenda for Sustainable Development, were made possible by several factors, including:

• **A different conception of development.**
  In its role as the integrating entity of the United Nations development system, UNDP is now adopting innovative approaches to accelerate the achievement of the sustainable development goals. One edifying example is the “Accelerator Lab” set up in Togo, based on local solutions and connected to an international network of 60 laboratories. Setting up this laboratory enables better collaboration with local, national and global partners in the search for new solutions to complex development challenges. The laboratory also offers numerous opportunities for inter-agency collaboration and synergy.

• **A new way of working.**
  As a result of the people- and results-oriented reform of the United Nations development system, UNDP has adapted its presence, its capacity and its operating procedures to better meet Togo’s national priorities in connection with the three dimensions of sustainable development: economic prosperity, social equity and environmental sustainability.

• **Leaving no one behind: human rights and gender equality.**
  At the heart of the system, UNDP has helped the government take account of the aspirations of men and women, particularly the segments of the population at risk of being excluded from the economic and social development process.

The quality of the outcomes achieved is the fruit of an effective partnership with the government of Togo and donor countries, an ongoing commitment, and a focus on flexibility and efficiency in our actions.

Looking to the future, this report also highlights the challenges we must meet together in 2020, based on the lessons learned in 2019.

2020 sees both the 75th anniversary of the United Nations and the start of the Decade of Action to deliver the Sustainable Development Goals (SDGs). It therefore offers the United Nations, and particularly UNDP, an opportunity to reflect with Togo’s government and partners on new solutions to accelerate the achievement of the SDGs.
Committed to implementing the Common Chapter

In 2019, collaboration on child protection and climate change between UNDP and UNICEF to achieve the Sustainable Development Goals was consolidated. The two agencies stepped up their joint efforts as part of the initiative supported by the UN Peacebuilding Fund. In partnership with the Ministry of Security, 853 gendarmes and police officers from the country’s five regions, 99 of them women, were trained on human rights protection, including children’s rights and non-violent crowd dispersal. The skills of 91 paralegals (63 of them women) in child protection and peacebuilding were strengthened.

The Ministry for Social Action received UNDP and UNICEF support in the dissemination of the “Notsé Declaration” to 10,718 young people by 650 religious and traditional leaders and 760 teenagers and young people. This declaration concerns the promotion of community child protection mechanisms and combating harmful practices. Community educational dialogues enabled discussions with 16,340 people (including 5,707 women) on the same topic. One of the main outcomes has been the care of 955 affected children (including 518 girls) in 86 villages.

I would like to offer my heartfelt thanks to the UNICEF team, on my own behalf and on behalf of the girls and boys of Togo.

Dr Hadja Aissata Ba Sidibe  
UNICEF Resident Representative in Togo

We are proud to say that the agencies involved in the Common Chapter, particularly UNDP, UNFPA, UNICEF and UN-Women (non-resident) met their commitments to achieve more consistent and joined-up results, under the judicious leadership of the Resident Coordinator, over the course of 2019.

There were many operational achievements concerning the Common Chapter, such as (a) joint planning for the establishment of the United Nations Development Assistance Framework (UNDAF) operational plan and (b) effective initiatives by the two agencies (UNDP, UNFPA), under the aegis of the World Tourism Organization (UNWTO), for efficient use of Standard Operating Procedures, with the signing of LTAs enabling substantial savings in key fields (transit and logistics, travel, generator maintenance, upkeep of offices and green spaces).

In terms of programmes, the United Nations Population Fund had the privilege of collaborating with UNDP in a variety of interesting fields. The most significant topics concerned: (a) improving the health of teenagers and maternal health (joint fight to prevent HIV infections in young people and at-risk populations, men who have sex with men, sex workers); (b) achieving gender equality, empowering women and girls, and gender-based violence.

We are counting on the UNDP and the other agencies to continue this commitment in the same unifying spirit until the end of the Decade of Action to deliver the Sustainable Development Goals in Togo.”

Josiane Yaguioum  
UNFPA Resident Representative in Togo

In 2019, the UN-Women Regional Office for West and Central Africa wanted to strengthen its support for Togolese women through a strategic partnership with UNDP. Togo’s National Development Plan aims at inclusive growth that firmly establishes the role of Togolese women as a driver of growth and development. UN-Women is convinced that Togo’s emergence can only be achieved through greater participation of women and girls in decision-making bodies and through their economic empowerment; via flagship programmes such as climate-resilient agriculture and entrepreneurship. With the crisis in the Sahel, women play a crucial role in efforts to promote and build peace, and we intend to support Togo in implementing its national action plan on Resolution 1325 of the United Nations Security Council.

Oulimata Sarr  
Regional Director, UN-Women
Introduction

Dear partners,

2019 was a year of commitment and tireless work at your side to help Togo reach its goals for equitable and sustainable development. This publication describes some of the UNDP’s main achievements over the period.

The year 2019 marked the beginning of a new cycle for our country office. Our Cooperation Programme, which runs until 2023, is aligned not only with Togo’s National Development Plan (NDP 2018-2022), but also with UNDP’s Strategic Plan (2018-2021) and the Sustainable Development Cooperation Framework (UNSDCF 2019-2023) signed between the Togolese government and the United Nations System in Togo.

The United Nations Development Programme (UNDP) has been a key partner in Togo’s development for over 40 years. It provides support and advice to the main national and local stakeholders: government, civil society organizations, the private sector, universities, the media and other partners.

These actions aim to create the conditions for transformative approaches at all levels in order to promote inclusive sustainable development. Some sizeable challenges have been met together, but there remains a lot to do. Today, we are proud to contribute to the achievement of Togo’s ambitious National Development Plan (NDP 2018-2022).

The goal we continue to pursue has always been to help Togo build stronger institutions, reduce poverty, protect the environment, protect human rights, strengthen democracy and good governance, and help create the decent jobs that women, men and young people need to achieve their potential.

On the socio-political front, 2019 was marked by major reforms, especially i) the advent of a new National Assembly, led by a woman; ii) the establishment of new institutions in charge of elections and human rights; iii) the renewal of the Constitutional Court; iv) a constitutional revision limiting the number of presidential terms to two and introducing a two-round election process; and v) the holding of local elections, the first in 32 years, establishing 117 municipalities or “communes”.

This strengthening of public governance, supported by UNDP and other partners, has helped to calm the socio-political climate, thus promoting an upturn in economic activity and an increase in domestic demand.

An analysis of Togo’s progress in human development between 1990 and 2018 shows that the country’s HDI increased by 26.6%, from 0.405 to 0.513.
Life expectancy at birth in Togo increased by 4.9 years over the same period. The average number of years spent in school increased by 2 years, and the expected number of years’ schooling by 5 years. GDP per capita grew by 22.4% between 1990 and 2018. However, major challenges remain. We must step up our efforts to better share the fruits of growth so that no one is left out. Our mission is simple: we strive to ensure that every man and woman in Togo, particularly the poor and the most vulnerable, can benefit from the development of their country and is protected from the harmful effects of natural disasters and climate change. The implementation of an Emergency Community Development Programme (PUDC) has made a major contribution to reducing inequalities to promote better access to basic services for all Togolese people. The work we do each day would not be possible without the invaluable support of all our partners in Togo, as well as the commitment of the highest authorities in the land. The results presented in this publication have been achieved in partnership with all of you. This report is a celebration of partnerships!

We at UNDP are grateful to all of you. Together, we have accomplished great things. And together, we will keep doing more, and better!

Happy reading!
General overview:

Official name: République Togolaise*
Motto: Travailler, liberté, patrie**
National anthem: Terre de nos aïeux***
National holiday: April 27th
Capital: Lomé
Area: 56,600 km²

* (Togolese Republic)
** (Work, liberty, homeland)
*** (Land of Our Ancestors)

Economy and Society

GDP: 4.52 billion (IMF Report, 2016)
GNI: $602 (IMF Report, 2016)
Inflation rate: 1.4%, (IMF Report No. 19/205, 2018: Article IV consultation, fourth review under the extended credit facility arrangement)
HDI: 0.513 (Human Development Index) (UNDP 2019)
Economic growth rate: 4.9% (IMF Report No. 19/205, 2018: Article IV consultation, fourth review under the extended credit facility arrangement)
Poverty rate: 53.5% (Poverty map, INSEED, 2017)
ILO youth unemployment rate: 3.9% (Integrated Regional Survey on Employment and the Informal Sector, UEMOA 2017-2018, INSEED)

Degree of urbanization: 40.1% (Ministry of Urban Planning report / INSEED estimates, 2015)
Growth rate: 2.7 (Demography at the centre of development trajectories in UEMOA countries. Country analysis for TOGO, 2010; INSEED, 4th general census of population and housing, 2010; World Bank World Development Indicators; Togo Population and Health Survey III (2013-2014 / 2016))

* Statistical yearbook on health in Togo - Director of Studies, Planning and Health Information, Ministry of Health and Welfare, and INSEED, 2010
**Health**

- **Life expectancy:** 65.6 years
  *Statistical yearbook on health in Togo - Director of Studies, Planning and Health Information, Ministry of Health and Welfare and INSEED, 2016*

- **Access to sanitation facilities (percentage using improved water sources):** 44.6%
  *(MICS, INSEED, 2017)*

- **Birth rate (‰):** 32
  *(Statistical yearbook on health in Togo - Director of Studies, Planning and Health Information, Ministry of Health and Welfare, and INSEED, 2016)*

- **HIV/AIDS prevalence rate (age 15-49):** 2.1%
  *(National Council for the Fight Against AIDS (CNLS), 2017)*

- **Deaths due to malaria (%):** 47
  *(MICS, INSEED, 2017)*
  These are deaths of children under 5 years of age

- **Confirmed cases of malaria (%):** 233
  *(Ministry of Health and Welfare (PHLP-Togo), INSEED, 2017)*

- **Underweight children under 5:** 16%
  *(Togo Population and Health Survey, 2013)*

- **Maternal mortality rate:** 401 deaths per 100,000 births
  *(Togo Population and Health Survey, INSEED, 2013)*
  *(Value given in the SDG indicators database by the UNSD)*

- **Infant mortality rate:** 88 deaths per 1,000 births
  *(Togo Population and Health Survey, INSEED, 2013)*
  *(Value given in the SDG indicators database by the UNSD)*

- **Net enrolment rate in primary education:** 93.8%
  *(Statistical yearbook of the Ministry of Primary and Secondary Education and Vocational Training), 2017*

- **Literacy rate (among those aged 15 and over):** 60.4
  *(Integrated Regional Survey on Employment and the Informal Sector, UEMOA 2017-2018, INSEED, 2018)*

- **Internet access:** 2.6%
  *(Togo Population and Health Survey, 2014)*

- **Forested area:** 24.24%
  *(Ministry for the Environment and Forest Resources, 2015)*

- **Forest cover:** 24.24%
  *(Ministry for the Environment and Forest Resources, 2015)*

- **Proportion of coast protected against coastal erosion:** 42.3%
  *(Ministry for the Environment and Forest Resources / Environment Department, 2017)*

- **Access to electricity:**
  - **Urban areas:** 86.8%
  *(2017)*
  - **Rural areas:** 6%
  *(Ministry for Mining and Energy report / INSEED estimates, 2016)*

**Education**

**Communications**

**Environment**
Country situation

Political context

Togo is continuing its development trajectory with the implementation of political, economic and social reforms to strengthen the foundations of its growth. In terms of governance, Togo continues to improve its performance, with a CPIA score of 3.2 in 2018, 0.1 of a point higher than in 2017. It ranks among the top 8 African countries for the improvements made to its policies and institutions.

On the socio-political front, 2019 was marked by major reforms, notably i) the advent of a new National Assembly, led by a woman; ii) the establishment of new institutions in charge of elections and human rights; iii) the renewal of the Constitutional Court; iv) a constitutional revision limiting the number of presidential terms to two and introducing a two-round election process; and v) the holding of local elections, the first in 32 years, establishing 117 municipalities or “communes”.

This strengthening of public governance, supported by the UNDP and other partners, has helped to calm the socio-political climate, thus promoting an upturn in economic activity and an increase in domestic demand.
Socio-economic context

2019 was the second year of implementation of the National Development Plan 2018-2022, a strategy which sets out Togo’s ambitions for an economic emergence based on its strengths and potential. This plan aims for an economic growth of 7.6% in 2022, compared with an average of 5% in previous years, and a reduction in the income poverty rate from 55.1% in 2017 to 44.6% in 2022, thanks largely to the creation of 500,000 direct jobs. Togo is giving itself the means to achieve its ambitions, through major economic reforms. In this context, it has strengthened the implementation of reforms to attract the private sector, which is estimated to account for 65% of NDP funding. It has made huge progress in improving the business environment, earning it the status of third fastest-reforming country in the world. In order to mobilize the funding necessary to achieve the NDP goals, Togo held the first economic forum between Togo and the European Union in 2019 to establish contact between investors and businesses. Thanks to rigorous reforms of the management of public finances, the debt-to-GDP ratio fell to 70% in 2019. The economic growth rate is set to increase from 4.9% in 2018 to 5.3% in 2019 and 5.5% in 2020.

On the social front, the authorities continue to pay particular attention to ensuring that underprivileged communities have access to basic social services and to reducing inequalities. Togo remains a low-human-development country, with a Human Development Index score of 0.513, albeit on the rise. Ranked 167th out of 189 countries, placing it in the Low Human Development Index category, Togo has an HDI higher than the average for Low-HDI countries (0.507). The multidimensional poverty index remains high (48.2%) and 21.8% of the population is vulnerable. Togo’s inequality-adjusted HDI is down 31.1% at 0.350, showing that inequalities persist. The national poverty rate fell by 5.2 points over the period 2011-2017, but more than half of Togolese people are still living in poverty. Rural areas are the worst affected, with 63.7% of households living below the poverty line in 2017. In addition, the poverty rate is higher for female-headed households (57.5%) than for male-headed households (55%). Women are also more vulnerable, because they have less access to economic opportunities. Furthermore, they are under-represented in positions of responsibility.

The Support Programme for Vulnerable Communities (PAPV), the Emergency Community Development Programme (PUDC) and other projects and initiatives to promote job creation for young people are being implemented.

Environment and sustainable development

Togo continues to make slow but steady progress in improving environmental management and promoting sustainable development. Protecting the environment has been a national priority for government for over two decades.

The assessment of the environmental sector shows that Togo faces multiple environmental problems: deforestation and degradation of plant cover; land degradation; degradation of protected areas; silting-up of rivers and lakes; pollution and deterioration in the quality of freshwater; coastal erosion; global warming and degradation of the living environment.

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1 National Development Plan 2018-2022
2 National Development Plan 2018-2022
3 Doing Business 2019, World Bank
4 Sixth and final review of the programme supported by an Extended Credit Facility arrangement, Dec. 2019, IMF
5 Global Human Development Report, 2019, UNDP
6 Poverty Map, 2017, INSEE
Until 1990, Togo had 83 protected areas (including national parks, listed forests and natural reserves) spanning over a total area of 793,288.81 hectares, or 14% of national territory. Most of these areas have been partially invaded, with land occupation density ranging from 10 to 100% in some protected areas. According to the national forest inventory (IFN), plant cover was estimated at 24.24% in 2015.

A study conducted by ORSTOM and the National Soil Institute (INS) in 1996 showed that 85.3% of land had suffered some level of degradation (low, medium or high). The situation today may be even more alarming, due to current land use practices.

On the climate front, the studies conducted in 2015 as part of the third national communication on climate change trends revealed an average annual temperature increase of between 0.69 and 1°C over the period 1961-2010, along with an annual decrease in rainfall of between 3.29 and 81 mm and a drop in the number of days of rainfall.

In terms of waste, the quantity of solid waste produced is estimated at 162 kg per inhabitant per year, giving a national total of 1,133,838 tonnes in 2016, while the quantity of wastewater is estimated at more than 56 litres per day per inhabitant, or 124,688,871 m³ of wastewater per year. More than two thirds of that volume (approximately 84,249,237 m³) are disposed of in the wild, with only one third (3,619,597 m³) kept in sumps.

To address these environmental issues, the Ministry for the Environment, Sustainable Development and Nature Conservation envisages, as part of the implementation of the NDP (2018-2022) to: (i) Maintain ecosystem environmental services and preserve biodiversity; (ii) ensure sustainable land management;
(iii) combat climate change; (iv) ensure efficient disaster management; (v) ensure sustainable management of the coastal area; (vi) ensure sustainable management of the human living environment; (vii) ensure management of the environment and a transition to the green economy.

UNDP’s support for the government in this field aims to strengthen the interventions planned under the NDP and assist the government in implementing its international commitments on environmental management, the Paris Agreement on climate change and other agreements on the environment, natural resources and the human living environment.

Development challenges

Togo must step up its efforts if it is to achieve the 17 Sustainable Development Goals by 2030.

The business climate is improving, but further efforts must be made to consolidate the progress achieved. The main development challenges set out by the government in its National Development Plan for the period 2018-22 are as follows:

- Develop sectors with high growth potential, including agro-industry;
- Strengthen economic infrastructure;
- Consolidate essential social services in the health, water and energy sectors;
- Promote financial inclusion, gender equality and social and environmental protection;
- Promote more sustainable, balanced and participatory development.

The main priorities of the new government are based on three pillars:

- Consolidating governance;
- Promoting sustainable and inclusive growth;
- Strengthening social development and inclusion mechanisms.
UNDP working for the benefit of the Togolese nation
Our country programme 2019-2023

Designed with input from the various national stakeholders (government, civil society, NGOs, private sector, media, etc.), our Country Programme was signed on 22 January 2019 and runs until 2023. It essentially aims to support the implementation of the National Development Plan (NDP 2018-2022), while remaining aligned with UNDP’s Strategic Plan (2018-2021) and the United Nations Sustainable Development Framework (UNSDF 2019-2023). The ultimate goal is to support the government and the Togolese people in achieving the Sustainable Development Goals (SDGs) by 2030 as per the 2030 Agenda (Figure 1).

The Country Programme is the main framework for cooperation and partnerships between UNDP and the government of Togo. It is based on three priorities: 1) Improving governance to increase citizen participation; 2) Promoting inclusive growth and access to basic services; 3) Strengthening sustainable management of natural resources and climate resilience.

**Priority 1: Improving governance to increase citizen participation**
For several years already, UNDP has been supporting the government’s efforts to create conditions conducive to good governance by building the capacity of governance institutions and election management bodies in order to promote the rule of law, human rights, active citizen participation, justice, transparency, accountability and the holding of credible elections open to all. It aims to build peace infrastructure and social cohesion and to improve civil society participation mechanisms. Emphasis is placed on improving access to justice for young people, women, victims of sexual violence, disabled people, etc. The modernization of general government is an important priority for UNDP in this intervention. It also intends to support the country’s efforts in its decentralization process, notably in terms of local development planning and capacity building among local elected representatives to help them exercise their duties better.

**Priority 2: Promoting inclusive growth and access to basic services**

This pillar aims to establish the conditions necessary for growth to be strong, sustainable and job-generating and for the most disadvantaged to have access to basic services. UNDP will strive to build the capacity of public institutions responsible for employment promotion: the organizational capacity of professional and other associations and cooperatives, as well as innovation in the private sector; and access to basic services through the execution of the Emergency Community Development Programme (PUDC).

UNDP is working to stimulate rural and agricultural entrepreneurship and, to this end, is strengthening the skills of private-sector professional associations, through the use of new technologies and fine-tuned processes as well as the analysis and development of logistics chains, in order to promote the expansion of agro-industry, support the creation of sustainable jobs, and increase productivity and competitiveness, with the aim of transforming the agricultural sector.

**Priority 3: Strengthening sustainable management of natural resources and climate resilience**

UNDP supports the implementation of the relevant international agreements, notably the Paris Agreement on climate change, the Convention to Combat Desertification, and the Convention on Biological Diversity. UNDP is working to improve access to viable domestic energy sources and decent living conditions, particularly in the poorest rural areas; to increase the resilience of communities to climate change and disasters; to support initiatives to reduce carbon emissions in villages, by scaling up the ecovillages initiative and promoting sustainable management of ecosystem goods and services.

These three priorities are broken down into programmes and projects with clear activities that must be implemented over the next five years [Figure 2].

Other topics, such as human rights, gender and HIV/AIDS, are not only systematically incorporated in each priority, but also addressed specifically during implementation of our projects.
Tree Togo programme

1. IMPROVING GOVERNANCE TO INCREASE CITIZEN PARTICIPATION

Support for governance institutions and consolidating democracy

- Capacity building and modernization of the state
- Support for the strengthening of democratic institutions
- Support in improving access to the law and justice and in strengthening human rights institutions
- Support in improving public governance, strengthening citizen control and combating corruption
- Support in promoting gender equality and leadership by women and young people
- Support in implementing and monitoring the NDP and the SDGs

Promoting social cohesion

- Support in establishing sustainable peace infrastructure
- National and community capacity building in conflict and violence prevention and human rights protection in Togo (PBF)
- Community dialogue platform for social cohesion

2. PROMOTING INCLUSIVE GROWTH AND ACCESS TO BASIC SERVICES

Supporting community development

- Emergency Community Development Programme (PUDC)
- Promotion of innovative solutions (Country Accelerator Lab)
- Access to markets for local products: establishment of a traceability system

Supporting employability

- Job creation and income generation
- Supporting employability and entrepreneurship development
- YouthConnect Togo programme
- Supporting employability and labour market integration

3. STRENGTHENING SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES AND CLIMATE RESILIENCE

Climate change and energy

- Preparation of the 4th National Communication and the 2nd Biennial Update Report on climate change
- Promotion of sustainable development and climate resilience
- Support for climate resilience and the country’s contribution to international climate efforts
- Improving communities’ access to traditional energy sources and modern and sustainable energy services
- Green economy initiative: second life for plastic waste
- NDC implementation project with the NDC Programme

Resilience of communities and ecosystems

- Strengthening the conservation role of Togo’s national system of Protected Areas
- Strengthening the resilience of vulnerable communities and ecosystems to the impacts of climate change in the Mono basin
- Integrated project to restore and sustainably manage degraded land in the dry zones of the Kara and Savanes regions.
- Resilience of communities and ecosystems Ecovillage development projects
- Integrated management of ecosystems and biodiversity
Strengthening governance, the rule of law and peacebuilding
A peaceful society in which human rights are properly enjoyed and participation and access to justice and quality public services are assured thanks to effective, responsible and transparent governance institutions is a guarantee of harmonious and inclusive development that ensures prosperity for all.

Thus, completely in line with the ambitions of the National Development Plan (NDP), the United Nations Development Programme, under pillar 1 of its country programme (CPD 2019-2020), has helped improve governance indicators in Togo through various actions.

I- Supporting the improvement of public governance

Some Togolese public institutions have strengthened their capacity

The High Authority for Audiovisual Media and Communication (HAAC) has benefited from a variety of national and international expertise that has allowed it to establish a Five-year Strategic Plan (2019-2023) to improve the media landscape in Togo. According to Prime Minister Komi Selom Klassou, who presided over the launch ceremony, “it is a coherent framework which will make the media real players in development, as freedom of the press is the glue that holds public action together”.

Similarly, the Constitutional Court, which is a key institution in the constitutional mechanism for promoting democracy and the rule of law, is supported by UNDP in the process of establishing its strategic modernization plan.

At the same time, the renewed National Human Rights Commission (CNDH), which now oversees the torture prevention mechanism, has benefited from UNDP support in its first human rights promotion activities aimed at the vulnerable strata of society, in particular concerning the inheritance rights of widows.

Thanks to the support and advice of the UNDP, the Ministry for the Public Sector, Work and Administrative and Welfare Reform has produced a roadmap for the continuation of administrative reform and adopted a strategy for gender mainstreaming in general government.

The High Authority for the Prevention of and Fight Against Corruption and Similar Offences (HAPLUCIA) has benefited from UNDP support in drawing up the draft bill establishing a code of ethics for government bodies and public services.
Human rights promoted at various levels

While supporting the government in drawing up and presenting reports on international and regional human rights instruments, UNDP has also supplied financial and technical resources to build capacity and raise awareness of respect for fundamental rights and freedoms. Specifically:

- 40 representatives of Togolese public institutions have been made aware of democratic values and principles and have committed to incorporate them in the performance of their duties.
- 30 members of staff from ministries and public institutions have been trained to use the Human Rights-Based Approach (HRBA) in planning and scheduling to ensure that this approach is used in various development sectors, particularly health and education.

- Four (4) initial and periodic reports have been produced:
  - Togo’s Initial Report on the Implementation of the International Convention Against Forced Disappearances (approved);

Public services have been brought closer to citizens

UNDP continued to support the reform of general government and public services to provide greater speed and efficiency in the delivery of services to the people.

- Efforts have been made by the government, with the support of the UNDP, to issue nationality certificates to 2,942 people (39.25% women), birth certificates to 6,729 people, and national identity cards to 2,782 people, giving them a legal identity and the chance to seize the social and economic opportunities the country has to offer.

- Regarding access to justice, UNDP has been closely involved in getting 4 legal advice centres up and running in Baguida, Agoényivé, Dapaong and Cinkassé. These centres have handled 623 cases, 15% of which were submitted by women. Communities which had limited access to the services of a judge have been able to settle their disputes through this traditional conflict resolution mechanism based on conciliation and mediation.
UNDP supported the Ministry of Justice in building the capacity of several legal professionals: In particular, 64 people, including staff of legal advice centres and outreach centres, were trained on human rights, gender and conciliation. 145 legal professionals, 15% of them women, including the judicial police, were trained in human rights and gender equality, and 65 legal professionals were made aware of the codes of professional ethics of the various legal professions (judges, lawyers, bailiffs, notaries) to improve collaboration between different legal professionals and accelerate the processing of cases while respecting human rights.

**A sustained contribution to the newly reinvigorated decentralization process**

The holding of local elections in June and August 2019 lent fresh impetus to the decentralization process and to the 117 newly created municipalities or “communes”. UNDP provided advice and institutional support to the Ministry of Territorial Administration, Decentralization, and Local Government, enabling the updating of legal texts on decentralization and the provision of computer equipment. In addition, thanks to the UNDP, training tools adapted to the new texts have been produced and 150 people, including local elected representatives and government staff, have been trained on the new texts and local governance.
II- Peacebuilding and supporting the prevention of violent extremism

Action has been taken as part of two projects to strengthen conflict prevention, uphold social cohesion at national and local level, and support initiatives to prevent violent extremism.

1 The project “National and community capacity building in conflict and violence prevention and human rights protection in Togo” is financed by the United Nations Peacebuilding Fund.

- **PROJECT DURATION**
  24 months, from November 2018 to November 2020

- **TOTAL BUDGET OF THE PBF PROJECT**
  USD 2,791,111.42

- **IMPLEMENTATION PARTNERS**
  HCRRUN, HAAC, CNDH, MSPC, MDHRIR, MAPFA, CDFDH, CACIT, FODDET, Aide-Action, HD, WANEP*

- **GOALS**
  - Help reduce recurring conflicts and violence linked to political and constitutional issues by building conflict prevention and management capacity at national and community level
  - Promote the protection of human rights and children’s rights in a context of political tensions

- **PROJECT COMPONENTS AND ACHIEVEMENTS**
  - **GEOGRAPHICAL AREAS OF PROJECT IMPLEMENTATION**
    Maritime (Lomé), Kara (Kara), Centrale (Sokodé) and Savanes (Dapaong) regions
  - **RECIPIENT AGENCIES**
    UNDP & UNICEF
  - **HIGH COMMISSION FOR RECONCILIATION AND THE STRENGTHENING OF NATIONAL UNITY (HCRRUN)**
  - **HIGH AUTHORITY FOR AUDIOVISUAL MEDIA AND COMMUNICATION (HAAC)**
  - **NATIONAL HUMAN RIGHTS COMMISSION (CNDH)**
  - **MINISTRY FOR SECURITY AND CIVIL PROTECTION (MSPC)**
  - **MINISTRY FOR HUMAN RIGHTS AND RELATIONS WITH THE INSTITUTIONS OF THE REPUBLIC (MDHRIR)**
  - **MINISTRY FOR SOCIAL ACTION, ADVANCEMENT OF WOMEN AND LITERACY (MASPFA)**
  - **HUMAN RIGHTS DOCUMENTATION AND TRAINING CENTRE (CDFDH)**
  - **COLLECTIVE OF ASSOCIATIONS AGAINST IMPUNITY IN TOGO (CAGIT)**
  - **FORUM OF CHILDREN’S RIGHTS DEFENCE ORGANIZATIONS IN TOGO (FODDET)**
  - **AIDE-ACTION**, **HD**, **WANEPI**

* High Commission for Reconciliation and the Strengthening of National Unity (HCRRUN), High Authority for Audiovisual Media and Communication (HAAC), National Human Rights Commission (CNDH), Ministry for Security and Civil Protection (MSPC), Ministry for Human Rights and Relations with the Institutions of the Republic (MDHRIR), Ministry for Social Action, Advancement of Women and Literacy (MASPFA), Human Rights Documentation and Training Centre (CDFDH), Collective of Associations Against Impunity in Togo (CAGIT), Forum of Children’s Rights Defence Organizations in Togo (FODDET), Aide-Action, HD, WANEPI
39 LPCs
(Local Peace Committees) received project support during 2019

81 members
(Including 18 women) were trained in mediation techniques and engaged in the mediation of 5 local conflicts

79 members / 12 LPCs
(including 15 women) were trained on the land code and the principles of traditional chiefdom

264 community leaders
(including 15 women) were trained on the land code and the principles of traditional chiefdom

175 teachers and 6,388 schoolchildren
(including 8 female teachers, 3,376 boys and 3,012 girls) were trained on citizenship, rights and duties and respecting differences, for the purposes of life skills education for teenagers (CVC)

 Outcome 1
Local leaders, women, men, young people, civil society and the media, as well as institutions at local and national level, play an active role in reducing violent conflicts linked to political and constitutional issues

1,553 defence/security forces personnel
(including 183 women) received initial or refresher training on non-violent crowd dispersal techniques and protection of human rights

151 stakeholders
(including 19 women) played an active role in the civil-military dialogues organized in Sokodé and Mango to build trust between communities and the defence and security services

 Outcome 2
Trust between communities and the defence and security forces has grown

173 HRDs
A pool of 173 volunteer human rights defenders (HRDs), including 45 women, were trained and deployed during the local elections of June 2019 to monitor the human rights situation

155 media professionals
(including 19 women) were trained on the topic “Media: preventing conflicts and violence and protecting human rights and children’s rights”

25 women HRDs
were trained on self-protection and the digitalization of their work.

48 members
of the interministerial report-writing committee, including 11 women, were trained in techniques for drafting initial reports on the implementation of the International Convention for the Protection of All Persons from Enforced Disappearance

36 staff members,
including 6 women, from the Ministry of Human Rights, the CNDH and HRDOs were trained on human rights monitoring techniques

74 paralegals
and other community stakeholders, including 51 women, were trained in child protection and peacebuilding

 Outcome 3
National human rights promotion and protection capacity has been strengthened and violations of human rights and children’s rights amid political tensions have been reduced
The project “Community dialogue platform for social cohesion and local development”, implemented in support of the decentralization process, has made it possible to create forums for community dialogue in three municipalities; to strengthen the capacity and participation of young people from various categories and of women; and to consolidate the habits of harmonious coexistence and collaboration necessary for an inclusive and successful decentralization process. Three municipalities – Oti 1, Tchaoudjo 1 and Kloto 1 – are the beneficiaries for the pilot phase of the project.

Significant results were achieved thanks to the commitment of various partners, particularly the Ministry of Territorial Administration, Decentralization, and Local Government; the Ministry of Rights and Institutional Relations; the Ministry for Social Action, Advancement of Women and Literacy; the Ministry for Grassroots Development, Crafts and Young People; and NGOs (WANEP Togo, Catholic Relief Services and MINODOO):

439 local stakeholders (42% women), including mayors, opinion leaders, young people and women, were trained on social cohesion, making it possible to carry out various connecting projects, with the creation of 15 groups of young people who have carried out public health actions and sporting activities in public spaces to raise awareness.

Education / PDCCS project

Thanks to the advance missions, around twenty local and administrative authorities (prefects, mayors, regional directors of education, education inspectors, heads of cantons, religious leaders) had a good understanding of the PDCCS project and were ready and willing to support the peace and leadership clubs in their activities.

60 members

Peace and leadership clubs in the 3 municipalities targeted by the project have been equipped with suitable tools on topics encouraging the participation of young people in the peacebuilding process and in community governance.

Visions for municipalities

Three visions for the municipalities of Mango, Sokodé and Kpalimé were set out by young people.

6 coaches

with suitable tools, supervise the young people in each municipality in the preparation of their advocacy and awareness-raising activities.

3 peace and leadership clubs,
each made up of 20 middle- and high-school students of both sexes, were set up in the municipalities of Mango, Sokodé and Kpalimé.
SDG and ICT education

60 members of peace and leadership clubs in the municipalities targeted by the project have been equipped with suitable tools concerning the Sustainable Development Goals and ICT, so that they can take them into account in their activities.

480 people benefited from awareness-raising actions in the markets of Mango, Sokodé and Kpalimé on fair-play in the electoral period, brotherly management of the market space, peaceful management of land conflicts and...

11,200 listeners of the radio stations Nafa, La voix de l’Oti, Esperance (Mango), Radio Tchaoudjo, Venus, Méridien (Sokodé), Radio VGK, Planète Plus, Maria, and Islamique (Kpalimé) were targeted by awareness-raising actions on conflict prevention, acceptance of otherness and harmonious coexistence by the peace and leadership clubs.

14 local authorities were targeted by advocacy actions by peace and leadership clubs on managing unauthorized garbage dumps (Kpalimé); the idleness of young people and early pregnancies in school environments (Mango), constructing secondary roads, and peaceful management of land conflicts (Sokodé).

13,620 pupils at the Lycée Moderne de Mango, CPL Millenium, CEG Sadori, CEG Mango Ville 1 in Mango; the Lycée Moderne de Sokodé, CEG Didaoure, and Lycée Sainte Marie in Sokodé; and the CEG 30 Août de Kpalimé, CPL la Sorbonne, Lycée de Kpodzi, and CRETFP in Kpalimé were targeted by awareness-raising actions on harmonious coexistence, peaceful management of land conflicts and the importance of harmonious coexistence despite religious differences in Mango; on land in Kpalimé and on harmonious coexistence in Sokodé.

Environment clubs

Creation of environment clubs at some schools (CRETFP de Kpalimé and Lycée de Kpodzi) following the actions of the peace and leadership clubs.

Imams and pastors

The imams and pastors met now preach harmonious coexistence in their sermons (Pastor of the Evangelical Church of Mango).

Violence

Reduction in violence in the schools targeted by awareness-raising actions.

The prevention of violent extremism is a major priority for Togo

UNDP supported the Ministry of Security in setting up 7 prefectural committees and 69 cantonal committees for the prevention of violent extremism in the Savanes region in training their members. UNDP and the IOM in Benin, Burkina Faso and Togo finalized a joint cross-border programme with funding from the United Nations Peacebuilding Fund. The goal of this joint programme is to help improve the resilience of communities in cross-border areas of Benin, Burkina Faso and Togo in an effort to prevent violent extremism.

Aware of the regional dimensions of violent extremism, and the need to harmonize their strategies, UNDP Togo, along with the Ghana and Benin offices, launched a joint initiative in collaboration with the UNDP Service Centre. In addition to joint analysis, the project will propose a set of guiding principles for creating prevention action plans at regional level.

From 8 to 12 July 2019, a mission led by the Ministry of Security with the support of UNDP Togo, in partnership with the United Nations System and development partners, was carried out in the Savanes region (poorest region of Togo, located in the far north, on the border with Burkina Faso). This first integrated, multi-party needs assessment made it possible to identify the measures to be taken to address socio-economic vulnerabilities, reduce conflicts at local level and prevent violent extremism. More than 600 participants in 7 prefectures (local authorities, religious leaders, women and young people) were questioned on the challenges and solutions to prevent conflicts in the region.
III- Gender equality

Gender equality and the empowerment of women promote positive changes for all. We are committed to taking gender equality into account in all aspects of our work, by collaborating with state institutions, civil society and all our partners to put an end to sexist violence, to engage women farmers in the fight against climate change in ecovillages and to increase the participation of women in decision making in public and private life by contributing to academic excellence and leadership for girls.

To this end, UNDP uses a two-pronged approach to implement the principle of gender equality, notably by engaging in specific actions to reduce gender inequalities while making sure that the gender dimension is taken into account in all its interventions across the board. The main outcomes of the actions undertaken in 2019 are described here.

1 Improving access to socio-economic infrastructure and rural tracks

Thanks to the Emergency Community Development Programme (PUDC), access to road, economic, educational, health and rural infrastructure was improved for around 2,129,500 people, 51% of them women (1,084,820 women).

The implementation of training activities on empowerment and transformation and income-generating activities has benefited 80,100 people, 80% of them women. 40 multifunction platforms are improving the income of 500 women.
2 Mobilizing religious leaders against early marriage in the OTI 1, Tchaoudjo 1 and Kloto 1 municipalities

As part of the “community dialogue for social cohesion” project, schoolboys and girls were trained in leadership and conflict prevention in mosques and asked imams to fight against early marriage. Following their advocacy, religious leaders committed to broadcasting on rural radio stations to promote education for girls and fight against early marriage.

3 Academic excellence and leadership for girls

UNDP strengthened the leadership and professional development capacity of the 30 girls with the best results in their baccalaureate and provided them with IT tools enabling them to access digital technology and innovations.

4 Leadership and political participation by women

With the support of the UNDP, 219 women were trained in electoral campaigning techniques during the local elections, 189 of whom were elected councillors, 12 elected mayors, and 13 elected deputy mayors.

5 Empowering rural women

UNDP and UN-Women, in partnership with the Ministry for Social Action, Advancement of Women and Literacy, designed a new programme for the empowerment of rural women, implementation of which begins in 2020.

6. 25 female human rights defenders were trained as part of the project financed by the UN Peacebuilding Fund and monitor human rights via an innovative approach using digital tools.

7. The Office is closely involved in gender issues, focusing on innovative solutions, and in 2020 will launch at least two flagship initiatives on leadership by women and girls and the economic empowerment of rural women.
IV- South-South cooperation

Triangular and South-South cooperation is a bold, innovative way of establishing partnerships to achieve the Sustainable Development Goals, and UNDP attaches great importance to it.

With this in mind, the Office has facilitated experience-sharing trips to four African countries for two public institutions. As part of the development of its strategic plan, the High Authority for Audiovisual Media and Communication enjoyed a sharing of experiences with its counterparts from Benin and Burkina Faso.

Members of the High Authority for the Prevention of and Fight Against Corruption and Similar Offences (HAPLUCIA) cooperated with counterpart institutions from Senegal and Rwanda, taking inspiration from these countries’ legal texts and best practices on the subject.
The UN-Women Regional Director for West and Central Africa, Oulimata Sarr, carried out an important mission in Togo from 16 to 19 July 2019. The aim of the mission was to strengthen cooperation with UNDP through the planning of a more sustained UN-Women intervention in Togo and the strengthening of its partnerships with local stakeholders, particularly with regard to the economic empowerment of women, peace and security. The mission provided an opportunity to meet the Togolese authorities and the technical and financial partners (European Union, World Bank, German Embassy, the GIZ and the United Nations System country team) and to hold consultations with key players from civil society, notably women’s associations.

Ms Sarr met with the private sector, including women entrepreneurs, the INNOV’UP incubator for women entrepreneurs, and the Nanas Benz, who play a key role in the Togolese economy. The flagship programmes discussed concerned the economic empowerment of women through climate-resilient agriculture and entrepreneurship, as well as the implementation of the national action plan on Resolution 1325. This United Nations Security Council Resolution of 31 October 2000 firmly establishes a role for women in building peace and security.

The meeting with Tchabinandi Kolani Yentchare, Minister for Social Action, Advancement of Women and Literacy, enabled the Regional Director to congratulate Togo on its efforts to incorporate gender in all sectors and to reiterate the support of UN-Women in meeting the challenge of gender equality and empowerment of Togolese women. 25 years after the Beijing conference on women’s rights, ensuring women are properly represented on decision-making bodies remains a challenge that must be met if the implementation of the National Development Plan is to be accelerated. UNDP and UN-Women are committed to providing technical expertise and the necessary financial resources to support the flagship project for the economic empowerment of Togolese women led by the Minister for the Advancement of Women.
Media: Celebrating excellence!

The awards ceremony celebrating impact journalism, “Lauriers du Journalisme d’Impact” was held on 25 May 2019, with a host of Togolese personalities and media professionals in attendance. These awards are an initiative by the embassies of the United States, France, Germany and the European Union, which were joined by the UNDP for the second edition.

“It is in a spirit of celebrating excellence that we are here today. This is a moment that brings together the journalism profession, mobilizes all partners and enables all of us to think, together, about the future of the profession,” said Aliou Dia, UNDP Resident Representative, on behalf of all the instigators of the competition, which aims to give another dimension to the Togolese press.

For Mr Dia, “There can be no democracy or sustainable development without a quality, responsible, professional media. And that is why impact journalism is so very important. The goal for journalists is no longer simply to focus on problems, but also to look for and share possible – or proven, reliable – solutions that will help improve the living conditions of the people and good governance of society.” He called on media men to show “greater rigour, professionalism and ethics in the work you do for the country.”

The winners of the various media categories (Television, Radio, Written Press and Press) received various prizes, including computers, cameras, video cameras and certificates of participation. Just as in 2018, the top three in the Television, Radio and Written Press categories won a trip to hone their skills in France and the United States, with all costs covered by UNDP and the French and American Embassies in Togo.

“This award is a joy for me. This prize
confirms the adage that good work always pays,” exclaimed an emotional Charles Djadé, first in the Written Press category, on receiving his certificate from the French Ambassador to Togo.

The articles and productions entered in the competition, published between February 2018 and February 2019, helped shed an educational light on one of the following topics: Democracy and Rule of Law; Development and Poverty Reduction; Financial Governance; Environmental Protection; Health and Education. Several personalities were present at the ceremony: the Minister of Communication, Sports and Citizenship and Civic Education, Mr Folly Bazi Katari; the Vice-President of the HAAC, Mr Octave Olympio; the United States Ambassador, Mr Eric William Stromayer, the United Nations System Resident Coordinator, Damien Mama; the Director of the Institute of Information Sciences, Communication and Arts (ISICA), media bosses, journalists, and journalism and communication students.
Promoting inclusive growth and access to basic services
The United Nations Development Programme (UNDP), as part of its support for the Togolese government in achieving its national priorities and the Sustainable Development Goals (SDGs), specifically the establishment and implementation of the National Development Plan (NDP), carried out a number of activities in 2019, the results of which, detailed in this report, concern the following five (5) main components:

- Supporting implementation of the NDP
- Strengthening the planning and monitoring & evaluation capacities of general government
- Promotion of Employment / Training / Entrepreneurship
- Partnerships between UNDP and the private sector
- Innovation and digitalization
I- SUPPORTING IMPLEMENTATION OF THE NDP50

In accordance with its mandate, one of the roles of UNDP is to provide advice and support on development planning, monitoring and evaluation. UNDP is tasked with supporting countries in building their capacity to implement the Sustainable Development Programme in order to achieve the Sustainable Development Goals.

In this context, UNDP works with the various stakeholders in the Planning chain, providing analysis, assessment and monitoring tools as well as strategy monitoring frameworks. The UNDP also supports the mobilization of resources and partnerships and gets local partners to commit to transparency and efficiency in development cooperation.

Since 2018, UNDP has supported the various stakeholders in the implementation of the NDP. In 2019, UNDP’s actions brought about improvements in the implementation of policies aligned with the SDGs, as well as in development monitoring and coordination and in the building of planning and monitoring/evaluation capacities within general government.

In order to assess the alignment of the country’s development policies with its ambitions, and particularly the impact the NDP would have on Togo’s development,

the Ministry of Development Planning, in collaboration with the UNDP, the African Development Bank (AfDB) and the West African Development Bank (WADDB), launched the study on the potential effects of the NDP on growth, employment, and reducing poverty and inequalities.

In order to capitalize Togo’s experience in prioritizing the SDGs and aligning the National Development Plan with the sustainable development goals,

UNDP has supported the production of the SDG prioritization report and the integration of the SDGs in the National Development Plan. The Office’s cooperation with the Togolese government enabled the production of a capitalization report on the prioritization of the SDGs in Togo.

Regarding development monitoring,

a summary analysis of the NDP Monitoring and Evaluation System was carried out, after which it was agreed with the Government that an Integrated Monitoring/Evaluation and Reporting System would be established. To ensure the effectiveness of this system, UNDP provided support in updating the indicator database for the NDP, the SDGs and Agenda 2063. This data was used to produce the SDG monitoring report.

Concerning development coordination,

UNDP provided support to the Ministry of Development Planning and Cooperation, which has begun reporting and analysing all sources of development finance. The Report on Public Development Aid, which previously identified only the aid and subsidies received by the country, has been revised and its scope extended. Since 2019, the report has been entitled the “Development Cooperation Report”, and it now covers all development cooperation in Togo. The first edition of the document was highly appreciated by the various stakeholders.

In terms of resource mobilization,

UNDP contributes by assisting in the establishment of the short-term action plan on partnerships and resource mobilization for the implementation of the National Development Plan (NDP) for the period 2018-2022. The process of establishing this action plan has highlighted enormous potential for resource mobilization by Togo. One source of funding – transfers from the diaspora – has been explored. This has been identified in the NDP as an important source of financing, and UNDP has supported the Togolese government in carrying out a feasibility study on the establishment of the Investment Fund for Togolese Nationals Abroad. Discussions are under way with the Ministry of Foreign Affairs to put this approach into practice.
II- STRENGTHENING THE PLANNING AND MONITORING & EVALUATION CAPACITIES OF GENERAL GOVERNMENT: CREATION OF THE MASTER’S IN DEVELOPMENT PLANNING

The review undertaken as part of the modernization of general government – which led to the establishment of the National Capacity-Building and State-Modernization Programme for Sustainable Development (PNRCMEDD) – as well as the review of planning structures carried out by the Ministry for Development Planning, identified the weaknesses of general government in skills specific to planning, monitoring and evaluation.

Only 14 Category A1 planners were active in Togolese government bodies. The PNRCMEDD stipulates that “Given the almost universal unsuitability of personnel for the posts they occupy, the audits emphasise the need for each ministry and institution to establish a capacity-building plan for the next 3 to 5 years, with specific objectives in terms of personnel acquisition, clearly specifying the profiles required (planner, statistician, various specialities, etc.), as well as staff training and skill development needs”.

In the same spirit, the first specific objective of the PNRCMEDD is to “create favourable conditions for the establishment of real capacities in development action planning and scheduling”.

This objective aims to meet the need for planners (80 to 90 are required) and to implement UEMOA guidelines.

As part of its partnership with the government, the United Nations Development Programme (UNDP) has committed to support the government in modernizing government bodies and, more specifically, in establishing and strengthening planning structures for general government.

In order to meet this need, the UNDP, in partnership with the Ministry for Development Planning and Cooperation, has supported the creation of the Professional Master’s Degree in Development Planning by Kara University. Classes began in November 2018. The aim of the Master’s programme is to train professionals capable of:

- Understanding global and national development challenges;
- Helping to build the country’s development vision;
- Developing national or sector-specific development strategies and policies;
- Coordinating the implementation of development actions and monitoring and evaluating them;
- Producing programme budgets and annual performance reports with a view to multi-year planning;
- Devising Public Investment Programmes. This Master’s programme is currently training 36 2nd-year students and 34 first-year students: a total of 70 public-sector workers trained by the UNDP.
In order to build the capacities of general government to achieve the NDP objectives, UNDP is supporting the Presidential Programme of Excellence for the NDP under the patronage of the President of the Republic.

The programme was launched to equip young Togolese students with professional and leadership skills in order to have competent, efficient and motivated government employees. Students who follow the programme must work for the government for a period of three years. They will be placed in various institutions of vital importance to the implementation of the NDP.

The programme is based on 4 fundamental pillars: acquisition of professional skills, openness to the world, leadership, and the stakes of the NDP. The students are trained in consultancy methods, including problem solving, communication, analysis and project management. The students enrolled in the programme work on real projects as part of the NDP: infrastructure development, health and education programmes, and job creation initiatives. They are coached by experts from major global consulting firms. Much of the programme is taught in English. In the initial phase, it is offered to 20 Togolese Master’s students for two years. The programme is run by the organization ShARE.
III-PROMOTION OF EMPLOYMENT / TRAINING / ENTREPRENEURSHIP

The Country Programme Document (CPD) 2019-2023 is aligned with Togo’s national development priorities, as described in the NDP 2018-2022. Under the second pillar of the CPD, “Working towards growth for all and universal access to basic services”, the UNDP’s contribution revolves around community development, with the Emergency Community Development Programme (PUDC) and the improvement of employability and entrepreneurial capacities, particularly for women and young people.

In terms of support for entrepreneurship and job creation,

the goal is to support and build the capacity of micro, small and medium-sized businesses and to establish support mechanisms for young entrepreneurs that contribute to job creation.

Support for entrepreneurs

UNDP has reinforced its support for entrepreneurship by assisting the young entrepreneurs rewarded by the Tony Elumelu Foundation. UNDP subsidized 25 of the 28 winners and helped 5 of them to take part in the global forum of the Tony Elumelu Foundation, which brings together around 5,000 entrepreneurs.

Partnership with the Support Fund for Economic Initiatives by Young People (FAIEJ).

134 Young Entrepreneurs (JPIE) were trained in business creation techniques from 10 to 18 April 2019 in Lomé, Agou, Kpalimé and Dapaong. After this training, 122 young entrepreneurs were able to submit their business plans to potential investors. Out of the 122 young entrepreneurs who submitted their business plans, 120 were assessed during a field visit, leading 76 of them to be selected to receive guidance on business management and loan management from the Support Fund for Economic Initiatives by Young People (FAIEJ).
2,000 potential young entrepreneurs

UNDP supported the organization of the FERIN fair to facilitate exchanges and promote investments. Held in Lomé, the event informed and educated nearly two thousand (2,000) young people about entrepreneurship in Togo.

INNOV’UP

The first business incubator for women in Togo, INNOV’UP aims to promote the emergence, development and guidance of women’s business ideas. It was created through a partnership between the Federation of Women Entrepreneurs and Businesswomen (FEFA) and the UNDP. Since 2016, with the support of the UNDP, the centre has enabled more than 700 women and 15 startups operating in various sectors to benefit from various services such as startup incubation, startup capacity building, financial engineering workshops, awareness-raising in universities, and INNOV’UP Coach. In 2019, UNDP supported INNOV’UP with its INNOV’UP SHOW activity, which aims to create visibility around incubated startups and attract a new cohort of incubated firms.

Building institutional capacity to promote job creation.

In 2019, UNDP supported the National Coalition for Youth Employment (CNEJ) in producing its manual of administrative, accounting and financial procedures in order to enable it to provide sound management within the institution and carry out a study on current vulnerabilities related to unemployment and underemployment. In collaboration with the CNEJ, UNDP carried out a study on the financing ecosystem for micro, small and medium-sized businesses in Togo in order to analyse financing systems and systems supporting access to existing finance for formal and informal businesses, the support needs of formal and informal businesses, and the drivers and stumbling blocks of the systems.
IV- PARTNERSHIPS BETWEEN THE UNDP AND THE TOGOLESE PRIVATE SECTOR

The Sustainable Development Goals aim to achieve human rights for all, gender equality and the empowerment of women and girls. The 17 SDGs are integrated and indissociable, combining the three dimensions of sustainable development: economic, social and environmental.

The private sector is the main player in wealth creation and income generation. It also provides goods and services that are essential to a decent life for all human beings.

Production processes, which are mainly the preserve of the private sector, can pose a threat to the survival of all species on Earth, including human beings. Therefore, the SDGs cannot be achieved without the participation of the private sector.

UNDP acknowledges that many of global development challenges can be overcome through dynamic economic growth driven by private enterprises that create jobs, generate tax receipts and provide vital goods and services for poor people throughout the world.

In Togo, UNDP has committed to strengthening its collaboration with the private sector, with the aims of:
   - Promoting access for Togolese companies to investment opportunities in SDG sectors
   - Promoting corporate social responsibility.

UNDP has engaged in Due Diligence to establish partnership agreements with the Togo Chamber of Commerce and Industry and Togo Invest.
Supporting Togolese businesses in accessing markets

In order to realize its ambitions to become an emerging economy, Togo is taking account of a global context characterized by the globalization of economies and trade, with increasingly stringent quality and traceability requirements regarding goods and services.

Like most least developed countries, Togo has a current account deficit, reflecting significant imports of goods and services, whereas Togolese companies have great difficulty exporting. The reasons are manifold, including a lack of traceability.

This situation constitutes a loss of earnings for the country and for companies which, in practice, derive only marginal benefits from the economic partnership agreements signed by Togo, notably the Continental Free Trade Area (CFTA) in Africa, the Economic Partnership Agreements (EPA) with the European Union, and the AGOA with the United States. It creates an environment that is not very conducive to investment, be it domestic or foreign. It hinders the development of a prosperous national private sector that creates wealth and jobs.

In order to meet this challenge, UNDP is working with the High Authority for Quality and the Environment (HAUQE) to implement an institutional and entrepreneurial capacity-building project to improve market access for agrifood industry products in Togo. The startup phase of this project is currently under way, with technical assistance from UNIDO.

It will contribute to the achievement of the goals under Priority 2 of the National Development Plan (NDP) 2018-2022. It will focus on three value chains (Pineapples, Cashew Nuts, and Shea) which are deemed particularly important and in which Togo has a comparative advantage (for exports) according to the National Plan for Agricultural Investment and Food and Nutrition Security (PNIASAN) 2017-2026.
**V - INNOVATION AND DIGITAL TRANSFORMATION**

“Because we need to think about development differently”

In terms of innovation and digital transformation, the results of the Accelerator Lab’s activities in 2019 are considerable.

The Accelerator Lab is UNDP’s innovative new approach to inclusive development at global level in Togo. With technical and financial supports from our major partners, the State of Qatar and the Federal Republic of Germany, and connected to an international network of 60 laboratories serving 78 countries, we are working with national and global partners to find radical new approaches to address the complexity of current development challenges.

**Building on local innovators**

The Accelerator Lab identifies local solutions and assesses their development acceleration potential. The solutions may take different forms: from a farmer discovering a new flood prevention method, to a non-profit organization having a real impact on development in Togo.

The Accelerator Lab also exploits the potential of real-time data and the energy of people to meet the fast-changing challenges affecting development.

Using these local solutions, the Accelerator Lab will test and replicate new ideas to determine which work, which need refinement and which should be abandoned. This puts experimentation at the heart of our work.

**Scalability**

The Accelerator Lab will accelerate its learning by operating within a global network in which each laboratory learns from the others, exploring several solutions in parallel and designing experiments that enable us to determine whether solutions can be implemented at scale in a matter of weeks or months, rather than over several years.

The Accelerator Lab relies on UNDP’s partnerships with governments to scale up solutions. With the partners, they determine the portfolios of solutions capable of accelerating development. The Lab will also explore the necessary policies to establish an ethical framework and the incentive measures vital to development acceleration, and to identify the portfolios of solutions likely to lead to the creation of independent companies.

**THE TOGO ACCELERATOR LAB TEAM**

**Yawo Mensah Emmanuel**

Agnigbanqu is an information technology specialist. He qualified as a computer science engineer at the African Computer Science Institute in Gabon and holds a degree in Physics from the University of Lomé. Before joining the Accelerator Lab in Togo as Head of Experimentation, he worked as an ICT Analyst at UNDP Togo, a teacher at the African Computer Science Institute, and a Design Engineer at Togo Telecom. Yawo spends his free time rearing animals and gardening with his son and daughter.

**Komi Aokou**, Head of Exploration, is an economist and project manager with experience in the public and private sectors. He has worked as a senior analyst at the Tony Blair Institute, working towards the achievement of Togo’s development priorities. An ISO 9001V2015 quality auditor, he has worked as a quality management consultant. Komi is the sponsor of “ARTISANS REUNIS” (“Craftspeople United”), a sustainable social enterprise producing shoes using recycled leather from tyres. He works on integrating ICT in the learning of sciences at secondary level.

A graduate from the University of Lomé and the School of Public and International Affairs at Virginia Tech University, Komi is a member of Junior Chamber International.
Involvement of the Prime Minister’s Office:
Decision by the Prime Minister showing the importance given to the Lab as a contribution to the achievement of the National Development Plan goals;

Promotion of the Lab’s activities via:
- 1 public relations/media relations kit;
- 2 blogs;
- 3 weekly updates on the Lab’s activities, for the global network.

2 innovation challenges launched concerning (i) innovative solutions available in sustainable construction, combining waste upcycling and the use of local materials, and (ii) solutions to improve the issuance of certificates by Togo’s Civil Status centers;
- 15 innovative solutions mapped;
- Meetings and discussions with creators of solutions in recycling, waste management, marketing of local products, administration and application development.

PRESENTATION OF THE ACCELERATOR LAB, ITS TEAM, AND ITS TOOLS AND METHODS TO POTENTIAL PARTNERS
UNDP Country Office • Resident Coordinator’s Office • Deutsche Gesellschaft für Internationale Zusammenarbeit • Presidential Implementation and Monitoring Unit • Minister of Agriculture, Animal Welfare and Fisheries • Minister of Commerce, Industry, Private Sector Development and Promotion of Local Consumption • Minister of Territorial Administration, Decentralization and Local Government • Construction and Housing Centre • Ecole Supérieure d’Ingénieur (Engineering School) • Brainstorming workshop on the creation of U-Lab • Salon Ferrin

Yem Ahiatsi is Head of Solution Mapping. He is a specialist in Marketing Communications, with experience in community management, content creation and communication plan implementation. He spent 2 years working for the United Nations as a Multimedia Communications Assistant and then as a Social Media Management Consultant.

With a Master’s degree in Integrated Multimedia Communications, Yem has been responsible for communications for tech startups as well as international organizations working for sustainable development. He spends his spare time creating businesses developing software solutions. A polymath who is passionate about new technology, Yem is always ready to experiment to learn about new techniques and tools that could make everyday life easier.
NunyaLab: the fruit of a South-South collaboration between the FAIEJ and K-Lab

As part of the promotion of economic activities for young people for inclusive social and economic integration, the Ministry for Young People and Youth Employment, through the Support Fund for Economic Initiatives by Young People (FAIEJ), has set up the startup incubator “NunyaLab” at the Amadahomé youth centre. In the local language, Ewe, NunyaLab means “Knowledge Center”. The aim is to provide a place of creativity, guidance and support for young people with innovative projects. It is also a coworking space where young people from Lomé and inland areas can receive professional training and enjoy networking opportunities to share their experiences. It provides a conducive environment for young people to make the most of their digital potential and play their part in Togo’s economic development. The launch ceremony of the centre was attended by a number of notable figures including the Egyptian Ambassador to Togo, Dr Hossam Hussein; the United Nations System Resident Coordinator in Togo, Mr Damien Mama; the Director of the Support Fund for Economic Initiatives by Young People (FAIEJ), Ms Gbadamassi; the Managing Director of the Rwanda K-Lab, Mr Aphrodice Mutangana; and senior employees from government bodies and the private sector. To set up the incubator, UNDP called upon the experience of KLab through its Managing Director Mr Aphrodice Mutangana.
Inauguration of NunyaLab thanks to USD 125,000 of UNDP funding
WHAT THEY HAD TO SAY

VICTOIRE DOGBÉ, Minister of Grassroots Development, Crafts and Young People

It is a knowledge lab that will propose innovative solutions to young people’s development challenges. It is a platform that aims to promote talents. Our ambition is to see a new class of young entrepreneurs emerge through this hub. It is a springboard: a development tool for young people, by young people.

ALIOU DIA, UNDP Resident Representative

Entrepreneurship is a key solution. And for entrepreneurship to prosper, it is necessary to establish a framework and an environment to initiate and test new ideas and solutions for the benefit of all young Togolese people who want to get involved in entrepreneurship and innovation. That is the purpose of NunyaLab. It aims to give young people with business ideas or looking for work the necessary skills to create and manage companies, and to provide them with career guidance. This incubator is a place where young people are allowed to make mistakes, create prototypes, and try things as many times as necessary.

AGBEWONOU DARWIN YAOGI, Public Relations Officer, NunyaLab

The challenge is to enable innovative young Togolese to join the incubator and receive support and financing, raise funds and create wealth in our country.
The Emergency Community Development Programme: promoting inclusive development

In 2016, the Togolese government decided to devise and implement the present Emergency Community Development Programme (PUDC) and requested support from UNDP. This programme is motivated by an urgent need to meet growing social demands, reduce social risks related to exclusion, develop human capital, increase productivity, and ensure better redistribution of the products of growth over a sustained period. Here is what we accomplished in 2019.
COMPONENT 1
Development of rural infrastructure and socio-economic facilities

De-isolation of the rural population through the renovation and construction of rural tracks

Access to drinking water

**2019 RESULTS BY COMPONENT**

**COMPONENT 1**
Development of rural infrastructure and socio-economic facilities

**450 km of rural tracks**
Completion of the renovation of 406 km of rural tracks in Togo’s five regions, final acceptance of which is in progress after inspection, analysis and reconditioning. The project aims to de-isolate around 250,000 people living in rural areas.

**USD 518,087.89**

**1,200 km of tracks**
Technical and feasibility studies for the renovation of 1,200 km of rural tracks in Togo’s 5 administrative regions.

**USD 1,509,879.28**

**600,000 inhabitants**
54 mini-drinking water supply systems in 54 villages and 22 prefectures have been renovated in Togo’s 5 administrative regions to provide access to drinking water for 600,000 rural inhabitants.

**629 boreholes**
Technical and geophysical studies for the installation of 629 boreholes, 579 of them equipped with human-powered pumps.
Access to sustainable energy

- 500 women
  - 40 multifunction platforms have been developed for 500 women in rural areas, enabling them to boost their income by developing income-generating activities (processing of agricultural produce, sharpening of grindstones and machetes, power supplies for mobile phones, etc.)
  - USD 1,357,785.34

- 10,000 solar street lamps
  - As part of the pilot phase of the project to install 10,000 solar street lamps in Togo, 1,465 solar street lamps have been installed in 4 regions, providing access to sustainable energy in rural areas for 750,000 inhabitants. 500 of them are equipped with Wi-Fi, and 1,000 with charging ports/sockets
  - USD 431,560.57

Access to quality care

- 3 hospitals, 4 medico-social centres, 8 peripheral care units
  - Finalization of works and provisional acceptance of the renovation/construction of 3 hospitals, 4 medico-social centres, and 8 peripheral care units in the 5 administrative regions
  - USD 651,068.90

- 5 mobile clinics for 35,000 inhabitants
  - 35,000 inhabitants of rural areas (32% of them women) have access to quality care thanks to 5 new mobile clinics in 5 administrative regions of Togo (15 care campaigns have been organized in the villages)

Access to quality education

- 52 primary and secondary schools
  - 08 secondary schools, 44 primary schools, 19 laboratories and 101 toilet blocks built and renovated
  - USD 325,545.90

Strengthening agricultural and agrifood techniques and improving yields

- 1,200 Ha for ZAAPs
  - The technical studies to develop 1,200 hectares of new planned agricultural development zones (ZAAPs) to promote modern agriculture in Togo’s 5 regions have been finalized and adopted
  - USD 46,522.98
COMPONENT 2
Institutional capacity-building at national and local level

Capacity-building at national level

Capacity-building of women’s groups regarding income-generating activities

Institutional support through knowledge sharing on the use of GIS in planning and monitoring/evaluation

119 people trained

USD 87,127.36

Staff trained on GIS

30 members of staff from the 15 sector-specific ministries and National Development Agencies were trained on GIS and management of the infrastructure geolocation platform

Training of 12 sector-specific ministries

Development of a geographic information system platform based on ArcGIS Online (Cloud-based GIS system), ArcGIS Desktop and mobile applications with a view to strengthening planning and monitoring of basic socio-economic infrastructure by the government (training of the focal points of 12 sector-specific ministries)

USD 8,620.69

COMPONENT 3
Development of local entrepreneurship

Coordination of activities

40 women’s groups equipped

40 women’s groups in rural areas benefited from agrifood processing equipment (solar multifunction platforms), and more than 100 stakeholders from these groups received trainer training on developing income-generating activities

USD 8,620.69

95 people, including 45 women, from the public health service at national and regional level were trained to use new medical equipment acquired by the centre as part of the PUDC. 24 people were trained to use and manage mobile clinics.
Team and partnership management, risk management, resource management, and resource mobilization strategy planned.

USD 122,074.41

Communication brochures produced and shared, gadgets, T-shirts and hats with the UNDP PUDC logo, banners, website updates, tweets, etc.

USD 1,226,946.46

Communication

PUDC transition strategy established; high-level monitoring/evaluation missions; field/technical monitoring/evaluation done regularly; Steering Committee organized; PUDC DIM and NIM audit; production of data and reports.

USD 1,226,946.46
Infrastructure geolocation and networking of Georeferenced Information Systems, at an overall cost of USD 9.30 million

In a context where public projects suffer from a lack of information in terms of the geolocation of existing infrastructure and a lack of harmonization of monitoring and planning tools, Component 4 of the PUDC provides for the development of a geographic information system platform for infrastructure. A geographic information system platform for infrastructure was thus conceptualized for the PUDC and other projects in order to have a national database of all of Togo’s basic socio-economic infrastructure. The activities carried out in 2019 were as follows:

- Establishment of a partnership agreement between UNDP and the company High Tech for the design of the GIS platform and the development of the GIS interface in collaboration with ministries, and user training involving ESRI France as the ARCGIS licence provider and INSEED Togo as the purchaser of the licences provided by ESRI via High Tech.
- Acquisition of 5 ArcGIS Desktop Licences, distributed as follows: 2 licences for INSEED, 1 licence for the Ministry of Primary and Secondary Education, 1 licence for the Ministry of the Environment and 1 licence for the PUDC;
- Platform configuration, creation of web maps and development of field mobile apps, including:
  - Collector for ArcGIS
  - Operations Dashboard for ArcGIS
  - Workforce for ArcGIS
  - Survey 123 for ArcGIS

Enable efficient and precise collection of data on smartphones or tablets, instead of via paper forms.
- Designation of GIS focal points representing the Ministries and/or partner agencies of the PUDC;
- Creation of accounts and assignment of roles to GIS experts/technicians;
Training of 25 participants (Focal Points or Ministry officials and PUDC experts) on use of the platform - held from 09 to 20 September 2019;

Provision of the platform and delivery of training certificates to participants under the leadership of UNDP Resident Representative.

Introducing this tool has the following advantages:

- A geolocated database for the PUDC which will evolve into a national database of all infrastructure and facilities for education, health, agriculture, transport, grassroots development, sanitation, hydraulics, the environment, forestry, etc. through various government projects. The ultimate aim is to map progress made in order to determine priority needs and plan for the monitoring of the progress of each development programme focusing on public infrastructure.

- Networking for greater sharing of online data by the GIS specialists of the ministries and PUDC implementation partners trained to manage the platform, giving the action greater continuity, ownership and sustainability.

Designed to facilitate the monitoring and evaluation of PUDC progress, the establishment of the online GIS will provide the government with an instrument that gathers all the geolocated data about the country’s infrastructure, contributing to effective decision making. This will allow for clearer monitoring of the implementation of the various activities for decision makers, programme managers, donors and any other stakeholders involved in implementation and guaranteeing its success.

Inclusive approach and gender

The implementation of the PUDC capitalizes a participatory approach involving local communities, programme beneficiaries, and strategic partnerships through the signing of collaboration agreements with government entities with a demonstrated comparative advantage, to ensure national buy-in.

The gender dimension is also taken into account through priority targeting of women when identifying target populations and through separation by gender in the reporting of the activities carried out, notably for the creation of temporary jobs. The systematic, across-the-board consideration of the gender dimension in programmes is one of the fundamental principles of the UNDP’s approach, which strives to create a sustainable, inclusive and resilient world. In the PUDC, it is reflected by the consideration of the practical and strategic needs of women, as well as the promotion of their economic empowerment and respect for gender equity in terms of participation, planning, monitoring/evaluation and resource allocation on each project.

7: Letters of Agreement (LOA) were signed with the National Agency for Public Health (ANASAP) for the sanitation aspect; the National Institute for Statistics and Economic and Demographic Studies (INSEED) for the establishment of the Geographic Information System (SIG); and the National Agency for Grassroots Development (ANADEB) and the National Multifunction Platforms Programme (PN-PTFM) for the development of basic collective social infrastructure.
Mobile Clinics: a success story

As part of the implementation of Component 1, a strategy was adopted to bring care closer to remote communities with little basic social infrastructure through the mobile clinics operation.

In 2018, the PUDC took receipt of five (05) mobile clinics and five (05) delivery pickup vehicles assigned to the regional health departments to serve Togo’s five (05) administrative regions. These facilities were officially inaugurated on 27 February 2019 in Kanté by the Head of State as a prelude to the Cabinet meeting in northern Togo. To support the operational launch of mobile care, pharmaceutical and medical inputs as well as awareness-raising materials were acquired and made available in the regions. The care activities provided through the mobile clinics started up in October 2019.

The pilot phase with UNDP lasted three months, with appreciable results that surpassed expectations. While the initial target was 1,000 patients per district for 15 districts, the result is 42,889 patients cared for nationally, including:

- 16,321 women treated and 1,481 pregnant women received for prenatal care
- 6,526 children aged 11 to 59 months treated
- 1,189 newborns and babies under 11 months treated

The success of this project is the fruit of a collaboration between the government (Ministry of Health and Public Hygiene) and the UNDP, including the PUDC team, represented in the region by five (05) UN Volunteer doctors working in close collaboration with the regional health departments. (Photos available)

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8- Letter of Agreement signed between the UNDP and the Ministry of Health and Public Hygiene for the launch of care services via mobile clinics
Finalization and inauguration of community social infrastructure constructed, and launch of multifunction platforms

In light of the very limited access to modern commercial and non-commercial infrastructure in Togo due to their rarity, especially in rural areas, the PUDC, with the joint support of the Togolese government and Japanese cooperation (based on the mobilization of KR funds) has allocated XAF 2.1 billion to the construction of basic collective social infrastructure in several regions. Begun in November 2016 with the collaboration of the Ministry of Grassroots Development through its technical arm, ANADEB, the achievements of 2019 are listed below:

**XAF 2.1 billion**

- **3**
  - Construction and fitting-out of three (03) prefectoral markets in the prefectures of Blitta (Centrale), Dankpen (Kara) and Est-Mono (Plateaux) finalized; works accepted and operational;

- **13**
  - Construction and fitting-out of thirteen (13) hangars in 5 cantonal markets in Greater Lomé finalized; works accepted and operational;

- **3**
  - Construction and fitting-out of three (03) women’s centres in the prefectures of Sotouboua (Centrale), Kozah (Kara) and Haho (Plateaux) finalized; works accepted and operational;

- **1**
  - Construction and fitting-out of one (01) multipurpose youth centre in the prefecture of Oti (SAVANES); works accepted and operational;

- **28**
  - Construction of twenty-eight (28) social/community infrastructures in 15 neighbourhoods of Greater Lomé (Maritime); works accepted and operational.

For better management of this infrastructure and some equipment, especially for the youth centre in Mango and the women’s centres in Kara, Sotouboua and Notsé, several beneficiaries (women, community leaders, including Village Development Committees (VDCs), Neighbourhood Development Committees (NDCs), presidents of Women’s Associations, heads of neighbourhoods/villages in Greater Lomé and inland areas) have benefited since 2018 from awareness-raising on structure management, hygiene and sanitation, and capacity-building for young men and women in entrepreneurship.

40 multifunction platforms have also been received, installed and commissioned in 40 villages spread across Togo’s five regions.
This helps to promote community access to basic community social infrastructure and to the development of income-generating activities, especially for women, which improves their income. More than 500 stakeholders – notably women beneficiaries of the multifunction platforms, basic community social infrastructure and markets – have received training on agricultural and agrifood processing (manufacturing tomato concentrate, manufacturing and packaging tapioca, garri, coulicouli, groundnut oil, etc.).

The training covered topics on packaging, hygiene and traceability and management of the multifunction platform, among others.

This activity essentially contributes to (i) promoting rural entrepreneurship, boosting the productivity of rural communities; (ii) increasing the value of agricultural production through access to production and processing techniques.
Installation of 10,000 street lamps

The PUDC has provided for rural populations to be equipped with public lighting and sources of sustainable energy by installing 10,000 solar street lamps in a few places in each region of Togo. 7,000 simple street lamps, 2,000 solar street lamps and 1,000 street lamps with WiFi terminals and chargers are planned.

A pilot phase with 1,465 street lamps, benefiting around one hundred semi-urban and rural localities in 4 regions, was successfully carried out in 2019. UNDP envisages extending this project in 2020, with the installation of the remaining 8,535 street lamps.
Togo continues to make progress in access to education and well-being and in the improvement of living standards. Between 1990 and 2018, Togo’s Human Development Index rose 26.6%, from 0.405 to 0.513. Life expectancy at birth in Togo increased by 4.9 years over the same period, reflecting an improvement in health conditions. In 2018, a child of school age in Togo can expect to complete 12 years of schooling, 5 years more than in 1990. Income also grew by 22.4% between 1990 and 2018.

Those are the conclusions of the United Nations Development Programme’s Global Human Development Report. It was launched on 9 December 2019 in Bogota, Colombia, and is called: “Beyond income, beyond averages, beyond today: Inequalities in Human Development in the 21st Century”.

Ranked 167th out of 189 countries, placing it in the Low Human Development Index category, Togo has an HDI higher than the average for Low-HDI countries (0.507). Nevertheless, efforts must still be made to reduce inequalities. In line with the overall trend in Sub-Saharan
Africa, Togo’s inequality-adjusted HDI is down 31.1% at 0.350. The HDI for women in Togo in 2018 was 0.459, compared with 0.561 for men.

**Making lasting investments in human capital**

According to the report, addressing human development inequalities in the 21st century is not impossible, as long as we act without delay, before the imbalances in economic power allow political dominance to take root.

The report recommends the adoption of policies that go beyond the sole matter of income, with actions that begin before birth and last throughout people’s lifetimes. These investments in human capital must support people throughout their lives, from prenatal care, to education, to the job market, to retirement.

This report has a special resonance for Togo, which under Priority 3 of its National Development Plan 2018-2022 set itself the goal of “Consolidating social development and strengthening inclusion mechanisms”.
(Ferme Modèle de Donomadé)

Projet de Promotion de l’Agroécologie à Donomadé: Vulgarisation d’un système d’agriculture intégrée à travers la création d’un centre pilote.

PARTENAIRES:
Strengthening sustainable management of natural resources and climate resilience
Access to affordable renewable energy

In connection with the Country Programme 2019-2023, after preparation of the portfolio was finalized, UNDP began implementation of the projects pertaining to the strengthening of sustainable management of natural resources and climate resilience. To meet the goals concerning sustainable management of natural resources and the environment, the Country Programme 2019-2023 has targeted the achievement of goals 7, 13 and 15 of the 2030 Agenda by: a) improving the access of rural communities to renewable sources of domestic energy and decent living conditions; b) boosting communities’ resilience to climate change and disaster risk; c) increasing initiatives to reduce carbon emissions; d) scaling up community initiatives for low-carbon local development; and e) strengthening sustainable management of waste and promoting best practices in natural resource management. The emphasis has been placed on approaches that yield good results, such as the ecovillage initiative and the community micro-projects supported by UNDP in partnership with the Global Environment Facility’s Small Grants Programme. The results for 2019 also included reinforced implementation of the Paris Agreement on climate change through climate finance and the initiation of projects to implement the country’s commitments under the Nationally Determined Contributions, as well as revising those commitments to make them more ambitious.
I- Key results for the year

1- Access to clean and affordable energy

In 2019, through the implementation of actions in ecovillages, five mini-power plants, with capacities varying from 20 to 30 kVA, were built in the villages of Nassiètè in the Tandjouaré prefecture, Amondé in the Binah, Doufouli in the Blitta prefecture, Klotchomé in the Haho prefecture and Zanvé in Les Lacs. This infrastructure is intended to support means of production and agricultural processing and to provide access to electricity for more than 5,000 people in rural areas. Access to energy for agricultural processing improves the living conditions of communities by increasing agricultural productivity. Construction of 13 biodigesters for more than 100 households and distribution of improved stoves to more than 250 households in rural areas.

<table>
<thead>
<tr>
<th>Public electricity</th>
<th>Cooking energy</th>
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<tbody>
<tr>
<td>Solar energy</td>
<td>Biodigester, improved stoves (metallic and mud brick)</td>
</tr>
<tr>
<td>755,300 people</td>
<td>100 female-headed households</td>
</tr>
<tr>
<td>131 villages</td>
<td>250 households</td>
</tr>
<tr>
<td>Mini-solar power plants</td>
<td></td>
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</tbody>
</table>

Agro-based industries and electrification of homes: 7 mini-solar power plants ranging from 20 to 30 kVA

2- Access to drinking water for communities in rural and protected areas

Five mini-drinking water supply systems as part of the ecovillage project and 20 boreholes equipped with human-powered pumps supply drinking water to more than 200 village communities and reduce the workload of more than 3,000 women

Access to drinking water

- 5 boreholes with solar pumps and mini-water supply system for more than 5,000 people in rural areas
- 20 human-powered pumps for 200 village communities in the Fazao-Malfakassa Park

<table>
<thead>
<tr>
<th>Access to drinking water</th>
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<tbody>
<tr>
<td>54% women given access to drinking water and solar energy</td>
<td></td>
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<tr>
<td>46% Rice producers were trained in Pagouda</td>
<td></td>
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<tr>
<td>3,000 women</td>
<td></td>
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<tr>
<td>15,000 people have access to drinking water</td>
<td></td>
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<tr>
<td>100 Rice producers</td>
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Rice producers were trained in Pagouda
3- Climate finance

The UNDP, in partnership with the WADB, the European Union and the World Bank, supported Togo in organizing a high-level workshop on climate finance. The goal of this workshop, which was attended by national and international experts, was to improve access to climate finance by diversifying financing sources and removing bottlenecks linked to the challenges of mobilizing resources at national and international level. The resulting roadmap plots the path for the removal of bottlenecks such as the procedural complexity of financial mechanisms, technical and linguistic barriers, lack of technical capacity in setting up projects, and the availability of the meteorological, hydrological, environment, economic and social data necessary to set up projects.

4- Communication and replication of best practices for sustainable management of natural resources

To enable widespread dissemination of best practices for sustainable management of natural resources, civil society and media players operating in localities within the Fazao-Malfakassa National Park were trained in cost-efficient carbonization techniques such as Casamance grindstones, and on the advantages and management mechanisms of protected areas. To enable communities to pursue economic activities while protecting...
biodiversity, 400 beekeepers from the ecovillages of Nassiéte, Amondé, Doufouli, and Klotchomé, including 200 women, were trained and provided with equipment to carry out sustainable beekeeping compatible with the preservation of natural resources. Thanks to this intervention, more than 200 women will see their income and living conditions improve.

**5- Reclamation of household waste**

The UNDP’s support in the management, treatment and reclamation of waste is provided through the Global Environment Facility’s Small Grants Programme, based on calls for proposals. In 2019, the partnership between the programme and civil society organizations enabled the processing of 2,941 tonnes of household waste, the production of 102.71 tonnes of compost by the NGO Ecosystème Naturel Propre (ENPRO), and the recovery and reclamation of more than 600 tonnes of plastic waste by the NGO Science et Technologie Africaine pour un Développement Durable (STADD).

**6- Implementation of the country’s climate change commitments**

UNDP supports Togo in the implementation of its commitments under the Paris Agreement on climate change. In 2019, this support resulted in the mobilization of resources (USD 540,000) as part of the UNDP’s Nationally Determined Contributions (NDC) Support Programme to strengthen the coordination and integration of climate change in sector-specific policies and the integration of Togo in the Climate Promise initiative (USD 200,000) to revise Togo’s NDCs and make them more ambitious.

In parallel, in order to provide technical support for national planning on the fight against climate change and effectively assess the impact of climate change on development, UNDP is supporting the preparation of the Fourth National Communication (NC4) and the Second Biennial Update Report on Climate Change (BUR2). Once the national climate change situation has been assessed, the national greenhouse gas inventories in progress will provide more information about the phenomenon.
II- A FEW FLAGSHIP PROJECTS

1- Ecovillages project
Resilience of communities and ecosystems

To meet the challenges linked to the localization of the Sustainable Development Goals (SDGs) and promote grassroots sustainable development, UNDP is supporting the Togolese government in implementing the Ecovillage initiative. Drawing inspiration from the successful examples from the pilot phase carried out in Ando-Kpomey in the prefecture of L’Avé and Donomadé in the prefecture of Yoto, a scaling-up phase began in 2019 with the process of transforming five (5) new villages. These are Nassiète in the Tandjouaré prefecture, Amondé in the Binah, Doufouli in the Blitta prefecture, Klotchomé in the Haho prefecture and Zanvé in Les Lacs.

This innovative strategy, which advocates a single, integrated approach to fighting poverty, is based on the promotion of renewable energy sources, water control, and the development of sustainable means of subsistence. The project comprises three major components:

- Improving local governance and sociocultural development;
- Adapting production systems, inclusive growth and creating green jobs;
- Sustainable use of natural resources and community ecosystem conservation
IMPLEMENTATION RESULTS IN 2019

**Component 1**

**LOCAL GOVERNANCE OF SOCIO-ECONOMIC AND CULTURAL DEVELOPMENT**

- Creation of boreholes in conservation agriculture areas to facilitate crop irrigation, and construction of storage warehouses.
- Establishment of Specialized Village Committees (SVCs) and training of VDC and SVC members

- Support for the SVCs of the 5 new ecovillages in drawing up their constitutions and internal regulations and obtaining official recognition of their status:
- Establishment of 25 specialized village committees (5 per village) and training of the VDCs and the officers of the specialized committees in good local governance and how to manage the structures created under the project;
- Experience-sharing visit to the pilot ecovillage in Donomadé by representatives of the 5 new villages.
- Acquisition of thematic and georeferenced digital maps for the planning of economic or agricultural space in the ecovillages, with the production of land-use maps using high-resolution satellite images (50 cm, 2018) for all ecovillages (2 pilot villages and 5 new villages).
- Organization of village and inter-village meetings for participatory planning of land use, during a mission to identify the sites where the planned project structures will be located.

USD 17,693.81

**Component 2**

**ADAPTATION OF PRODUCTION SYSTEMS, INCLUSIVE GROWTH, AND SUSTAINABLE CREATION OF GREEN JOBS AND WEALTH**

- Under this component, companies have been recruited to carry out the installation work for mini-solar power plants with low-voltage grid injection and solar kits including multifunction platforms powered by the solar power plants; create mini-drinking water supply systems and standalone water supply points to facilitate irrigation, and build storage warehouses in the 5 new villages.

USD 313,886.79
To enable vulnerable communities living in areas highly exposed to natural risks to better adapt to the future effects of climate change and disasters, the following component has been recommended:

**Component 3**

**SUSTAINABLE USE OF NATURAL RESOURCES AND COMMUNITY ECOSYSTEM CONSERVATION**

- Discussions with communities during the participatory mission to identify the spaces that would host the various structures led to the selection of an area of at least 5 hectares in each ecovillage for developing conservation agriculture activities incorporating forestry;
- Opening of firewalls thanks to the support of other ministry projects and the will of communities themselves to preserve the forests and their fields from fire;
- 10 groups of carbonizers were organized and equipped with 10 Casamance grindstones;
- 750 cleaning women were trained in the manufacture of improved stoves made of mud bricks, and 150 metallic improved stoves were distributed to reduce the use of wood and charcoal;
- 13 biodigesters were built, including one for the school canteen in the village of Klotchomé in the prefecture of Haho in the Plateaux region;
- Beekeepers in ecovillages were provided with basic honey-production and hive-maintenance equipment (500 hives, 150 sheets of wax, 100 boxes of swarm lure, 500 queen excluders, 50 bee brushes, 50 frame lifters); honey harvesting, processing and preservation equipment (5 extractors, 60 ripeners, 50 fumigators, 100 sieves, 2,000 packaging pots); and personal protective equipment for beekeepers (175 suits, 175 pairs of boots, 500 pairs of plastic gloves, 200 pairs of leather gloves);
- Training of 25 beekeepers (5 people per ecovillage) on environmentally friendly techniques for bee rearing and harvesting honey without fire.

USD 57,571.42
Likewise, 10 human-powered boreholes for drinking water have been built in 10 villages in the Fazao-Malfakassa national park. Building the capacity of national institutions so that they can create, exploit and mobilize resources designated for the implementation of sector-specific development plans and policies using factual data and taking account of gender issues in waste management, climate change, disasters and risk. The following achievements were made possible by UNDP funding:

**Training and awareness raising**

**50 members of 10 committees**
50 members of 10 water committees were trained in borehole management techniques

**200 people**
200 communities in the Fazao-Malfakassa national park (prefectures of Blitta, Sotouboua and Bassar) were trained on managing interfaces between protected areas and peripheral zones and on managing conflicts between humans and elephants

**50 journalists**
50 journalists and members of civil society organizations were made aware of various issues related to the management of protected areas in Togo

The construction of these boreholes and capacity building in national institutions were financed by UNDP (USD 78,769,365)
2- Project to strengthen the conservation role of Togo’s national system of Protected Areas (PRAPT)

In the face of the degradation suffered by national parks and reservoirs, the UNDP, in partnership with the Global Environment Facility (GEF) and the West African Economic and Monetary Union (UEMOA), is supporting the Togolese government in the implementation of the project to strengthen the conservation role of Togo’s national system of Protected Areas (PRAPT), the aim of which is to reverse this situation and create conducive conditions for the re-establishment of a functional national system of protected areas for the migration of fauna and the repopulation of protected areas.

Implementation of this project enabled the establishment of local protected-area management bodies and the signing of 16 agreement protocols for the co-management of protected areas between local communities, representatives of local government bodies and the Ministry for the Environment. It also resulted in the completion of 15 beekeeping microprojects and 5 Shea butter reuse microprojects benefiting more than 700 households; the safeguarding of a large part of the protected areas of Oti-Keran-Mansoura, Fazao-Malfakassa d’Aledjo and Les Monts Balam; and the development of management tools for the national system of protected areas (financing and communication strategies, land development and management plans, co-management decrees and protocols, etc.)

2019 was devoted to consolidating the actions with a view to closing the project. After the creation of 20 boreholes to supply drinking water to more than 200 communities in the Fazao-Malfakassa National Park, 50 members of 10 water committees were trained on borehole management. To maintain communication on the preservation of biodiversity, 50 journalists and members of civil society organizations were trained on various topics linked to the management of protected areas, which they will be able to replicate in communities and in the local media. 200 rural communities in the Fazao-Malfakassa National Park were provided with tools to manage interfaces between protected areas and peripheral zones and to reduce human-elephant conflicts.
3- Global Environment Facility Small Grants Programme

Over the course of 2019, the actions taken by the GEF SFP and its partners made it possible to mobilize resources to increase the number of innovative community initiatives to manage natural resources, protect the environment and boost the resilience of communities to the negative effects of climate change.

The projects implemented as part of this programme in 2019 are described below:
The Global Environment Facility Small Grants Programme (GEF SGP) is a global institutional programme by the GEF, implemented by the United Nations Development Programme (UNDP) and executed by the United Nations Office for Project Services (UNOPS). Since its creation in 1992, the GEF SGP has provided direct financial and technical support (up to USD 50,000) to civil society organizations (CSOs) to support community initiatives that contribute to the conservation of natural resources and strengthen the resilience of poor and vulnerable communities.

Based on the principle *local action, global thinking*, the GEF SGP supports communities that develop local solutions to tackle the planet’s environmental problems. The logic underpinning the GEF SGP’s actions is that global environmental problems result from the cumulative actions of individuals, small groups, private enterprises and local, regional and national governments. Therefore, solutions developed and adopted by local communities have a better chance of being more imaginative and resolving these problems in a sustainable way.

The main operational goals of the programme are to:

- Build the capacity and resources of civil society organizations in project design, implementation and monitoring;
- Support and guide small-scale innovative community initiatives that could be replicated to reduce threats to the global environment, in accordance with multilateral environmental agreements;
- Learn lessons from experience at community level and share best practices with the community of NGOs/associations/CBOs, state bodies, research institutions and technical and financial partners;
- Facilitate the creation of partnerships and stakeholder networks to support and augment best practices to promote sustainable development.

The programme provides support to activities that connect preserving means of subsistence with the global priorities of the GEF. Local communities and CSOs are ever more engaged due to the capacities they can develop and the experience they can acquire, and various stakeholders are actively involved, acting locally to tackle global environmental problems.

Currently operational in 125 countries, including 40 African countries, the GEF SGP roots its actions in a strategy of economic and social development of beneficiary countries which goes beyond environmental protection in the strictest sense of the term.
**IMPLEMENTATION RESULTS IN 2019**

Just as in previous years, 2019 saw the GEF SGP continue its actions to build the capacity of grassroots communities, to ensure their full participation in national and international efforts to manage natural resources, as ways of achieving the sustainable development goals.

During the year, eight (8) projects, including 6 community initiatives, one capacity-building project and one project to study and devise the national strategy for the 7th operational phase of the GEF SGP, began their implementation. Through these projects, knowledge, experience and resources have been made available to several thousand people, mainly living in rural areas, to fight poverty by preserving biodiversity, combating land degradation, managing chemicals and waste, fighting climate change, and creating jobs.

**CAPACITY BUILDING**

Capacity-building is a key field of intervention as well as a cross-cutting theme in the GEF SGP portfolio. Several training courses were organized in 2019 as part of the implementation of 4 projects, helping 484 managers of NGOs/CBOs and agricultural producers, including 266 women, to tackle local environmental challenges. These courses concerned various techniques, approaches and tools, such as: (i) manufacturing and using the Casamance grindstone; (ii) producing and using composts; (iii) building stone walls, gabions,
grassed areas and manure pits; (iv) contour ploughing and gully correction; (v) rudimentary adaptation of low-lying land; and (vi) the System of Rice Intensification (SRI).

During the year, an NGO which received a specific subsidy for capacity-building trained 132 agriculture workers, including 21 women, in 12 innovative practices for the production of environmentally friendly and organic agricultural inputs in the Savanes, Kara and Centrale regions. These practices are: (i) Bokashi preparation; (ii) reproduction of lactic acid bacteria; (iii) biochar preparation; (iv) capture and reproduction of forest micro-organisms; (v) solid and liquid Super-Magro preparation; (vi) bio-activation of forest micro-organisms; (vii) seed coating; (viii) preparation of natural solutions for insect and fungus control; (ix) Apichi preparation for insect control; (x) phosphite preparation; (xi) lime sulphur preparation; and (xii) Ormus preparation.

The GEF SGP employs “Grantmaker Plus” strategies to improve the overall efficiency of its portfolio by expanding the role and value of the programme beyond the award of grants. In this context, the national coordination team organized a training course for 12 NGO/CBO managers, including 2 women, to enable the 7 beneficiary organizations of the programme’s ninth financing round to familiarize themselves with the main concepts, tools, rules and procedures of project management.

The main topics addressed during the training are:

- The Global Environment Facility (GEF) and its Small Grants Programme
- The roles and responsibilities of NGOs in the management of development projects
- The national strategy for the 6th operational phase of the GEF SGP: Concepts of landscape approach and agroecosystem;
- Results-oriented design, planning, implementation, monitoring and evaluation of projects;
- Capitalization, knowledge management and sustainability of community projects;
- Project communication and visibility;
- Gender mainstreaming and social inclusion in development projects;
- Rules and procedures for administrative and financial management of GEF SGP projects.
Togo’s forest area used to be a real hotspot of biodiversity, providing almost all of the country with mainly plant-based resources (timber, fruits, etc.). Following multiple anthropogenic pressures on natural resources (itinerant slash-and-burn agriculture, uncontrolled exploitation of timber and fuel wood), there has been a degradation of ecosystems, resulting in a total disruption of the climate and an erosion of biodiversity in general. Many plant species have become rare. Some have almost disappeared.

In 2019, thanks to the support of the GEF SGP, a 5-hectare arboretum with 6,000 seedlings was created in the prefecture of Wawa (Béna) for the conservation of 12 endangered indigenous species on the Akposso plateau.

During the year, 30,000 seeds from around 13 species were collected, 10 of which were characterized by a team of researchers from the Faculty of Science at the University of Lomé. In addition, 3,000 seedlings of those 13 species are being grown in nurseries in 8 villages to encourage and support individual, family and community reforestation.
COMBATING LAND DEGRADATION AND DESERTIFICATION

In Togo, the main direct causes of land degradation are: (i) poor farming/forestry/animal-rearing practices; (ii) deforestation; (iii) wild fires; (iv) overgrazing and migratory herding.

According to the Global Mechanism (GM) of the United Nations Convention to Combat Desertification (UNCCD) for the implementation of a target-setting process for Land Degradation Neutrality (LDN) at national level, the total area of degraded land in Togo is estimated at 2,349 km$^2$ (234,900 hectares), or 4.14% of the national territory, for a period of 10 years (2000 to 2010).

This is equivalent to real annual degradation of 23,490 hectares$^9$.

In 2019, several actions were carried out on behalf of the GEF SGP to help achieve SDG target 15.3, as well as national land degradation neutrality targets.

Applying these practices has made it possible to protect, and begin the process of restoring, more than 39 hectares of land in the Savanes, Kara, Plateaux and Maritime regions.

In addition to building the capacities of 484 NGO/CBO managers and agricultural producers, including 266 women, concerning best practices in agricultural production and integrated land management, 4 specific projects have made it possible, directly or indirectly, to popularize solutions to combat land degradation, be they mechanical (compost production, construction of stone walls, contour ploughing, gully correction), biological (planting of grassed areas, bioactivation of micro-organisms, agroforestry, reforestation, etc.), or chemical (preparation and use of phosphite, lime sulphur and Apichi to improve the crop growth and productivity and combat pests).

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$^9$ National target-setting programme for Land Degradation Neutrality (LDN), Ministry for the Environment and Forest Resources, 2017
SOLID WASTE MANAGEMENT

Waste management in urban areas is one of the major problems faced by government, local authorities and households in developing countries. Despite the many efforts made, Togo’s towns and cities, particularly Lomé, do not have sufficient resources to manage their waste.

The growing population and changes in production methods, consumption habits and lifestyles are the causes of the growing quantity, quality and harmfulness of waste.

In order to reduce the negative effects of household waste on health and the environment, GEF SGP support in 2019 made it possible, through a reclamation process, to collect 4,168 tones of waste (household waste, animal litter and food waste), which has been used for the production and screening of 311 tonnes of compost (107 tonnes of enriched compost and 204 tonnes of standard compost), in accordance with NFU 4405 standards.

231 farmers
7 mass awareness-raising campaigns for 231 farmers

334.96 tonnes
334.96 tonnes of compost sold, including 219.66 tonnes to farmers and 115.3 (made up of 29.27 tonnes of enriched compost, 241.63 tonnes of standard compost and 64.05 tonnes of potting soil) to construction firms.
At international level, collaboration with UNOPS and the MTEF was very fruitful, providing 200,000 dollars of additional resources for the national programme to contribute to the implementation of the *Innovation Programme on Youth and Climate Change*.

At national level, with the support of the Ministry for the Environment, Sustainable Development and Nature Conservation, the GEF SGP received 600,000 dollars in GEF STAR allocations for its 7th operational phase.

The support and guidance provided led to the creation and/or consolidation of several direct and indirect jobs in 2019. Fifteen direct jobs were created, including 10 for women, in the sorting and composting of household waste. Indirectly, around thirty jobs were created in agriculture. These were mainly income-generating activities (market gardening, compost production and sale, etc.) developed by several participants in the training courses on best practices for land management and the production of environmentally friendly and organic farm inputs.
IV- Disaster risk management
Following the flooding in the northeast of Togo’s Maritime region, UNDP organized an evaluation mission on 25 October 2019 which took us to the disaster-stricken localities of Avévé, Agbanakin and Aklakou in the prefecture of Les Lacs. This mission enabled us to assess the extent of the damage and losses suffered by the local populations and to identify the needs that the United Nations System could meet.

Following this mission, UNDP mobilized USD 100,000 to support affected communities with their reintegration and the resumption of their activities. Food and non-food aid was presented to the communities at a ceremony presided over by the Minister for Security and Civil Protection and attended by the Minister for Social Action.

To strengthen national disaster preparedness and response capacities, the “Capacity for Disaster Reduction Initiative” (CADRI) carried out a mission in Togo in December 2019. This mission constitutes a form of United Nations System support to the government and was facilitated by the Country Team.

The mission conducted a detailed assessment of legal, political, institutional and coordination capacities, and identified the partnerships necessary for the country’s disaster preparedness, response and recovery. The recommendations issued by the mission will make it possible to prepare a programme to bridge the gap and improve the resilience of communities in the face of disasters.
Turning words into action: the United Nations’ humanitarian support for disaster-stricken communities!

Following the floods in the south of Togo in October 2019, the United Nations System in Togo mobilized to provide assistance to those affected.

An operation to distribute food and non-food assistance began on 18 March 2020 in Togo’s south-eastern Maritime region. It concerns 3,576 households, or around 17,000 people in the affected areas: Baguida and the prefectures of Les Lacs and Le Bas Mono.

“The country is facing a number of problems related to climate change: not only Togo, but every country on the planet. That is why we must all strive to reduce the impacts on communities living on flood plains. It is with this in mind that the United Nations System wanted to provide this support to the government, and we are working on programmes and projects to make communities much more resilient to natural disasters,” said Aliou Dia, representing the United Nations System Resident Coordinator at the official donation ceremony.

The symbolic handover of food aid took place on the school field of the CEG de Baguida in the presence of the Minister for Women and Social Action, Ms Tchabinandi Kolani-Yentchare; the Minister for Security and Civil Protection, Gal Yark Damehame; civil and administrative authorities; and the beneficiary communities.

Everyone paid tribute to the humanitarian gesture made by the UN agencies (WFP, UNDP, UNICEF, WHO, UNHCR, OCHA and UNFPA), which mobilized over USD 320,000, a little more than 180 million CFA francs, which was used to buy food products (rice, corn, beans, oil, tomatoes, sardines), cooking and sanitation kits, and dignity kits for women (saucepan, soaps, toilet paper, mats, towels, bucket, etc.)

This ceremony also provided an opportunity for the authorities, particularly the Minister of Security and the Resident Representative of the UNDP, to issue a reminder of the measures taken by the government in the face of the coronavirus pandemic and to call on communities to adopt habits that can save lives.
Partnerships and resource mobilization
Partnerships

During 2019, UNDP office in Togo developed various partnerships which allowed it to mobilize resources and implement its programme worth around USD 12 million. With the government, several ministries or state structures were able to sign agreements in various fields, including health, education, justice, human rights, and the environment.

These agreements provided the basis for the execution of various projects by the partners. These partnerships were carried out using national execution procedures that also aim to build the capacity of government bodies. In addition, a few special programmes overseen by the President of the Republic benefited from technical and financial support from the UNDP, including the Emergency Community Development Programme (PUDC) and the Presidential Programme of Excellence for the NDP (PPEP). For the latter, UNDP made the equivalent of USD 100,000 available to train 100 young people for excellence. As part of the implementation of the NDP to achieve the SDGs, the UNDP, in partnership with the Ministry for Planning and INSEED, has helped establish the SDG monitoring and reporting system and devise the resource mobilization and partnerships strategy.

The partnership with the Ministry for Grassroots Development and the FAIEJ resulted in the creation of NunyaLab as an incubator promoting youth entrepreneurship, which received the support of K-Lab in Rwanda. UNDP enabled Togo to become a member of the Youthconnekt Africa programme, a regional initiative supporting youth empowerment.

As part of the reform of the UN System which led to the separation of the roles of UNS Resident Coordinator and UNDP Resident Representative, the Office has supported the UNS coordination team in the delinking process by providing it with functional premises and material resources to ensure the smooth running of its mission.

UNDP is a stakeholder in the UNCT and holds the presidency of the UNWTO. A joint project with UNICEF is currently being implemented with financial support from the PBF. Two cross-border projects to fight violent extremism are also in progress with Burkina Faso, Ghana and Benin, with financing of USD 3,275,000 in partnership with UNDP and IOM offices. Other initiatives were taken with the UNS agencies, including the GEF concerning sustainable management of the environment, and the programme on Nationally Determined Contributions (NDCs) to reach the goals of the Paris Agreement, with financing of USD 740,000.

Several other partners have been developed with universities, CSOs, the private sector, and bilateral and multilateral partners. The University of Kara has received UNDP support in training 70 planners, while the University of Lomé is a partner in the establishment of a remote sensing centre in the geography department. CSOs are the implementation partners of projects in the field, and 12 NGOs have established partnerships with UNDP and are carrying out actions that directly affect grassroots communities.

UNDP takes part in the meetings of groups of technical and financial partners responsible for development topics, including decentralization, health, the environment and governance.
Thank you to all our partners
A partnership agreement has been established between Togo’s public universities and the United Nations System

The two public universities in Togo (University of Lomé and University of Kara) and the United Nations through its resident and non-resident agencies (FAO, IOM, ILO, WHO, UNIDO, UNAIDS, WFP, UNDP, UNESCO, UNICEF, UNFPA, UNHCR, UNREC) agreed on 11 June 2019 to work together to support the implementation of Togo’s National Development Plan (NDP) and accelerate the achievement of the sustainable development goals in the country.

The new partnership agreement, spanning the period 2019-2023, aims to strengthen the production and dissemination of knowledge; improve university governance; disseminate and popularize innovations and research outcomes; design and implement integrated programmes and curricula adapted to Togo’s needs, including the challenges of growing student numbers in higher education; develop entrepreneurship culture and support startup creation; and improve students’ life skills.
“This agreement illustrates our new way of working and will enable us to unite the capabilities of two public universities and thirteen participating UN institutions to support the development process in Togo,” said Damien Mama, the United Nations System’s Resident Coordinator in Togo.

The actions taken under this agreement will be managed by a specially-created steering committee which will meet twice a year to review the progress made and adjust actions accordingly. The signing ceremony for this partnership, the first of its kind, was held in the presence of the Minister of Higher Education and Research, Mr Kofi Akpagana, and various figures from the university and student world.
Where does our funding come from and how do we spend it?

Most of the UNDP’s funds come from the TRAC (Target for Resource Assignment from the Core) and an administrative budget allocated each year. UNDP also mobilizes TTFs (Thematic Trust Funds), funds from other United Nations partners, bilateral partners and multilateral partners of the government. UNDP generally manages the funds of all United Nations agencies not represented on Togolese territory.

Through the management of all these funds, UNDP manages to mobilize extrabudgetary resources to help it in its operations. These funds are used to finance development projects in the country and for the running of the Office (see status table on pages 109, 110 and 111).

Operations have continued their efforts to mobilize extrabudgetary resources through cost recovery.

Over the course of 2019, the Country Office mobilized $453,834 under the GMS, including $31,149 for various services provided to the agencies. The Office collected a total of $136,591 in GLOC for the years 2018 and 2019.

The significant resources mobilized make a substantial contribution to improving the Office’s financial sustainability.
VI. UNDP Operations
Operations are the team responsible for putting the Country Programme into practice. They play an essential role in implementing projects and programmes. They are a small team who value efficiency and encourage versatility in task management.

They cover four sectors:
- Human resources;
- General services;
- Procurement;
- Finances and information and communication technology.

Operations are a vital cog in the Country Office. They work under the direct supervision of the Assistant Resident Representative for Operations, who coordinates the unit’s activities and reports to the Deputy Resident Representative. This unit comprises 11 staff, 55% women and 45% men, across 5 sections: Finances, Human Resources, General Services and ICT.

The average age of Operations staff is 53. 2019 saw Operations make a significant contribution to achieving an exceptional delivery rate of 99% through the active involvement of all sections.

It should also be noted that the Office underwent an audit in 2019 and that the audit report published in August 2019 made nine (09) recommendations concerning the Office. An action plan has been formulated based on these recommendations and is currently being implemented.

Two (02) staff members left the Operations team in 2019, one for another unit within the Office and the other to go abroad, and a new operations manager started on 10 October 2019.
Internal control framework

The internal control framework of the Togo Country Office is built around an organization chart, internal rules and procedures (SOPs) based on the POPPs, delegations of authority, suitable separation of incompatible roles, and an override policy.

Finances

The Office’s Finances team process the financial transactions of the Office, projects, and resident and non-resident United Nations agencies.

The resources allocated by Head Office for the operation of the Office in 2019 are as follows:

The delivery rate for the various funds, including TRAC funds, was as follows as of 31 December 2019:

Sources: KK and Office Resource Overview

As we can see, the Office enjoyed an exceptional overall delivery rate of 99% on TRAC funds and 100% on administrative budget resources.

Based on the information in the table below, the Office received total resources of $7,767,000, 80% of it for programme activities (TRAC) and 20% from institutional resources.

Concerning the Office’s programme portfolio, Direct Project Costing was mainly implemented on the TRAC of nationally implemented projects.
Resource mobilization

Operations have continued their efforts to mobilize extrabudgetary resources through cost recovery.

Over the course of 2019, the Country Office mobilized $453,834 under the GMS, including $31,149 for various services provided to the agencies.

The Office collected a total of $136,591 in GLOC for the years 2018 and 2019.

The significant resources mobilized make a substantial contribution to improving the Office’s financial sustainability.

Human Resources

On 31 December 2019, the Country Office had 53 staff across all categories. The structure by category, contract type and gender is as follows:

The table shows that women account for 34% of the Office’s workforce.

Over the course of the above-mentioned year, the Human Resources Section carried out a number of recruitments on behalf of the Office or projects. In addition, various Ministries and Agencies called on its services for support in recruiting staff.

Furthermore, the Office firmly committed to the implementation of the **People Strategy 2030**, which aims to progressively transform the UNDP’s culture its capacity to produce more and better development outcomes.

Over the course of the year, the Office administered **42 staff** on behalf of other agencies (UNFPA, UNREC, UNDSS, UNOPS, UNIC, WFP) and shared services.

At Agencies level, many actions were carried out as part of the Operations Management Team (OMT). These were Long-Term Agreements (LTA) between agencies as well as contracts. The Office also chairs
this body. As in the past, the Office supported several agencies, including UNFPA, UNREC and UNCTAD, in the recruitment of staff and consultants and through payment support.

In accordance with the memorandum of understanding on the UNDP’s support for the Coordination team, the Office has provided support in a number of ways: recruitment of personnel and consultants, payments, budget monitoring and reporting, logistical support (vehicles and drivers). On the financial and budgetary front, this support had a delivery rate of 94% as at 31 December 2019, meaning committed resources of more than $890,000.

In terms of recruitment, thanks to the Office’s support, the posts of Partnership and Development Officer and Data, Monitoring and Results Communication Officer were filled. In addition, the Office made a driver, a vehicle and an executive assistant available to the Coordination team as per the SLA. Offices, hardware and office equipment were also made available to the Coordination Office, enabling it to be operational from the very start of Delinking. We should also note other support provided, such as payments; payroll; staff travel and mission management; administrative management of staff and their contracts; performance management; and management of shared services such as security, internet and building maintenance, among others.

**Training**

The review of mandatory training to 31 December 2019 showed that staff had finished their mandatory training. As part of capacity-building, Operations staff received training organized by the Johannesburg Regional Office on E-travel, while others enrolled to undergo training in CIFPA Finance certification.

**Global Staff Survey**

As in previous years, a survey on staff engagement and motivation was conducted. The results made available revealed some strengths as well as some points for improvement.
A follow-up plan was formulated with a view to implementing the necessary improvements.

**Management of general services**

General Services manage the vehicle fleet, various contracts with service providers, the registry, travel and missions, assets, etc.

Apart from travel, most general services are covered by LTAs signed as part of shared services:
- Security and guard services - Vehicle maintenance and repair
- Air conditioning upkeep and maintenance
- Upkeep and cleaning of offices and green spaces
- Mail management and distribution
- Purchase of office supplies
- Vehicle hire
- Goods transport
- Transit and customs clearance
- Photocopier upkeep and maintenance
- Printing and screen printing

**ICT**

The Office has signed a contract with TOGO TELECOM, which supplies it with a fibre-optic connection that covers most of its needs. However, it also has a VSAT link as a backup in the event of a problem with the main TOGO TELECOM connection.

It should be added that UNDP has adopted a Digital Strategy at global level which aims to use digital technologies to improve the experience of our partners and resolve development challenges as well as sharing knowledge, improving the use of data, and achieving greater efficiency in programme-related and operational processes.

**Procurement process**

Over the course of 2019, the total value of the procurement processes carried out by the Office was more than $10 million, including not only support for the implementation of Country Programme projects for which the government requests UNDP support, but also other projects financed by other donors. The processes were improved thanks to the introduction of new planning tools and as well as greater efficiency and effectiveness in contracting processes.

**Office performance indicators**

The Office’s performance indicators improved towards the end of 2019 and the shortcomings identified by the CPIs in 2019 were corrected. The major challenge was linked to the very low delivery rate at the start of the year, but the Office finished the year with an exceptional overall delivery rate of 99%.

The other indicators linked to the quality dashboard, such as POs without receipts and the loading of goods and services receipt files on Sharepoint were also improved by 31 December 2019. Regarding the HACT, the spot checks and micro-assessment for partners had been done as of 31 December 2019, though the reports from some assessments were still pending. In terms of implementation of the audit recommendations concerning the Office, actions are under way to satisfy these recommendations.
Outlook

2020 will see the implementation of Operations Clustering at RBA level. Efforts must be continued to mobilize resources and recover costs to improve the financial sustainability of the Office in view of its current staffing level and the challenges linked to the programme portfolio at the beginning of the cycle, with a pipeline that is still relatively quiet.

The internal control framework will be strengthened, with more stringent separation of roles and an update of the Office’s ICF to reflect any new guidelines from Head Office.

The actions begun in 2019 will be continued in 2020 to satisfy the audit recommendations.
VII - Outlook
The Office’s outlook for 2020 will be based on the implementation of the CPD through these 3 pillars. The achievements of the year 2019 will be consolidated over the year 2020. The Country Office will place particular emphasis on the mobilization of partnerships and resources, the search for innovative solutions through the Accelerator Lab, gender mainstreaming, and the inclusion of vulnerable groups. The programme priorities focus on strengthening governance and peacebuilding; creating conducive conditions for entrepreneurship and employment for young people and women; and protecting the environment and boosting communities’ climate resilience.

With regard to governance, UNDP will continue its support for the government to i) prevent conflicts and violent extremism by setting up local committees in all prefectures, to calm tensions in the context of the presidential election; ii) modernize general government by digitalizing the management system for state civil servants and setting up integrated service centres; iii) strengthen human rights and justice institutions to improve citizen’s enjoyment of their rights; iv) consolidate integration of the 2030 Agenda, Agenda 2063 and the Paris Agreement in public policies and the state budget; and v) strengthen monitoring and implementation of the National Development Plan 2018-2022 and the SDGs.

In order to promote job creation, UNDP will contribute to i) strengthening the coordination of employment promotion players; ii) reinvigorating the Labour Market Information System by redefining responsibilities and tasks, and carrying out surveys; iii) introducing a mechanism for collecting data on jobs created by the NDP; iv) providing quality support services for young people and women entrepreneurs; and v) strengthening public-private partnerships for job creation. UNDP will support the establishment of an Information,
Monitoring and Reporting System for the SDGs and a resource mobilization strategy for the implementation of the National Development Plan.

As regards sustainable management of natural resources and resilience to climate change and disasters, UNDP will continue its efforts to: (i) build the capacity of national institutions to formulate and implement policies that promote resilience to climate change and disaster risk, including access to climate finance; (ii) update and implement the Nationally Determined Contributions under the Paris Agreement on climate change; (iii) scale up solutions to provide access to low-cost renewable or alternative energy sources through ecovillages and development microprojects; and (iv) strengthen means of sustainable subsistence for vulnerable communities living in areas highly exposed to natural hazards.

Efforts will be made to facilitate resource mobilization from key partners such as the Global Environment Facility (GEF), the Green Climate Fund (GCF), the international private sector and other partners.

In terms of resources, the Office anticipates delivery of around USD 11 million from its own resources (approximately 60%) and resources mobilized from partners for the implementation of 16 projects.

The development of the COVID-19 situation will lead to an adaptation of the annual work plans for 2020 signed to support the government in the resilience and recovery phase. To this end, the Office has established a response and support strategy based on 4 pillars: i) Contributing to the construction of resilient health systems; ii) Inclusive and cross-sectoral crisis management and response; iii) Socio-economic impact assessment; iv) Contributing to the UNS’s inter-agency emergency plan. Resources will be allocated to implement this strategy.