



**TOGO TRANSITIONAL INTERIM COUNTRY STRATEGIC  
PLAN  
(YEAR 2018)**

<b>Duration</b> (starting date – end date <sup>1</sup> )	<b>1<sup>st</sup> January – 31<sup>st</sup> December 2018</b>
<b>Total cost to WFP</b>	<b>USD 453,420</b>
<b>Gender and Age Marker Code * <sup>2</sup></b>	<b>2A</b>

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<sup>1</sup> The end date cannot exceed 30 June 2019

<sup>2</sup> See [WFP Gender Marker Guide](#) for how to calculate a Gender Marker Code.

## EXECUTIVE SUMMARY

Togo is classified as a Least Developed Country (LCD) and Low Income Food Deficit Country (LIFDC), and remains among the poorest countries in sub-Saharan Africa. Over 50 percent of the population live below the poverty line (under USD 1, 25 per day). Poverty is strongly linked to under-nutrition, food insecurity at household level is prevalent across the country and is particularly high in the northern regions.

Within its social protection plans, the Government has prioritised school feeding as an important safety net and as a means to retain children and encourage enrolment in pre-school and primary schools. Access to education remains a challenge in Togo, especially for girls, with 7 percent of children without access to schools and 23 percent unable to complete the primary degree. Today, the national school feeding programme, *Projet de Développement Communautaire* (Community Development Project PDC) reaches 85,000 primary school children in 308 schools out of 6,380 schools nationwide.

The Transitional Interim Country Strategic Plan (T-ICSP) will support the Government's social protection strategy and will take important steps towards a strengthened national and local capacity by the Government and communities to set up and manage a sustainable national home-grown school meals programme.

The T-ICSP includes WFP assistance to Togo for the year 2018 through an updated development project portfolio. DEV200304 - Promotion of Sustainable School Feeding in Togo - will be extended to 31 December 2018. It will implement the action plan developed in the Systems Approach for Better Education Results (SABER) exercise conducted in June 2016. This includes the creation of a national school meals policy, institutional and human capital development at central and local levels, and strengthened linkages between local production, agriculture and school canteens.

This will allow for the finalisation of the Zero Hunger Review and the subsequent preparation of a fully-informed Country Strategic Plan (CSP).

The intervention seeks to achieve the following Strategic Outcome: **National institutions have strengthened capacity to manage food security and nutrition policies and programmes by 2023**. It will contribute to the achievement of the Sustainable Development Goals 2 and 17 and is aligned with WFP Strategic Result 1: *Everyone has access to food (SDG Target 2.1)*.

The success of the intervention lies in a coordinated approach, whereby WFP will work closely with the Government and will strengthen existing partnerships with the United Nations agencies, international institutions and national non-governmental organizations (NGOs) to build a successful integrated school feeding programme.

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# 1. COUNTRY ANALYSIS

## 1.1. COUNTRY CONTEXT

1. Togo is a low income and food-deficit country (LFID) with a population of 7.3 million. It is ranked 166<sup>th</sup> out of 188 countries with a Gross Domestic Product (GDP) of USD 617 per capita<sup>3</sup>. The United Nations Development Programme (UNDP) Human Development Report shows that on the Gender Inequality Index, Togo is ranked 134<sup>th</sup> out of 159 countries. As part of the National Sustainable Development Strategy (NSDS), Togo intends to build by 2030 a society based on sustainable economic and social development and aims to establish an environment where ‘every Togolese man, woman and child has access at all times to the food needed for an active and healthy life’.
2. The Country’s economy relies heavily on subsistence and commercial agriculture, which provides employment to 65 percent of the workforce. Cocoa, coffee and cotton generate about 40 percent of export earnings, with cotton being the most important cash crop. Togo is among the world's largest producers of phosphate and seeks to develop its carbonate phosphate reserves.<sup>4</sup> Supported by the World Bank and the International Monetary Fund, Togo has been addressing significant structural constraints in the agricultural sector in order to attract investments.<sup>5</sup> However, poverty levels remain very high. 55 percent of the population live below the income poverty line (USD 1.25 per day) and at least 47 percent of the population are considered food-insecure.
3. According to the last 2010 census on population and housing, 58 percent of the economically active population is composed of women, of which 50 percent are engaged in agriculture. Households headed by women amount to 13 percent.
4. About 67 percent of adult men and women are literate, however literacy rate among women only stands at 41 percent. In 2008, the Government’s decision to end primary school fees had a positive effect on the gross enrolment rates, however, constraints in terms of the number of qualified teachers and classrooms, and the availability of didactic materials<sup>6</sup> are recurring. In 2015, 28 percent of girls and 17 percent of boys dropped out of school before finishing primary school. One of the main causes that may explain this negative trend is poverty and the lack of food.
5. Togo is increasingly affected by climate change. Over the past two decades, the country has experienced an increasing number of droughts and floods. About 42 percent of inhabitants do not have access to clean drinking water and this resource availability per capita is expected to fall by 70 percent by 2050.
6. Food availability in Togo is impaired by cyclical climatic shocks, specifically flooding and post-harvest losses. The 2014 Multiple Indicator Cluster Surveys (EDST III7) findings show that more than 28 percent of children under 5 years suffer from chronic malnutrition and 6 percent are severely malnourished. Efforts have been made by the Government with regards

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<sup>3</sup> CIA Worldfactbook <https://www.cia.gov/library/publications/the-world-factbook/geos/to.html> (XOF 339,474.7).

<sup>4</sup> According to *La Politique Nationale Agricole* (PNA, National Agricultural Policy) and *le Plan Stratégique pour la Transformation de l’Agriculture au Togo* (PA-PSTAT, Strategic Plan for the Transformation of Agriculture in Togo by 2030).

<sup>5</sup> *Programme National d’Investissement Agricole et de Sécurité Alimentaire*, (PNIASAN, National Investment Programme for Agriculture and Food and Nutritional Security 2016-2025), which constitutes a frame of reference for investments in the sector.

<sup>6</sup> The Questionnaire on the Basic Indicators of Well-Being, 2011.

<sup>7</sup> Enquête Démographique et de Santé au Togo (EDST), 2014.

to the introduction of social services, policy reforms in education, food security, nutrition, health, vulnerability and gender equality.

7. Gender inequalities in Togo have decreased, but remain significant. Specifically, women face discrimination in terms of inheritance, rights to land and financial services. Legal frameworks addressing violence against women are inadequate because certain types of violence such as psychologic and moral violence are not addressed. Data from 2013 indicate that the participation of men and women in public life and institutions and in decision-making processes, is uneven, with women parliamentarians standing at 17 percent.

## 1.2. PROGRESS TOWARDS SDG 2

### ➤ *Progress on SDG 2 targets*

8. In 2006, after more than a decade of ongoing political instability that affected cooperation with donors and main partners, Togo began a process of normalisation, with significant investments in infrastructure and social safety nets initiatives, including the education sector through communities' resilience and self-reliance programmes. In 2015, Togo was selected as a pilot country for the implementation of the Sustainable Development Goals (SDG 2015-2030). All five targets of SDG 2 are ranked as national priorities, and are part of the government commitment to: (i) end hunger and ensure access to food by all people, (ii) end all forms of malnutrition, (iii) double the agricultural productivity and the incomes of small-scale food producers, (iv) ensure sustainable food production systems and implement resilient agricultural practices, and (v) maintain genetic diversity of seeds, cultivated plants, farmed and domesticated animals and their related wild species.
9. WFP has started the development of its Country Strategic Plan (CSP) for the period 2019-2023 and has initiated preliminary discussions with the Government on the National Zero Hunger Strategic Review (NZHR), which highlights priority interventions needed to achieve SDG 2 and SDG 17.

### *Access to food:*

10. Although the population's food and nutrition needs are generally met through local agricultural production and imported products, the results of the Questionnaire on the Basic Indicators of Well-Being (QUIBB<sup>8</sup> 2015) indicate that numerous households have difficulty in meeting their food needs, mainly in rural areas. This trend is further confirmed by the 2016 Global Hunger Index (GHI) where hunger levels are rated as 'serious'<sup>9</sup> with a score of 22.4. The national prevalence of food insecurity stands at 49 percent, with 47 percent of the population severely food-insecure. Increasing population, environmental degradation and gender disparities have undermined food security particularly among vulnerable families. Limited access to food is exacerbated by a lack of reliable information on agricultural markets and cyclical climatic shocks, specifically flooding.

### *End malnutrition:*

11. Malnutrition remains a major public health concern: 28 percent of children under 5 are chronically malnourished, 6 percent are acutely malnourished and 16 percent are underweight. The situation is exacerbated by chronic deficiencies in iron (causing anaemia), vitamin A and iodine mainly among children, adolescents and women.

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<sup>8</sup> QUIBB: Questionnaire on the Basic Indicators of Well-Being (2015) is conducted by the Government in collaboration with its partners.

<sup>9</sup> International Food Policy Research Institute, 2016.

12. Global acute malnutrition (GAM) is particularly high during the lean season.<sup>10</sup>The main determinants of maternal and child undernutrition are linked to consumption of food deprived of micronutrient elements and characterized by low protein intake in particular from animal sources. Other underlying causes of malnutrition include poverty, low education levels, poor sanitary conditions and limited access to basic health services.

*Smallholder productivity and incomes:*

13. The number of smallholder farmers in Togo, of which 51 percent are women, stands at 34 percent of the population and accounts for 20 percent of the GDP. Rural women's workload, for which they receive a very low income, includes planting, sowing, weeding and harvesting. Besides their farming activities, they also have the responsibility of ensuring the family's food security, which involves arduous physical work: they fetch water, collect fuel wood, produce food and pound grain. This heavy workload does not allow them to engage fully in productive work. At the same time, limited access to agricultural resources including access to credit, technology, and land or training, hamper their chances to enhance their purchasing power.

14. In 2013 and 2014, smallholders in Maritime, Centrale, Kara and Savannah regions were particularly vulnerable to recurring shocks (flooding and drought) and to lean seasons. However, despite continued vulnerability, opportunities for non-farm employment provided by the Government and its partners led to an increase in productivity and incomes over the past few years. Nevertheless, smallholder farmers still lack access to and integration in (local) markets.

*Sustainable food systems:*

15. The primary crop cultivated in Togo is cassava (33.4 percent), followed by maize (24.1 percent), yam (22.8 percent) and millet and sorghum (9.4 percent). Agriculture is mainly subsistence-based and the country depends on imports to meet its basic food needs.

16. The sustainability of food systems is threatened by population growth, exposure to natural disasters, reduced land productivity, land and environmental degradation, and climate change. Climate change has negative impact on biodiversity, agriculture and fisheries, threatening food production and exerting an upward pressure on food prices. Poor and food-insecure populations in the areas prone to climate change have limited capacity to cope with these threats. To address these challenges, the national programme for investment and agriculture and food security (PNIASA) through its sub-component (Adapt project supported by IFAD) seeks to strengthen the agricultural sector's capacity to adapt to the effects of climate change as well as to promote practices that improve land and soil quality. The government efforts are supported by organizations, institutions, programmes from bilateral and multilateral cooperation.

➤ *Macro-economic environment*

17. From 1993 to 2005 Togo's economy was severely affected by the international community's disengagement. However since 2007, it improved, due in large part to the resumption of international assistance and the Government's economic and financial reforms. The GDP grew at an average annual rate of 3.5 percent over the past eight years. Poverty is rated at 0.380 on the Gini Index, which shows a decrease in terms of income inequality over the past few years (rated 0.393 in 2011, against 0.361 in 2006).

➤ *Key cross-sectorial linkages*

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<sup>10</sup> According to the latest Multiple Indicator Cluster Surveys (EDST3).

18. The poverty reduction strategy, "Strategy for Accelerated Growth and Employment Promotion" (SCAPE) lays out Togo's vision on moving towards sustainable growth and development. Also, school feeding is particularly highlighted in the Government's Declaration of Education Sector Policy (2009), the Education Sectoral Plan (2010 and 2014), the Rural Development Policy (2012), the National Social Protection Policy (2013), the National School Feeding Policy (2013), the new Education Sectoral Plan (2014-2025) and the National agricultural policy (2015). Achieving Zero Hunger (SDG 2) is strongly interlinked with a number of other SDGs, namely those relating to poverty (SDG 1), health (SDG 3), education (SDG 4), gender equality (SDG 5) and ecological challenges and land degradation (SDGs 13, 14, and 15).

### **1.3. HUNGER GAPS AND CHALLENGES**

19. The 2016 SCAPE final evaluation report identified the followings main gaps to reach Zero Hunger by 2030 in Togo: i) Poor capacity of the Government to establish social safety-nets systems including the provision of nutritious food to vulnerable people; ii) Weaknesses in agriculture value chain and in marketing of agricultural products; and iii) Weak capacity augmentation of local communities to implement sustainable food and nutrition safety net initiatives such as school meals programmes. Furthermore, weaknesses in the Government capacities in design and implementation of school meals programmes were highlighted in the national capacity assessment based on the 2016 SABER
20. The need for increased gender equality is also identified as a priority affecting all of the identified issues.

### **1.4 KEY COUNTRY PRIORITIES**

#### **➤ *Government Priorities***

21. Togo has defined national strategies and plans to move towards sustainable growth and eradication of poverty. WFP recognizes that school meals contribute to the country's goal in achieving food security and is working to attract interest in Home Grown School Feeding and social protection from the Government and partners.
22. As a follow up to SCAPE, the Government is currently developing its new National Development Plan (NDP 2018-2022), aligned to the SDGs. To this end, consultations with the main stakeholders have been carried out by the Government with support of the United Nations Country Team (UNCT). This initiative aims to develop joint programmes in order to enhance the impact of the United Nations results-based interventions. Collaboration with FAO will support promotion of school meals based on local production and the partnership with UNICEF will mainly focus on nutritional education in targeted school.
23. The National Policy on Gender Equality and Equity adopted in 2011, highlights the Government's commitments to gender equality in Togo and provides the basis for WFP pursuing a gender transformative approach to food security in Togo. The policy comprises 5 strategic areas and aims to ensure: (i) the promotion of women status at family and community level, (ii) the improvement of women's productive capacity and income increase, (iii) equal access for men and women to social services, (iv) equal participation to decision-making. Within this framework, WFP actively supports the Government in empowering women to participate more effectively and take a leading role within farmers' organizations.

#### **➤ *United Nations and other partners***

24. The United Nations Development Assistance Framework (UNDAF 2014-2018) has been aligned with the SCAPE and focuses on the following three areas: (i) strengthening the capacities of the agricultural sector, sustainable management of the environment and

promotion of employment; (ii) strengthening equitable access to quality basic social services; and (iii) enhancing governance so as to reduce inequalities.

25. The National Agricultural Investment and Food and Nutrition Security Programme (PNIASAN 2016-2025) sets forth the priority areas for investments in the agricultural and food security sectors.
26. In March 2014, Togo joined the Scaling Up Nutrition (SUN) movement in order to address the issue of high child mortality rates caused by malnutrition. Besides efforts to integrate nutrition into numerous strategic documents, the Government developed a National Policy for Food and Nutrition (PNAN) focusing on malnutrition, gender and human rights.
27. Within its social protection strategy elaborated in 2013, the Government has prioritized school meals as an important safety net to promote linkages between agriculture, nutrition and education and encourage enrolment and retain children in primary schools.

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## **2. STRATEGIC IMPLICATIONS FOR WFP**

### **2.1 WFP'S EXPERIENCE AND LESSONS LEARNED**

28. After a ten-year break, which coincided with a period of political unrest, WFP reopened their office in 2005 shortly before the country held fair elections. With a clear focus on food security and nutrition, WFP initially provided assistance to internally displaced persons (IDPs), refugees (from Ghana and Côte d'Ivoire in 2011) and vulnerable populations affected by emergencies such as natural disasters or high price food crisis. For these interventions, WFP's Emergency Operations were developed to: (i) reduce acute malnutrition among refugees; (ii) protect and prevent the deterioration of the host population's livelihoods due to the refugees' presence; and (iii) mitigate the negative impact of the refugees' presence on the environment. However, following a World Bank and WFP joint mission held in June 2011, recommendations highlighted the need to ensure the continuity and sustainability of school feeding in Togo. Hence, WFP moved towards more sustainable outcomes in 2012, specifically with the launch of the DEV 200304 project "Promotion of a Sustainable School Feeding Programme," which focused exclusively on strengthening government systems and institutional capacity at all levels.
29. The assessment of the government-managed Community Development Project PDC school meals project, completed in 2016 with support from the World Bank indicates that results exceeded expectations in the 308 operational schools canteens. Findings showed positive effects on selected education indicators such as access, retention and achievement, enshrined in the Education Sectorial Plan (PSE - 2014-2025), nutritional status, as well as household incomes, especially for women involved in product supply and school canteens management. Furthermore, anecdotal evidence confirmed that the project was well received by the beneficiary communities.
30. The national capacity assessment based on the 2016 System Approach for Better Education Results (SABER) confirmed that Togo is 'established' in policy framework, 'emerging' in financial capacity and community participation and 'latent' in institutional capacity and coordination, design and implementation. Besides highlighting the need to further focus on sustainability, capacity strengthening, cost and quality control, SABER also showed that the school meals programme contributed to improved girls' access and attendance.

31. The Government, World Bank and other United Nations agencies recognize that ongoing school feeding initiatives in the country are limited in scope and would benefit from further focused assistance and expertise to develop into a long-lasting programme embedded in the national institutions, policies, and financial systems. Moreover there is a general agreement on the priority areas for the future of school feeding in the country which include: (i) increased school feeding coverage from 6 percent in 2016 to 20 percent in 2025; (ii) improved targeting criteria based on food insecurity and educational indicators; (iii) promoted capacity development at all levels; and (iv) supported transition from pilots to a sustainable school feeding program.

## **2.2 OPPORTUNITIES FOR WFP**

32. The 2012 and 2016 SABER assessments recommendations are informing WFP's path in Togo to further develop national capacity and increase the involvement of communities, including teachers, farmers and women associations for the development and implementation of home grown school meals.

33. Through a Memorandum of Understanding (MoU 2016-2018), signed in July 2016 with the Ministry of Grassroots Development, WFP will deliver technical assistance in the area of decentralized management of school meals, and on improving linkages with local production and integration of school feeding activities with the broader social safety net strategy. Through its technical assistance, WFP will aim to influence attitudes and behaviours, also addressing stereotypes, discrimination and cultural biases against women. Furthermore, with the support of the WFP Centre of Excellence against hunger in Brazil, WFP Togo is expected to provide support in the implementation of a pilot project on local food purchases based on the Purchase from Africans for Africa (PAA11) model.

## **2.3 STRATEGIC CHANGES**

34. In line with the Government priorities, the first national workshop on school feeding was held in November 2016, with a wide participation from government officials, United Nations agencies, bilateral and multilateral partners, NGOs and grassroots organizations. Capacity strengthening of the Government to promote social safety net programmes was highlighted as a priority.

35. This T-ICSP provides the framework for WFP to play lead role in strengthening institutional national and local capacities, providing an opportunity to the country office to actively support Togo's progress towards SDG2.

36. During the transitional period (January–December 2018), the country office will facilitate the National Zero Hunger Strategic Review to identify priority actions for eliminating food insecurity and malnutrition in Togo by 2030.

37. By aligning its activities to support government priorities towards the achievement of SDG2, 4, 13 and 17, WFP will pursue policy support, technical assistance and transfer of capacities in school meals and social safety net programmes.

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# **3. WFP STRATEGIC ORIENTATION**

## **3.1 DIRECTION, FOCUS AND INTENDED IMPACTS**

38. While progress has been made in food and nutrition security, increased coordinated actions are required to achieve SDG2. WFP aims to support the Government in establishing an

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<sup>11</sup> The PAA model promotes the use of local products (implemented in northern Senegal, Niger, Malawi and Mozambique).

environment ‘where every Togolese man, woman and child has access at all times to the food they need for an active and healthy life. This includes advancing gender equality as a requirement for achieving food security.

39. WFP has been identified by the Government and other partners as the institution with the necessary international expertise in the areas of school feeding policy and planning support, local procurement and logistics to enhance the coverage of the ongoing school feeding programme and develop it into a long lasting programme embedded in the national institutions, policies and financial systems.
40. WFP will continue advocating for the implementation of a national home-grown school feeding programme while strengthening coordination mechanisms and school meals management.
41. The National Food and Nutrition Security Policy will guide WFP’s interventions and strategy developed in the T-ICSP.

### **3.2. STRATEGIC OUTCOMES, FOCUS AREAS, EXPECTED OUTPUTS AND KEY ACTIVITIES**

#### **3.2.1. STRATEGIC OUTCOME 1: NATIONAL INSTITUTIONS HAVE STRENGTHENED CAPACITY TO MANAGE FOOD SECURITY AND NUTRITION POLICIES AND PROGRAMMES BY 2023**

##### **➤ Outcome description**

This strategic outcome contributes to SDG target 2.1 and WFP’s Strategic Result 1 (Everyone has access to food).

42. Capacity development forms the cornerstone of WFP’s approach, which aims to support private and public institutions in the implementation of school meals, specifically home-grown-school meals and safety net programmes. WFP’ support will ensure appropriate policy and programme design and implementation, as well as capacity transfer. In addition, technical support will be provided to the Government for school meals data analysis, reporting and monitoring and evaluation (M&E).
43. Throughout the implementation of capacity development activities and consultations with government authorities and officials at central, community and local levels, WFP will continuously advocate for gender equality. Gender issues will be raised with the communities to encourage girls ‘enrolment in school, and selection criteria for participating schools will ensure the targeting of the most vulnerable, while the necessary tools to integrate gender in the Government’s monitoring and evaluation process and contents will be provided.

##### **➤ Focus Areas**

44. This strategic outcome will address the root causes of food insecurity and malnutrition by strengthening the capacity of public and private institutions to manage programmes that improve access to food.

##### **➤ Expected outputs**

- Targeted populations (Tier 3) benefit from enhanced national policies to manage schools meals and social safety net programmes (Output category I) in order to meet their basic food and nutrition needs (SR1)
45. This output will support the achievement of SDG 2.2 through capacity strengthening to end malnutrition and to contribute to increasing agricultural productivity and smallholder farmers’ income.

- Targeted populations (Tier 2) benefit from improved technical capacity of government officials (output category C and I) in monitoring, data analysis and reporting in order to meet their basic food and nutrition needs (SR1)

46. This output will contribute to ensure healthy lives and promotes well-being, including equitable, free and quality access to education in the country.

➤ **Key activities**

*Activity 1: Provide policy support and technical assistance to school meal programme stakeholders (activity category 9/ Modality: Capacity Strengthening)*

47. The T-ICSP will support education for every child in Togo and enhance at the same time the capacity of communities towards food security. Through the school meals programme, WFP will contribute to the promotion of local food production to develop linkages between local farmers and school canteens.

48. Furthermore, to enhance the management of food security, nutrition and school feeding and the management of food supply chain, WFP interventions will pursue and strengthen partnerships that have been developed during the implementation of the development project.

49. To ensure the provision of nutritious meals, WFP and FAO will continue the promotion and facilitation of school-grown inputs through the establishment of school gardens that integrate *Moringa (Moringa Oleifera)*, planting and nutrition education sessions at schools.

50. The Economic Community of West African States (ECOWAS), FAO and UNICEF will collaborate with WFP with a focus on local community participation for the diversification of school meals in targeted areas.

51. With sharpened targeting criteria for the engagement of women's groups, WFP will reinforce its technical guidance and provide nutrition-sensitive activities such as nutritional education, food quality control, hygiene and sanitation to participating stakeholders. UNFPA will bring additional support to reinforce actions for girls' education.

52. Smallholder farmers will be provided with agricultural inputs and technical knowledge to improve yields at community level. Liaising with FAO and the Ministry of agriculture in charge of farmers training, these farmers will have possibilities to benefit from WFP support to post harvest' technologies and management techniques.

53. Furthermore, WFP will continue to promote reinforcement of school canteen committees by training about 80 percent of school meals service providers on food safety and handling, basic accounting, quality control, and logistics standards and procedures. WFP will also advocate for school canteen committees to integrate at least three female teachers and "femmes mamans".

*Activity 2: Provide technical support to Government in school feeding data analysis, reporting and monitoring and evaluation (Activity category 12/ Modality: Capacity Strengthening)*

54. To align capacity strengthening activities with findings from the Systems Approach for Better Education Results (SABER) exercise, in line with the Sustainable Development Goals (SDGs), WFP will provide the Government with technical support in monitoring and evaluation in order to measure and adjust activities as and when required.

55. WFP will provide support for the development of a national school meals monitoring and evaluation (M&E) manual and will provide six regional education structures with M&E tools, including information technology to gather and analyse the data collected from school canteens.

### **3.3 TRANSITION AND EXIT STRATEGIES**

56. This T-ICSP is an important step towards sustainable development. It provides capacity development and policy guidance for the implementation of national and local school meals programmes and advances, as well as institutionalise gender equality as a requirement for sustained Food and Nutrition security. WFP will actively contribute to national priorities towards food security for all by 2030.

57. The ongoing development project, “Promotion of a Sustainable School Feeding Programme”, which focuses strictly on capacity development, constitutes a solid foundation upon which the Country Strategic Plan and the Transitional Country Strategic Plan will be developed. WFP will address the identified needs to expand its scope and its targets by including representatives of local government, communities and local NGOs as direct beneficiaries of its technical assistance activities.

58. Through technical support and advocacy work for a sustainable national funding mechanism of school meals programme, an increased government commitment will pave the way for increased national funding to support the programme and to strengthen local capacity in order to implement this school feeding programme.

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## **4. IMPLEMENTATION ARRANGEMENTS**

### **4.1 BENEFICIARY ANALYSIS**

59. Communities are at the centre of all WFP actions, with a focus on equitable participation, ownership and the need to redress discriminatory gender roles. The aim of WFP is to gradually incorporate activities into local development plans. This T-ICSP will target community stakeholders implementing school meals programmes (Tier 2), including 800 “*femmes mamans*” handling most of the food procurement and preparation of school meals; 300 members (women and men) of local committees involved in school canteen management, 30 regional education coordinators; 10 technical experts in planning of education; 61 educational inspectors supervising monitoring and evaluation procedures for school feeding at a local level; and 600 school managers in charge of tracking progress in their schools. In collaboration with FAO and the Ministry of Agriculture, WFP, through its logistic and supply chain unit, will train members (women and men) of 200 farmers' organizations - identified through the mapping of producers established in 2015. Gender analysis will also inform the targeting of government technical staff: to date the *Ministère de la Femme et de la Communication* has selected 3 women out of 5 members of staff to be trained and other ministries will be approached by WFP to ensure equitable participation. The country office will receive support from the regional bureau and from Niger and Senegal that successfully implemented the PAA approach. PAA is a programme which acquires family farm products and forwards them to public programmes and social organizations supporting people with limited access to food or suffering from food insecurity.

### **4.2.2. CAPACITY STRENGTHENING INCLUDING SOUTH-SOUTH COOPERATION**

60. WFP will continue strengthening the capacity of government counterparts including decentralized institutions and local communities in safety net systems, while maintaining

its capacity to deliver humanitarian relief assistance to adverse natural shocks (drought and floods) including socioeconomic shocks (markets and social crisis), if required.

61. Since 2011 a successful South–South cooperation, in support of school meals and integrated safety net systems, has been developed with the WFP’s Centre of Excellence in Brazil (CoE). The CoE supports the country participation to the global child nutrition forum to enhance knowledge exchange. In partnership with the African Union (AU), a framework was designed to support advocacy programmes at country level in order to encourage the Government to increase the budget affected to national school feeding programmes.
62. By providing the necessary tools to the Government for strategy, implementation and management, WFP technical assistance will contribute to the Government readiness for longer-term commitment to a national school feeding programme.

#### **4.2 SUPPLY CHAIN (OPTIONAL AS NEEDED)**

WFP is supporting logistics activities for a “Corridor” by forwarding commodities and Global Commodity Management Facility stocks to WFP offices in the Sahel, namely Niger, Mali and Burkina Faso. Occasionally, shipments are sent beyond the sub-region to reach remote countries such as Central African Republic and the Federal Republic of Nigeria.

#### **4.3 COUNTRY OFFICE CAPACITY AND PROFILE (OPTIONAL AS NEEDED)**

63. Given the scope of the intervention, WFP will need to carry out a staff review and plan for hiring or developing talents. Capacity development, resilience, nutrition, protection, vulnerability analysis, food technology, gender, finance, and ITC will be the main skills needed in the way forward.
64. The Country Office plans to work closely with training and research institutions such as the national institute of agricultural training (INFA-TOVE), the School of Agriculture of the University of Lomé, the Togolese Institute for Agricultural Research (ITRA) and the National Agricultural Extension Service (ICAT) to develop frameworks for quantitative and qualitative research and to be part of the various key consultations that will take place during the Zero Hunger strategic review.

#### **4.4. PARTNERSHIPS**

65. At national level, WFP will work closely with the Government to build a successful integrated school feeding programme. In order to deliver sustainable school meals and social safety nets programmes, partnership will be strengthened with the Ministry of Grassroots Development, which is the lead entity for the implementation of the school meals programme, Ministry of Primary and Secondary Education in charge of the implementation of monitoring and evaluation mechanisms and data management/analysis, Ministry of Agriculture, to provide support in food procurement and storage, Ministry of Health and Social Protection, Ministry of Planning, Ministry of Finance and Ministry for Women, Elderly and Social Affairs.
66. Close collaboration with the World Bank Group, AfBD and ECOWAS is expected to increase during the period of the T-ICSP. This will enhance the chance for success of the school meals programme.
67. Partnerships with the United Nations agencies will be strengthened, particularly focusing on community participation and involvement in the national school meals programme. Within the framework of the Government Home Grown School Feeding

strategy, discussions are ongoing with FAO to develop a joint programme to support school canteens through the promotion of school gardens and local production.

68. Partnerships will be also developed with UNICEF and WHO for the implementation of the “essential package” system, which aims to provide schools with potable water, sanitation structures, de-worming for school children and nutritional education.
69. Finally, WFP will continue collaborating closely with GIZ (Gesellschaft für Internationale Zusammenarbeit), for resource mobilization and joint technical assistance to promote food security and nutrition through the school meals model. Through the implementation of its development programme, *Programme pour le développement rural y compris l’agriculture* (Pro DRA), GIZ will disseminate tools and guides for the mapping of agricultural producers. This will directly contribute to the home grown school meals programme in which smallholder farmers’ organizations will gradually become the exclusive food providers to school canteens.

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## **5. PERFORMANCE MANAGEMENT AND EVALUATION**

### **5.1 MONITORING AND EVALUATION ARRANGEMENTS**

70. In line with the country office monitoring strategy, WFP will develop a gender responsive monitoring and evaluation plan (M&E) to measure progress against the strategic outcome and adjust the approach as and when necessary. The baseline for the outcome indicators will be collected through a Systemic Approach for Better Education Results (SABER) exercise during the first three months of implementation of this T-ICSP. At the end of the T-ICSP, a workshop on lessons learned will be organised, gathering the programme’s stakeholders.
71. Existing Government reporting structures, from district, regional and national levels will be strengthened using standardized templates for data collection and reporting. Output indicators will be measured and reported quarterly while the outcome indicators will be measured on an annual basis.
72. To date, Togo has no updated vulnerability analysis mapping (VAM) and this makes targeting very difficult, particularly in school meals and safety nets activities areas. After the T-ICSP period, WFP is expected to provide analytical expertise that supports the planning and management of sustainable social safety nets programmes.

### **5.2. RISK MANAGEMENT**

#### *➤ Contextual Risks*

73. The main contextual risks are natural disasters, specifically flooding, and the lack of capacity of government counterparts and communities to address the challenges, this is however mitigated by WFP capacity strengthening plan.
74. Although Togo is a stable democracy, socio-political unrest might be a potential risk in the aftermath of the next elections that will be held in 2017. WFP will closely monitor the situation and adjust action if and as required.

#### *➤ Programmatic Risks*

75. The successful implementation of WFP technical assistance will depend on the commitment of government staff at central and local levels. WFP will place a strong emphasis on coordination as several stakeholders are part of the process and involved at various levels.

➤ *Institutional Risks*

76. Insufficient budget allocation for the activities and limited capacity are the main institutional risks. The country office has initiated discussions with the Ministry of Grassroots Development and the Ministry of Agriculture on capacity development through local expertise. Moreover, the Centre of Excellence and WFP Regional bureau will be able to provide technical support whenever requested.

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## 6. RESOURCES FOR RESULTS

### 6.1. COUNTRY PORTFOLIO BUDGET

<b>TABLE 5: COUNTRY PORTFOLIO BUDGET (USD)</b>		
	<b>Year 1</b>	<b>Total</b>
Strategic Outcome 1	453,420	453,420
<b>TOTAL</b>	<b>453,420</b>	<b>453,420</b>

77. The T-ICSP has a budget of USD 453,420. The approach aims to ensure the sustainability of the school meals programme in Togo.

78. The budget reflects the gradual handover of the management of the school feeding to local actors through capacity development.

79. WFP will allocate a minimum of 13 percent of resources to activities that promote gender equality.

### 6.2 RESOURCING OUTLOOK

80. The resourcing outlook is rather positive, as WFP's advocacy work should help secure a grant from the Government of about USD 50,000 for the training of national officers in supply chain handling, food technology and quality control. New support that could amount to USD 100,000 is also anticipated from various Ministries in Togo.

81. Additional funding opportunities are being discussed with international donors while discussions are ongoing with the Centre of Excellence for possible mobilization of funds through South-South cooperation with the Brazilian Government to support the implementation of a pilot project of schools of excellence.

### **6.3. RESOURCE MOBILIZATION STRATEGY**

82. Resource mobilization efforts will be deployed to secure funding for the T-ICSP activities. WFP will update its resource mobilization plan to reach out to traditional and new donors. The focus will be on the development of joint proposals to leverage inputs from other partners, particularly from other United Nations agencies.

## **ANNEX I**

### **LOGFRAME (See COMET logframe)**

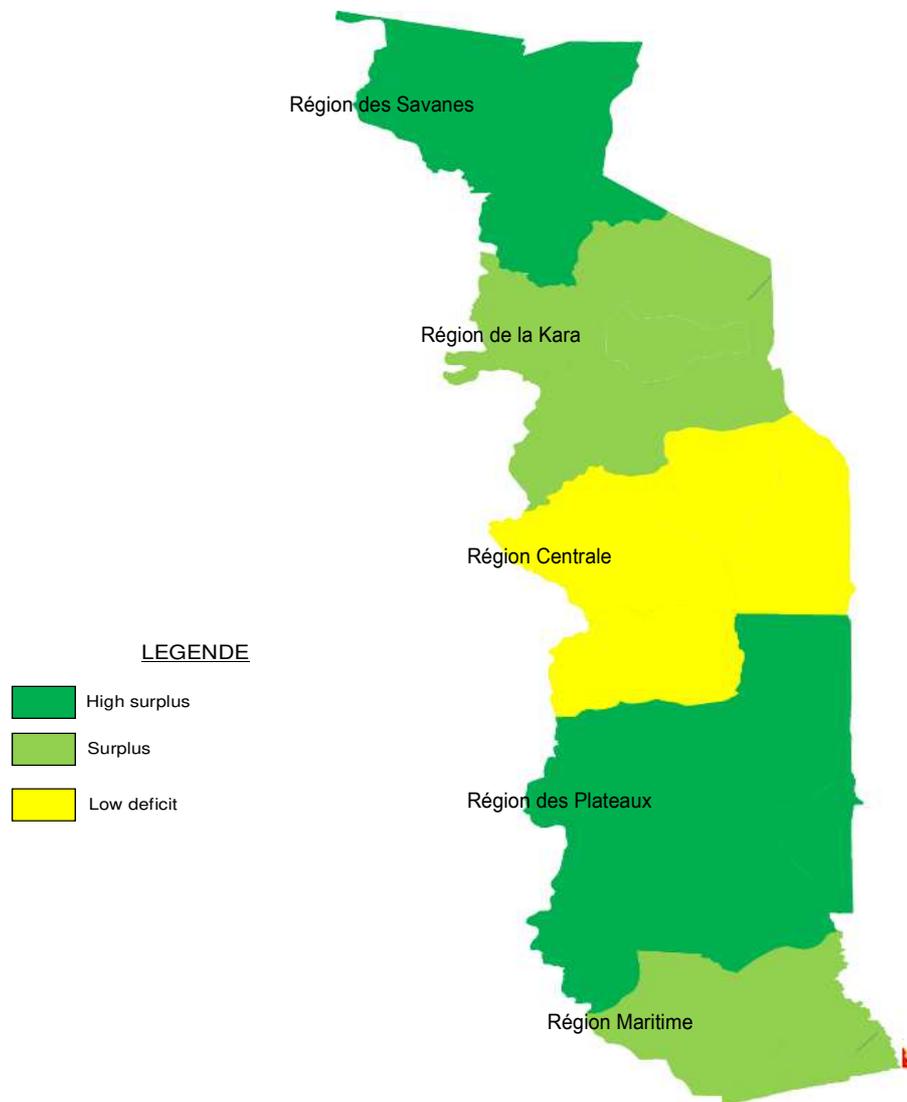
## ANNEX II: INDICATIVE COST BREAKDOWN

INDICATIVE COST BREAKDOWN ALONG STRATEGIC OUTCOMES (US\$)						
WFP Strategic Results / SDG Targets	SR 1/ SDG 2.1	Xx	xx	xx	xx	Total
WFP Strategic Outcomes	Strategic Outcome 1	Strategic Outcome 2	Strategic Outcome 3	Strategic Outcome 4	Strategic Outcome 5	
Focus Area	Root causes	Root causes				
Transfer	314,249					314,249
Implementation	65,514					65,514
Adjusted DSC (%)	43,994					43,994
<b>Sub-total</b>	109, 508					<b>109, 508</b>
ISC (7%)	29, 663					29, 663
<b>TOTAL</b>	<b>453, 420</b>					<b>453, 420</b>

## ANNEX II: MAPS

MAPS OF PULSES PRODUCTION (2014-2015)

Source: Direction des Statistiques, agricoles, de l'Informatique et de la Documentation (DSID)



## **ANNEX IV: ACRONYMS**

<b>AfDB</b>	African Development Bank
<b>AU</b>	African Union
<b>CFSVA &amp; NS</b>	Comprehensive Food Security and Vulnerability Assessment and Nutrition Survey
<b>CoE</b>	Centre of Excellence against hunger
<b>CSP</b>	Country Strategic Plan
<b>ECOWAS</b>	Economic Community of West Africans States
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>FSMS</b>	Food Security and Monitoring Systems
<b>GAM</b>	Global acute malnutrition
<b>GDP</b>	Gross Domestic Product
<b>GHI</b>	Global Hunger Index
<b>GIZ</b>	Gesellschaft fur Internationale Zusammenarbeit
<b>HDI</b>	Human Development Index
<b>ICAT</b>	National Agricultural Extension Service
<b>ICSP</b>	Interim Country Strategic Plan
<b>IFAD</b>	International Fund for Agricultural Developpement
<b>IMF</b>	International Monetary Fund
<b>INFA-TOVE</b>	National Institute for Agricultural Training
<b>ITRA</b>	Togolese Institute for Agricultural Research
<b>LCD</b>	Least Developed Country
<b>LIFDC</b>	Low Income Food Deficit Country
<b>MICS</b>	Multiple Indicator Cluster Survey
<b>MoU</b>	Memorandum of Understanding
<b>NDP</b>	National Development Plan
<b>NGOs</b>	Non-Governmental Organizations
<b>PDCPlus</b>	Projet de Développement Communautaire et des filets sociaux
<b>PNAN</b>	National Policy for Food and Nutrition
<b>PNIASA</b>	National Agricultural Investment and Food Security Promotion
<b>PNIASAN</b>	National Agricultural Investment and Food and Nutrition Security Programme
<b>ProDRA</b>	Programme pour le développement rural y compris l’agriculture
<b>PRP</b>	Poverty reduction strategy
<b>QUIBB</b>	The Questionnaire on the Basic Indicators of Well Being

<b>SABER</b>	System Approach for Better Education Results
<b>SCAPE</b>	Strategy for Accelerated Growth and Employment Promotion
<b>SDG</b>	Sustainable Development Goals
<b>UNCT</b>	United Nations Country Team
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDP</b>	United Nations Development Programme
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>USAID</b>	United States Agency for International Development
<b>USD</b>	United States dollars
<b>VAM</b>	Vulnerability Analysis Mapping
<b>WHO</b>	World Health Organization