



Distribution: General  
Date: 5 November 2021  
Original: English

Agenda item 7  
WFP/EB.2/2021/7-D/4  
Operational matters — Projects approved by vote by correspondence  
For information

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

## Revision of the Togo interim country strategic plan (2021) and corresponding budget increase

	Current	Change	Revised
<b>Duration</b>	<b>1 January 2021– 31 December 2021</b>	<b>Six-month extension</b>	<b>1 January 2022– 30 June 2022</b>
<b>Beneficiaries</b>	160 000	10 000	170 000
<i>(USD)</i>			
<b>Total cost</b>	<b>3 467 347</b>	<b>2 420 756</b>	<b>5 888 103</b>
Transfers	2 750 268	1 443 929	4 194 196
Implementation	174 320	612 082	786 402
Adjusted direct support costs	363 770	216 424	580 194
<b>Subtotal</b>	<b>3 288 357</b>	<b>2 272 435</b>	<b>5 560 792</b>
Indirect support costs (6.5 percent)	178 990	148 321	327 310

Gender and age marker:\* 3

\* <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

### Decision

The Board approved by vote by correspondence the revision of the Togo interim country strategic plan (2021) and the corresponding budget increase of USD 2,420,756 outlined in the present document.

30 July 2021

#### Focal points:

Mr C. Nikoi  
Regional Director  
Western Africa  
email: [chris.nikoi@wfp.org](mailto:chris.nikoi@wfp.org)

Mr A. Koisha  
Country Director  
email: [aboubacar.koisha@wfp.org](mailto:aboubacar.koisha@wfp.org)

## Rationale

1. Following the onset of the COVID-19 pandemic, WFP established a limited emergency operation (LEO) for Togo covering the period from July to December 2020 to support the Government's emergency response. The LEO had two crisis response strategic outcomes to provide food and nutrition assistance and deliver services to the Government and humanitarian partners. The interim country strategic plan (ICSP) for January–December 2021 builds on achievements under the LEO while working to increase the resilience of smallholder farmers and promote sustainable, efficient and inclusive food systems.
2. The transition from the LEO to the ICSP in January 2021 enabled WFP to respond to growing needs while enhancing the alignment of its work with government priorities. WFP has reinforced its supply chain capacity through the port of Lomé and has strengthened its expertise in shock-responsive operations and social protection initiatives through the implementation of emergency food assistance and local food purchases. WFP provides capacity strengthening support for the government-owned school feeding programme and for food systems that aims to promote links between smallholder farmer organizations and school canteens.
3. In January 2021, the Government replaced the national development plan for 2018–2022 with a government roadmap for 2020–2025. The United Nations country team will extend the period covered by the current United Nations sustainable development cooperation framework (UNSDCF) from its current end date of 2022 to 2025, thereby aligning the UNSDCF cycle with that of the new roadmap.
4. Given the demonstrated continued need for WFP's presence in Togo and the relevance of its programmes, WFP is committed to shifting to long-term strategic planning in harmony with the government roadmap and United Nations programme cycles. For this purpose, WFP is seeking to extend the current ICSP by six months, to June 2022. The additional time will enable WFP to pursue in-depth strategic discussions through a multisectoral ministerial committee set up by the Ministry of Agriculture, Livestock and Rural Development with a view to identifying potential strategic outcomes and results based on the Government's revised national priorities and WFP's comparative advantages. Following these strategic consultations, WFP will complete programmatic and strategic adjustments that reflect discussions with the Government and partners and ensure that a CSP for Togo (covering the period from July 2022 to December 2025) is fully aligned with relevant national priorities and the UNSDCF.
5. The proposed extension does not involve any programmatic changes, but WFP plans to expand its crisis response-related food assistance to an additional 10,000 beneficiaries affected by floods, based on the latest data. Specifically, the March 2021 *cadre harmonisé* (CH) exercise revealed that 1,011,628 people are at risk of food insecurity (CH phase 2) and that 237,934 people are already food-insecure (CH phase 3) and will require humanitarian assistance. The national multi-risk contingency plan estimates that between January and June, about 10,000 people are in acute need of emergency food assistance in areas affected by recurrent floods, particularly in the prefectures of Bas-Mono, Lacs, Yoto and Vo in Maritime Region, the prefectures of Kéran, Binah, Assoli and Doufelgou in Kara Region, and the prefectures of Cinkassé, Tône, Kpendjal and Tandjoare in Savannah Region.

## Changes

6. The proposed ICSP revision does not involve changes in the strategic orientation of the ICSP.

## **Strategic outcomes**

7. *Strategic outcome 1:* The crisis response caseload will increase by 10,000 beneficiaries, who will be assisted in the first half of 2022. At the same time, WFP will continue to engage with the Government to identify institutional capacity strengthening needs, focusing on social protection and emergency preparedness. This engagement will be translated into a clear strategy for strengthening policy and systems, which will be incorporated into the CSP.
8. *Strategic outcome 2:* WFP will continue to support smallholder farmers through technical assistance and to facilitate the establishment of 50 school gardens. WFP will help to promote the introduction and development of a value chain for nutritious foods that includes food processing, diversification, fortification and coordination of partners' work in support of smallholder farmers.
9. *Strategic outcome 3:* Activities under this strategic outcome will be maintained at their current levels as outlined in the ICSP document.

## **Targeting approach and beneficiary analysis**

10. Under strategic outcome 1, WFP's interventions will serve an additional 10,000 beneficiaries affected by floods, who require emergency assistance, while continuing assistance for vulnerable people affected by crisis, including internally displaced persons, pregnant and lactating women and girls, and children age 6–23 months. The planned beneficiary numbers are based on the most likely scenario in the United Nations inter-agency contingency plan. WFP and its partners will continue to regularly assess the need for immediate response.
11. Under strategic outcome 2 WFP will target as indirect beneficiaries 27 smallholder farmer organizations (of both producers and processors) identified jointly with the Ministry of Agriculture, Livestock and Rural Development as being in close proximity to nine community-based schools. Training will focus on the provision of high-quality local food for school canteens. In addition, 50 primary schools in five regions of Togo will pilot vegetable garden projects focused on learning about agricultural practices and the diversification of local nutritious food production for school meals.
12. Targeting will continue to be based on geographic area, seasonality, age and gender. Analyses will be conducted to ensure that women, men, girls and boys benefit equitably from WFP's interventions and will track progress on gender equality and women's empowerment

## **Transfer modalities**

13. The transfer modality for the new beneficiaries under strategic outcome 1 will be in-kind food. The transfer modality for strategic outcome 2 – capacity strengthening – will remain unchanged.

## **Partnerships**

14. WFP and the Ministry of Agriculture, Livestock and Rural Development have established a multisectoral committee for discussing strategic food and nutrition security initiatives.
15. WFP is collaborating with the United Nations Population Fund, the United Nations Development Programme and the World Bank on the development of joint programmes for gender empowerment, school health and nutrition and supply chain responses to the COVID-19 pandemic.

## **Country office capacity**

16. The country office is recruiting additional staff to strengthen its capacity to implement the ICSP. New appointments will include a logistics officer, a finance officer, a human resources

assistant and national and international consultants providing technical expertise in food systems, value chain analysis, food technology and integrated school gardens.

### ***Supply chain challenges***

17. The country office will build on the lessons learned in local food procurement during implementation of the LEO. Commodities such as maize and beans will be purchased from farmer organizations and the national food security agency. Vegetable oil and Super Cereal will be purchased through the Global Commodity Management Facility and iodized salt will be sourced from within the region. WFP will continue to use the port of Lomé for the receipt and management of food transport to the hinterland countries in the Sahel region.

### ***Monitoring and evaluation***

18. WFP will support and strengthen the monitoring and reporting tools and structures of the Ministry of Security and Civil Protection and the Ministry of Health, Public Hygiene and Universal Access to Care at the central and decentralized levels by providing equipment for and training in rapid emergency assessments. WFP will also assist the Ministry of Agriculture, Livestock and Rural Development in reinforcing the monitoring of food, nutrition and market prices. Post-distribution monitoring will be conducted to inform the assessment of outcomes and cross-cutting results. Given that the present ICSP revision covers an extension of only six months, the decision to not conduct an evaluation will remain unchanged. An evaluation of the CSP will be undertaken at some point and will also cover the LEO.

### ***Accountability to affected populations, protection risks and restrictions related to gender and disability***

19. To mitigate risks related to gender inequality and ensure adequate accountability to beneficiaries, WFP will maintain the use of the complaint and feedback mechanism put in place under the LEO.

### ***Proposed handover strategy***

20. In February 2021, the Ministry of Agriculture, Livestock and Rural Development and the country office established a multi-sector committee through which stakeholders – including representatives of central and decentralized government ministries, United Nations agencies, partner non-governmental organizations and private sector entities – discuss strategic needs related to food and nutrition security interventions. The committee will enable WFP to shift to a CSP planning cycle and maintain a regular dialogue with the Government and other stakeholders to identify the right balance of direct and upstream support. It will also work to develop a gradual handover strategy.

## **Risk management**

### ***Strategic risks***

21. Obtaining sufficient funding for the additional period and increased needs will be a challenge. WFP will continue to implement its resource mobilization strategy directed to key donors present in the country, including the governments of Canada, China, France, Germany, Switzerland and the Directorate-General for International Partnerships of the European Union, as well as its strategy for joint engagement with international financial institutions and the Government.

### ***Operational risks***

22. The operational risks remain the same as described in the original ICSP document.

### ***Fiduciary risks***

23. The exposure of WFP staff to COVID-19 in the course of their duties poses a fiduciary risk. WFP country office management has undertaken discussions with the office of the Resident Coordinator and the Government on making COVID-19 vaccines available to WFP staff and their dependants.

### ***Financial risks***

24. Financial risks remain the same as described in the original ICSP document.

### **Beneficiary analysis**

<b>TABLE 1: DIRECT BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY AND MODALITY</b>							
<b>Strategic outcome</b>	<b>Activity and modality</b>	<b>Period</b>	<b>Women (18+ years)</b>	<b>Men (18+ years)</b>	<b>Girls (0-18 years)</b>	<b>Boys (0-18 years)</b>	<b>Total</b>
1: Crisis-affected populations in targeted areas are able to meet their basic food and nutrition needs during and in the aftermath of a crisis	1: Provide food and nutrition assistance to crisis-affected populations and strengthen the capacity of and coordination among national partners for emergency preparedness and response – general food distribution (in-kind)	Current	2 200	1 200	3 800	2 800	<b>10 000</b>
		Increase	2 050	1 350	3 600	3 000	<b>10 000</b>
		Revised	4 250	2 550	7 400	5 800	<b>20 000</b>
	1: General food distribution (cash-based transfers)	Current	50 490	48 510	26 010	24 990	<b>150 000</b>
		Increase	0	0	0	0	<b>0</b>
		Revised	50 490	48 510	26 010	24 990	<b>150 000</b>
	1: Supplementary feeding	Current	400	n/a	350	250	<b>1 000</b>
		Increase	600	n/a	450	350	<b>1 400</b>
		Revised	1 000	n/a	800	600	<b>2 400</b>
	<b>Total (without overlap)</b>	<b>Current</b>	<b>52 690</b>	<b>49 710</b>	<b>29 810</b>	<b>27 790</b>	<b>160 000</b>
		<b>Increase</b>	<b>2 050</b>	<b>1 350</b>	<b>3 600</b>	<b>3 000</b>	<b>10 000</b>
		<b>Revised</b>	<b>54 740</b>	<b>51 060</b>	<b>33 410</b>	<b>30 790</b>	<b>170 000</b>

## Transfers

	Strategic outcome 1		
	Activity 1		
Beneficiary type	Internally displaced persons and refugees	Pregnant and lactating women and girls	Children age 6–23 months
Modality	Food		
Cereals (white maize)	350		
White beans	100		
Vegetable oil	35		
Iodized salt	5		
Super Cereal with sugar	50	100	
Super Cereal Plus			200
Micronutrient powder			
Total kcal/day	2 100	381	787
% kcal from protein	10.8	16.3	32.6
Number of feeding days per year	90	90	90

Food type/cash-based transfers	Current budget		Increase		Revised budget	
	Total (mt)	Total (USD)	Total (mt)	Total (USD)	Total (mt)	Total (USD)
Cereals (white maize)	315.00	99 540	315.00	161 280	630	260 820
White beans	90.00	36 000	90.00	197 280	180	233 280
Vegetable oil	31.50	29 925	31.50	37 751	63	67 676
Mixed and blended foods	57.60	55 845	57.60	54 549	115	110 394
Iodized salt	4.50	788	4.50	130	9	918
<b>Total (food)</b>	<b>498.60</b>	<b>222 098</b>	<b>498.60</b>	<b>450 989</b>	<b>997</b>	<b>673 087</b>
Cash-based transfers		1 575 000		94 500		1 669 500
<b>Total (food and cash-based transfer value)</b>	<b>498.60</b>	<b>1 797 098</b>	<b>498.60</b>	<b>545 489</b>	<b>997</b>	<b>2 342 587</b>

## Cost breakdown

	Strategic Result 1/ SDG Target 2.1	Strategic Result 4/ SDG Target 2.4	Strategic Result 8/ SDG Target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	
<b>Focus area</b>	<b>Crisis response</b>	<b>Resilience building</b>	<b>Crisis response</b>	
Transfers	892 299	551 630		<b>1 443 929</b>
Implementation	467 447	144 635		<b>612 082</b>
Adjusted direct support costs				<b>216 424</b>
<b>Subtotal</b>				<b>2 272 435</b>
Indirect support costs (6.5 percent)				<b>148 321</b>
<b>Total</b>				<b>2 420 756</b>

Abbreviation: SDG = Sustainable Development Goal.

	Strategic Result 1/ SDG Target 2.1	Strategic Result 4/ SDG Target 2.4	Strategic Result 8/ SDG Target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	
<b>Focus area</b>	<b>Crisis response</b>	<b>Resilience building</b>	<b>Crisis response</b>	
Transfers	2 983 775	754 901	455 520	<b>4 194 196</b>
Implementation	519 947	246 455	20 000	<b>786 402</b>
Adjusted direct support costs	396 690	133 777	49 727	<b>580 194</b>
<b>Subtotal</b>	<b>3 900 412</b>	<b>1 135 133</b>	<b>525 247</b>	<b>5 560 792</b>
Indirect support costs (6.5 percent)	253 527	73 784	0	<b>327 310</b>
<b>Total</b>	<b>4 153 939</b>	<b>1 208 917</b>	<b>525 247</b>	<b>5 888 103</b>