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Operational matters – Country strategic plans

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## Togo country strategic plan (2022–2026)

Duration	1 July 2022–31 December 2026
Total cost to WFP	USD 17,653,978
Gender and age marker*	3

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

### Executive summary

Togo has made progress towards the Sustainable Development Goals, most notably with respect to access to primary education. Poverty, food insecurity and malnutrition have worsened in the last few years, however: most rural people are food-insecure and an estimated 500,000 people in the country will be food-insecure in 2022, with another 1,400,000 people at risk of food insecurity.

Food and nutrition insecurity in Togo is mostly linked to structural factors, including widespread poverty, low agricultural productivity, population growth, land and environmental degradation and gender inequality in access to resources. Limited access to nutritious food is exacerbated by a lack of reliable information on agricultural markets and cyclical climate shocks. The coronavirus disease 2019 pandemic and its contingency measures have added even more challenges for vulnerable populations.

These factors are compounded by the geographic expansion of the armed conflict in the Sahel region, which is increasingly affecting coastal countries. The increasing number of security incidents in northern Togo is likely to lead to further internal displacements and an influx of asylum seekers.

#### 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)

In response to these challenges, the Togolese Government developed the *Feuille de route gouvernementale Togo 2025*, a road map that serves as the primary framework for integrated, equitable and inclusive development programming. The road map's three strategic axes define the prioritized drivers of growth and social welfare, including access to quality education, increased employment opportunities, support for smallholder farmers, transformation of Togo into a regional logistical hub and strengthening of emergency preparedness.

WFP will support the Government in reaching its objectives through investments in the sectors most relevant to Sustainable Development Goal 2. There will be a strong focus on ensuring access to basic food and nutrition for crisis-affected populations. In parallel, WFP will support community resilience, children's health and education and smallholder farmer livelihoods through the addition of a homegrown component to the existing national school feeding programme.

To ensure both programme sustainability and continuity in the face of government financial and capacity constraints, the country strategic plan for 2022–2026 combines direct implementation and strategic country capacity strengthening. Where government systems are already in place, activities under the country strategic plan will be aimed at strengthening them. WFP and its United Nations partners will continue to harmonize their work under the United Nations sustainable development cooperation framework for 2023–2026 currently being developed.

The country strategic plan positions WFP as an enabler of the Government through direct operational support, technical assistance and government system strengthening that contribute to a sustainable path towards increased resilience and food and nutrition security. WFP will play its role through the delivery of three strategic outcomes:

- Strategic outcome 1 will focus on supporting access to basic food and nutrition for crisis-affected populations.
- Strategic outcome 2 will build on existing government systems to strengthen the livelihoods and resilience of smallholder farmers and children by adding a homegrown component to the national school feeding programme.
- Strategic outcome 3 will help ensure that government entities and humanitarian and development partners in Togo have access to efficient services and technical assistance over the term of the country strategic plan.

### **Draft decision\***

The Board approves the Togo country strategic plan (2022–2026) (WFP/EB.A/2022/8-A/4) at a total cost to WFP of USD 17,653,978.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

## 1. Country analysis

### 1.1 Country context

1. Togo is a low-income, food-deficit West African country with the Gulf of Guinea to the south and shared borders with Benin to the east, Burkina Faso to the north and Ghana to the west. Togo has an estimated population of 7.86 million people, of whom 40.4 percent are under 15 years of age and 14.6 percent are under 5. Although most people still live in rural areas, the country is rapidly urbanizing (43.5 percent in 2019 versus 40.1 percent in 2017).<sup>1</sup>
2. The 2020 Human Development Index ranked Togo 167th of 189 countries. Togo's Gender Inequality Index score is 0.573, placing it 145th of 162 countries. Togo scores low (0.43) on the World Bank's Human Capital Index, indicating that Togolese children will only attain 43 percent of their potential productivity, due to poor health, nutrition and education.
3. The extreme poverty rate fell from 53.5 percent in 2017 to 45.5 percent in 2019<sup>2</sup> but remains twice as high in rural areas (58.8 percent) as in urban areas (26.5 percent). In the northern Savanes and Kara regions, 69 percent of households live below the poverty line. Poverty rates are marginally higher in households headed by women than in households headed by men (57.5 percent versus 55 percent in 2015).
4. Political tensions have persisted in Togo since the last presidential elections, in 2020, and have intensified due to coronavirus disease 2019 (COVID-19) and the socioeconomic impact of the related restrictions. While average annual gross domestic product (GDP) growth was 5 percent in the decade preceding the COVID-19 outbreak, it was not inclusive, producing an annual decline of just 0.3 percent in poverty rates. GDP growth slowed to 0.4 percent in 2020, while other economic factors, such as a rise in the prices of services and goods, including staple foods, had a strong negative impact on livelihoods.<sup>3</sup>
5. Togo ranked 89th of 116 countries in the 2021 Global Hunger Index, with 16.1 percent of the population experiencing suffering from undernourishment. Approximately 24 percent of children under 5 experience chronic malnutrition, a figure that rises to 43 percent in the Savanes region, where arid soil and inconsistent weather patterns reduce agricultural yields. According to the cadre harmonisé of November 2021, 411,000 Togolese were food-insecure (Integrated Food Security Phase Classification (IPC) phases 3 and 4) in the period from October to December 2021, with 1,188,000 people at risk of being food-insecure by the end of 2021 and 1,400,000 people at risk in the period from June to August 2022. Compared to 2020, that represents a 302 percent year-over-year increase for October to December 2021 and another 136 percent increase for June to August 2022.
6. Agriculture in Togo accounted for the livelihoods of 32 percent of the population in 2017 (37 percent of men and 26 percent of women), having declined from 43 percent over the previous 10 years.<sup>4</sup> Agriculture currently accounts for 18 percent of Togo's GDP, a sharp decline from 29 percent over the previous 10 years.<sup>5</sup> Recurrent shocks, mainly flooding, drought and violent winds, typically occur between June and October, depending on the agroecological zone. Long dry spells occur most frequently in the northern Kara and Savanes regions, where temperatures exceed 40°C, with direct environmental impacts such as soil degradation and biodiversity loss. The average annual temperature has increased by 1.1°C

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<sup>1</sup> Togo Institut national de la statistique et des études économiques et démographiques. 2015. *Perspectives démographiques du Togo 2011-2031*.

<sup>2</sup> *Ibid.*

<sup>3</sup> African Development Bank Group. *Togo Economic Outlook*.

<sup>4</sup> International Labour Organization. *ILOSTAT Country profiles*.

<sup>5</sup> International Monetary Fund. 2020. *Togo: Sixth Review under the Extended Credit Facility Arrangement and Request for Augmentation of Access-Press Release; Staff Report; and Statement by the Executive Director for Togo*.

since 1960, an average rate of 0.24°C per decade. The rate of increase has been most rapid in the northern regions, at 0.31°C per decade for the period from April to June.<sup>6</sup>

7. The Savanes region of Togo, bordering the eastern and central-eastern regions of Burkina Faso, is facing an upsurge in attacks attributed to non-State armed groups active in the Sahel. Even though the Togolese Government has adopted several measures, including the creation of the Interministerial Committee for the Prevention and Fight against Violent Extremism in May 2019, further attacks can be expected from the Sahel. The violence increasingly targets civilians, leading to displacements and compromised livelihoods. Trends in regional displacement indicate that refugees may soon begin arriving in northern Togo, which poses risks for WFP's critical supply chain corridor to the Sahel and may increase humanitarian needs. Regional insecurity and violence against civilians are an operational risk, potentially hampering vulnerable populations' access to food and hindering WFP beneficiaries' access to assistance and services.
8. During the 2016–2017 school year, primary school enrolment was 93.8 percent among children age 6–11 (94.0 percent for boys and 93.6 percent for girls) and the completion rate was 93.6 percent (94.6 percent for boys and 92.6 percent for girls).<sup>7</sup> The national education data do not clearly reflect significant disparities linked to gender, parental income, place of residence and region. Additional concerns include significant deficits of safe drinking water and sanitation facilities in schools, as well as protection concerns related to child labour, early marriage and the use of violent discipline. The adult literacy rate was 63.7 percent in 2020, with a large disparity between women (41 percent) and men (77 percent).<sup>8</sup> In 2017, 28 percent of adolescent girls did not attend school. The Human Capital Index measure includes 9.7 expected years of schooling, adjusted to 6 years when learning outcomes are included.
9. In 2008, the Government abolished school fees in public primary schools and, with financial and technical support from the World Bank and WFP, established a national school feeding programme to improve school performance and enhance food security. Currently, the programme only covers 9 percent of schools in the country. In June 2020, the National Assembly unanimously approved a school feeding law based on the right to food and the importance of healthy diets for every child. The law is aligned with the national strategy to eliminate hunger and reduce poverty and the national development plan for 2018–2022. WFP provided technical assistance for the development of the law.

## 1.2 Progress towards the 2030 Agenda for Sustainable Development

10. Following the adoption of the 17 Sustainable Development Goals (SDGs) in 2015, Togo began integrating the 2030 Agenda for Sustainable Development into its national plans.<sup>9</sup> In response to the COVID-19 pandemic, the Government developed the *Feuille de route gouvernementale Togo 2025* (Togo 2025), which lays out an integrated road map for national development through three strategic axes. The road map has a strong focus on social protection and human capital.

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<sup>6</sup> World Bank Group. [Climate Change Knowledge Portal: Togo](#).

<sup>7</sup> Completion rates for girls remained significantly lower in rural areas (e.g. 83.5 percent in the Savanes region).

<sup>8</sup> Government of Togo, Ministry of Primary and Secondary Education and Vocational Training. 2018. *Annuaire National des Statistiques Scolaires 2016–2017*. This data relates to girls and boys over 15 years of age and men and women. (Not available online.)

<sup>9</sup> Government of Togo. 2016. [Rapport sur l'état d'avancement de l'intégration des objectifs de développement durable dans les instruments nationaux de planification du développement](#).

### 1.3 Hunger gaps and challenges

11. The zero hunger strategic review conducted in 2018 indicated that a holistic approach based on sustainable national food systems is critical to addressing persistent hunger gaps in Togo. In particular, the review highlighted two major systemic challenges: insufficient organization of the value chains for food crops; and poor regulatory frameworks. The recommendations stemming from the review called for increased focus on strengthened government capacity, a robust integrated school feeding programme and support for smallholder farmer associations.
12. Nationwide, chronic malnutrition among children under 5 dropped from 29.8 percent in 2010 to 23.8 percent in 2017.<sup>10</sup> Stunting, the most common indicator of chronic malnutrition, affects more boys (26.2 percent) than girls (21.3 percent), with higher rates in rural areas (29.7 percent) than in urban areas (14.2 percent) and higher rates among the poorest population groups (33.2 percent) than among the wealthiest (10.9 percent).
13. Although Togo reports a surplus of food production, most rural people are food-insecure. In 2022, an estimated 500,000 people will not have sufficient access to food.<sup>11</sup>
14. In addition, national budget allocations for agriculture remain below the recommended level of 10 percent<sup>12</sup> and credit, insurance and financial services are underdeveloped, with limited access for smallholder farmers.

## 2. Strategic implications for WFP

### 2.1 Achievements, lessons learned and strategic changes for WFP

15. Following the 2020 presidential elections, the new Government updated the national development plan for 2018–2022 in the light of the socioeconomic impact of COVID-19 to produce Togo 2025, highlighting social inclusion and access to social services as the Government's key priority and the agricultural sector as the key driver of economic growth and development.
16. At the same time, the Government has increasingly expressed a strong need for WFP's presence and support in addressing challenges and emergencies in the short term and strengthening national and local systems over the long term.
17. WFP Togo country office conducted a decentralized evaluation of institutional capacity strengthening for the national school feeding programme over the period 2016–2018. The evaluation highlights WFP's contribution to implementation of the recommendations stemming from the SABER<sup>13</sup> exercise conducted in 2016, as well as remaining key gaps. Strategic outcome 2 of this CSP draws on the evaluation recommendations and will support the development of a sustainable and inclusive national school feeding programme.
18. In addition, the Government specifically requested WFP support in integrating smallholder production into sustainable food systems through its pre-existing school feeding and value chain optimization programming. Strategic outcome 2 will simultaneously support the strengthening of supply (by providing capacity strengthening support to smallholder farmers) and the linking of that supply to demand (school meals) for local diversified food products.

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<sup>10</sup> United Nations Children's Fund. [Multiple Indicator Cluster Surveys \(MICS\) 2017](#).

<sup>11</sup> The food crisis prevention network. [Food and nutrition situation: Togo \(cadre harmonisé\)](#).

<sup>12</sup> African Union Assembly. 2003. [Declaration on Agriculture and Food Security in Africa](#).

<sup>13</sup> Systems Approach for Better Education Results (SABER) is a World Bank initiative to produce comparative data and knowledge on education policies and institutions with the aim of helping countries systematically strengthen their education systems and the ultimate goal of promoting "learning for all".

19. The Government's objective of positioning Lomé as a regional logistics hub increases the relevance of strategic outcome 3, which is a vehicle not only for providing key logistical services but also for transferring WFP's expertise and knowledge in order to strengthen national capacity.

## **2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks**

20. This CSP is fully aligned with Togo 2025, which is the main framework for the Government's national development strategy.<sup>14</sup>

21. The Togo common country analysis, which will feed into the formulation of the United Nations sustainable development cooperation framework for 2023–2026 (UNSDCF) that is expected to be finalized by June 2022, was drafted in November 2021 and already establishes strong links with the Togo 2025 strategic axes. The present CSP is strongly aligned with the priority areas identified in the common country analysis (SDGs 1–5 and SDG 17), which will in turn align with the pillars of the UNSDCF.

22. In addition, the Government, with support from United Nations entities, has designed an integrated national disaster reduction strategy and an operational contingency plan.

23. In Togo 2025, the Government has outlined an ambitious plan to accelerate efforts and investment in systems-strengthening and operationalization of adopted policies. This CSP is directly aligned with the reforms and projects described in Togo 2025, with a strong focus on strengthening national capabilities. Specifically:

- Strategic outcome 2 is aligned with strategic axis 2, which aims to increase employment opportunities, focusing on smallholder farmers.
- Strategic outcome 3 is aligned with strategic axis 2, which also aims to transform Togo into the logistical hub for the West Africa Region.
- Strategic outcome 2 is aligned with strategic axis 1, which prioritizes access to education.
- Strategic outcomes 1 and 2 are aligned with strategic axis 3, which focuses on emergency preparedness and improved livelihoods.

## **2.3 Engagement with key stakeholders**

24. In preparing the CSP, the country office consulted stakeholders in Togo on strategic priorities and common entry points, complementarities, and joint programmes. The consultations deepened understanding of WFP's role in Togo and facilitated the identification of areas of focus for the CSP.

25. The draft CSP vision and line of sight were presented to government institutions, international financial institutions and United Nations entities in September 2021. The stakeholders commended the content of the CSP, including for its clear alignment with national priorities.

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<sup>14</sup> Alignment is described in paragraph 13 of this document.

### 3. WFP strategic portfolio

#### 3.1 Direction, focus and intended impacts

26. Building on the achievements of the 2021 interim country strategic plan (ICSP) for Togo, WFP will leverage its global expertise and reinforce its national position as a key enabler in emergency preparedness and response, sustainable, inclusive home-grown school feeding (HGSF) and logistics services, as described below:
- *Emergency preparedness and response.* WFP will provide support for existing national mechanisms, including in contingency planning and emergency preparedness and response, to meet the basic food and nutrition needs of vulnerable people in targeted areas during and after crises (strategic outcome 1).
  - *Linkage of sustainable and inclusive food systems to the HGSF programme.* WFP will implement a combination of institutional and individual capacity strengthening activities aimed at increasing the capacity of the Government and local communities to support smallholder farmers in reducing post-harvest losses and accessing markets by linking them to the national school feeding programme (strategic outcome 2). The Government envisions testing and scaling up an HGSF model co-designed with WFP. A pilot will be implemented in 100 schools to facilitate the operationalization of the HGSF model through a structured capacity strengthening package.
  - *Improved access to markets and data.* Support will be provided to enhance smallholder access to markets, mainly through school canteens (strategic outcome 2) and the effective integration of food and nutrition indicators into national early warning systems (strategic outcome 2).
  - *Access to essential on-demand services.* Strategic outcome 3 is designed to contribute to the continuity of critical logistics services and technical assistance provided to the government and humanitarian partners during the response to the COVID-19 pandemic.

#### 3.2 Strategic outcomes, focus areas, expected outputs and key activities

##### ***Strategic outcome 1: Crisis affected populations in targeted areas have access to basic food and nutrition during and in the aftermath of crises***

27. This strategic outcome contributes to WFP Strategic Result 1 and SDG target 2.1 through the provision of food and nutrition assistance to vulnerable populations during and in the aftermath of shocks and the strengthening of national emergency preparedness and response capacity through the Ministry of Security and Civil Protection.
28. WFP will provide adequate life-saving food assistance to populations affected by crises in targeted areas; conduct rapid needs assessments, including gender and protection risks analysis, planning, training and monitoring, to better anticipate tailored needs and facilitate timely responses; and enhance capacity of and coordination among national partners to ensure safe and adequate access to food and nutrition by affected populations.

##### ***Focus area***

29. Strategic outcome 1 is focused on crisis response.

##### ***Alignment with national priorities***

30. Strategic outcome 1 leverages WFP's leadership and capacity in emergency preparedness and response. WFP will provide food assistance to vulnerable populations, including food-insecure residents, internally displaced people and refugees, to meet their basic food and nutrition needs during and in the aftermath of crises. By among other things providing technical support for the national multisector disaster risk management platform, WFP will

work to ensure the readiness of its implementing partners to respond to emergency needs in a timely and efficient manner.

31. Strategic outcome 1 is aligned with strategic axis 1 of Togo 2025 and will contribute to priority 3 of the UNSDCF (human development and access to adequate social services). The common country analysis highlights the need to reinforce social safety net initiatives to reduce the impact of COVID-19 on vulnerable populations and support food supply chain mechanisms.

### **Expected outputs**

32. Strategic outcome 1 will be achieved through two outputs:
- 1.1 Populations affected by crisis (tier 1) benefit from adequate transfers to cover their immediate food and nutrition needs.
  - 1.2 Populations affected by crisis (tier 3) benefit from strengthened systems and capacities of the Government and partners to prepare for and respond to crises.

### **Key activity**

*Activity 1: Provide unconditional support to populations affected by crisis and strengthen systems for crisis preparedness and response*

33. Working with key national actors, WFP aims to help national emergency partners to better understand, prepare for and respond to crises, including by adapting to internal displacement and any influx of refugees, and to provide basic food and nutrition assistance services to crisis affected populations. Through activity 1, WFP will:
- provide in-kind food, cash-based transfers (CBTs) and nutrition assistance tailored to the needs of vulnerable groups (children, pregnant and lactating women and girls, people living with HIV and others) during and in the aftermath of crises;
  - coordinate food distribution – from procurement and screening to transport – with the Government and cooperating partners: WFP will conduct relevant analyses, including market functionality and price monitoring surveys, to inform its choice of transfer modality (general food distribution or CBTs) and its mapping of affected populations, which will be based on the findings of gender-sensitive assessments conducted jointly with the Government;
  - strengthen national emergency preparedness and response capacities and systems, including for transport and warehouse management; and
  - improve existing complaint and feedback mechanisms, expand their geographical coverage and put in place a hotline and text messaging as additional feedback channels.

### **Partnerships**

34. WFP's strategic partner will be the national civil protection agency (*Agence nationale de la protection civile*, or ANPC), which is responsible for coordinating the national multisector disaster risk management platform and the activities of humanitarian actors in emergency preparedness and response operations. WFP has established a memorandum of understanding with the Ministry of Security and Civil Protection that outlines the respective responsibilities of stakeholders at the central and decentralized levels. Signatories to the memorandum of understanding include the Ministry of Social Action, Promotion of Women and Literacy and the Ministry of Health, Public Hygiene and Universal Access to Health Care.
35. WFP will train staff of the ANPC, the Togolese Red Cross, local non-governmental organizations (NGOs) and other national and United Nations humanitarian entities to strengthen their crisis preparedness and response capacity.



36. For CBTs, WFP will conduct a financial service provider capability assessment to select a qualified partner.

### **Assumptions**

37. The following assumptions must hold true for strategic outcome 1 to be achieved:
- National partners have the capacity to appropriately target populations affected by crises.
  - National partners have the physical and technical capacity to transfer food and cash.

### **Transition/handover strategy**

38. Under strategic outcome 1, WFP will promote the strengthening of emergency preparedness and response mechanisms and the capacity of emergency actors at the national, decentralized and community levels. WFP will strengthen partnerships and consider gradually expanding capacity strengthening activities in Togo to support initiatives for the development of an inclusive social protection system.

### **Strategic outcome 2: Targeted communities in Togo, with a focus on smallholder farmers and children, have strengthened livelihoods and are resilient to shocks**

39. Strategic outcome 2 is focused on building national systems and resilience at the community level. An integrated package of activities will be carried out in targeted communities to strengthen local economies and food systems based on an HGFSF model. The school feeding programme will increase demand for local production of diverse high-quality food (including through school gardens) and the need for effective and efficient linkages between smallholders, other value chain actors and schools. The approach will be tested in rural and urban settings. Complementarity with partner and government projects (such as rural electrification) will create synergies and potentially increase the impact of the activities.
40. This strategic outcome supports the development of food systems that increase the resilience of women and men smallholders and their capacity to access markets equitably and better manage and enhance production. Beneficiary smallholder farmer organizations include both food producers and food processors. School feeding programmes can act as pilot entry-level markets for smallholder farmers.
41. To achieve this outcome, WFP will collaborate with the Ministry of Agriculture, Livestock and Rural Development and the Ministry of Grassroots Development, Youth and Youth Employment to support smallholder farmers through technical assistance and will participate in monitoring the effects of the assistance on beneficiaries. WFP will collaborate with the Government's risk-sharing-based agricultural incentive financing mechanism, which facilitates farmer organizations' access to financial services and financial inclusion benefits.
42. The local community approach will serve as a pilot for the scale-up of the HGFSF model to the national level. Leveraging its operational expertise in school feeding, WFP will support the Government in the design and implementation of an HGFSF model as a subset of a larger country capacity strengthening strategy. The HGFSF model will be piloted in 100 schools in two stages (50 in the north followed by 50 in the south). The schools will be identified by WFP jointly with the Ministry of Grassroots Development, Youth and Youth Employment and the Ministry of Primary, Secondary, Technical and Craft Education, based on vulnerability to food insecurity and community engagement indicators. Following the pilot, the Government will expand HGFSF to all schools currently covered by the national school feeding programme and subsequently to new schools.
43. Using the HGFSF model as a vehicle, WFP will work together with the Government to identify capacity strengthening needs in specific areas considered crucial for successful service delivery. Lessons learned from the model will inform a scale-up plan that includes the policy

engagement, advocacy, technical assistance, capacity strengthening and partnerships required to strengthen the national school feeding programme. As part of the HGSF model and subsequent scale-up, WFP will work with the Government and partners to implement an integrated package of school health and nutrition activities that support healthy diets, good nutrition and health throughout the vulnerable period of the first 8,000 days of life and gender-transformative initiatives that address gender inequality in access to education. This will be achieved in consultation with the Government and will incorporate the findings of national exercises, including a “Healthy SABER” exercise.<sup>15</sup>

### **Focus area**

44. Strategic outcome 2 is focused on resilience building.

### **Alignment with national priorities**

45. The government-run national school feeding programme is currently in place in 475 public primary schools, serving a daily meal to approximately 100,000 children, or 9 percent of the country’s schoolchildren; the Government aims to increase this number to 17 percent by 2025. The school feeding law adopted in July 2020 stipulates that the national school feeding programme should incorporate a home-grown component, which has been challenging. The Government therefore faces a double imperative of expanding programme coverage and introducing a home-grown component. Strategic outcome 2 is designed to support the Government in achieving that.

46. Furthermore, with reference to SDG target 2.4, strategic outcome 2 will enhance smallholder farmer capacity to manage value chains through food processing, storage and quality control. This will contribute to expanding job opportunities and entrepreneurial initiatives. This strategic outcome is thus aligned with the expected outputs of priorities 2 and 4 of the UNSDCF (sustainable management of the environment and natural resources) and strategic axis 3 of Togo 2025.

### **Expected outputs**

47. Strategic outcome 2 will be achieved through two outputs linked to activity 2 and two outputs linked to activity 3:

- 2.1 Targeted communities (tier 3) benefit from strengthened national capacity to manage sustainable food systems anchored in a school feeding model based on local smallholder production and local food transformation and fortification to be tested through a pilot.
- 2.2 Children in targeted rural and urban communities (tier 1) benefit from locally sourced and nutritious school meals, including through school gardens, on a pilot basis.
- 3.1 Smallholder farmers (tier 1), especially through their organizations, and value chain actors in targeted communities in Togo have reduced post-harvest losses and strengthened links to markets, including through local school feeding, digital platforms and e-commerce, and increase their revenue and participation in food system value chains.
- 3.2 Vulnerable populations, including smallholder farmers (tier 3), benefit from integrated early warning systems and improved capacity and policies for food security, quality and nutrition.

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<sup>15</sup> Planned for the first quarter of 2022. Recognizing that the health and well-being of children are critical to education, SABER includes separate surveys on school health and school feeding.

## **Key activities**

### *Activity 2: Provide technical support for the development of an integrated locally-sourced home-grown school feeding model*

48. WFP will pilot an HGSF model aimed at optimizing the national school feeding programme. WFP will work with the Ministry of Primary, Secondary, Technical and Craft Education to co-design the HGSF pilot, with the objective of testing and developing government systems for implementing HGSF in both rural and urban settings. The pilot will be designed taking gender and protection into account, based on an initial gender and protection analysis in the targeted communities. Finally, the pilot will provide the opportunity to promote consumption of nutritious foods, by addressing both production and demand. The elements of the process are as follows:
- The double imperative of expanding coverage and adding a home-grown component to the national school feeding programme provides an opportunity to test government systems for implementing HGSF in both rural and urban settings. WFP and the Government will therefore build on the Government's expansion plan to use the new schools to pilot the incorporation of a home-grown component, focusing mainly on supply chain and procurement of food from smallholder farmer organizations. Using the new schools to test and refine government systems will allow the Government to manage the risk of introducing a new approach and identify implementation barriers before committing resources to the scale-up of the model to the entire national programme.
  - The Government and WFP will identify the smallholder farmer organizations to be supported through activities to reduce post-harvest losses and improve access to HGSF markets using a 2020 map of smallholder farmer organizations operating within 5 kilometres of participating schools; this proximity will facilitate links between the organizations and the schools and the supply of nutritious and diverse foods to school canteens. It should be noted that in the schools using the HGSF model, community contributions to complement the meals will be encouraged. A local contract will be established between the smallholder farmer organizations and the schools to ensure an uninterrupted year-round supply of food to the schools. One of the goals of the pilot is to test effective ways for the Government to create functional and integrated partnerships with smallholder farmers around each school that could be used across the entire national school feeding programme.
  - Based on the map described above, the Government has requested WFP to pilot the HGSF model in a total of 100 schools: 50 in the north (Savanes and Kara regions) during the first three years of the CSP and another 50 in the south (Maritime, Plateaux and Centrale regions) during the last two years of the CSP. The two groups of schools will allow the model to be piloted in two different agro-ecological zones. In parallel, WFP will support the school meals initiative in the Golfe 3 municipality in Lomé.
  - As part of the pilot, WFP has signed a field-level agreement with the Institute for Technical Support Consulting (*Institut de conseil d'appui technique*) to train the smallholder farmer groups in how to best participate in the supply of food to schools. WFP will partner with the National Institute for Agricultural Training (*Institut national de formation agricole*) to design and establish small livestock units in each targeted school to improve animal protein intake.
  - The pilot will incorporate existing features of the national school feeding programme such as school feeding committees, which have been merged into public primary school management committees (*Comités de gestion des écoles primaires publiques*, or COGEPs). It should be noted that WFP has previously provided the COGEPs with training in food preparation, basic accountability, garden management, hygiene and

nutrition best practices, further strengthening the rationale that WFP is already in the position to support the Government's national school feeding programme.

- A decentralized mid-term evaluation of CSP implementation will be conducted and the findings will be used to further refine government procurement and HGSF management systems (including partnership and contract arrangements with local smallholder farmers), as well as to develop a clear plan for integrating the pilot-tested systems into the larger national school feeding programme.
49. Successful government implementation of the pilot programme will be facilitated by the following:
- The Ministry of Grassroots Development, Youth and Youth Employment has stated its intention to integrate WFP's capacity-building and the piloted HGSF model into the national school feeding programme, which it considers to be directly aligned with national priorities enshrined in the school feeding law.
  - A monitoring, evaluation and learning mechanism will be set up as part of the pilot design. It will include a clear identification of the government agencies responsible for specific components of the HGSF; a description of the capacity required to enable each identified government agency to carry out its role in delivering HGSF; and a rapid feedback system that allows findings from monitoring and evaluation to inform the capacity strengthening plan and course corrections as necessary. The decentralized evaluation of the HGSF pilot will also feed into this monitoring and evaluation and learning mechanism.
  - As key outputs of the pilot, WFP will produce guidance on developing manuals on school gardens management; the HGSF model; cooking, including menus; and nutrition and social and behaviour change.
  - In collaboration with the Ministry of Environment and Forest Resources, each beneficiary community will be encouraged to plant trees around the schools to support environmental protection using species suited to local reforestation. In addition, COGEPs will be supported, trained and encouraged to use sustainable fossil cooking fuel (ButanGas) in supported schools.
  - At the end of the pilot, a national multisectoral knowledge sharing and advocacy forum on school feeding will be held by WFP in collaboration with the three lead ministries (agriculture, grassroots development and education) to support the Government's engagement, ownership and way forward.

*Activity 3: Facilitate equitable access to markets at the national level and provide technical assistance to smallholder farmers and food value chain entities, including in the context of home-grown school feeding*

- 50. The resilience-focused strategic outcome 2 promotes efficient, inclusive and nutritious food systems and aims to increase the resilience of rural communities by building capacity for digital recordkeeping, storage, food processing and fortification and the reduction of post-harvest losses to improve smallholder access to profitable markets, including the school feeding programme.
- 51. WFP will develop guidance manuals on post-harvest loss reduction and food processing, storage, safety and quality preservation for use by smallholders and the COGEPs.
- 52. Smallholder farmers will be linked to schools in their communities to promote the purchase and use of local food in the national school feeding programme.

53. Lack of data on food systems in Togo is a key challenge for decision making on resilience building. At the Government's request, WFP will provide technical assistance to support the development of a data collection and information system for food systems:
- The Government, through the Ministry of Agriculture, Livestock and Rural Development, has requested WFP's support in the development of an e-commerce road map and warehouse management platform that enables virtual exchanges between smallholder farmers and buyers.
  - WFP will support the government's early warning system by providing information technology support for the platform and enable coordination between the United Nations and development partners.
  - WFP will conduct thorough food security and nutrition surveys twice a year and on an ad hoc basis throughout the life of the CSP. These surveys will feed into the regional cadre harmonisé exercise to inform decision making and policies on food security and nutrition.

### **Partnerships**

54. The country office is continuously engaging with the Government at the highest levels, including the Prime Minister and the ministers for education, agriculture, grassroots development and social action, as well as with international financial institutions (World Bank, Islamic Development Bank, International Monetary Fund, France Development Agency, African Development Bank), embassies (Brazil, Canada, France, Germany, Switzerland) and United Nations entities accredited in Togo (the United Nations Children's Fund, the World Health Organization, the United Nations Population Fund, the Food and Agriculture Organization of the United Nations and the United Nations Development Programme). WFP will collaborate with other United Nations entities to provide complementary services at schools to achieve a successful integrated HGSF model. The Food and Agriculture Organization of the United Nations will provide agricultural inputs for school gardens and the World Health Organization and the United Nations Children's Fund will provide technical support and information on nutrition, deworming, micronutrient supplementation and water, sanitation and hygiene, including social and behaviour change communication and training for schoolchildren, farmers, parents and teachers. The World Bank will play an important role in the Healthy SABER exercise and follow-up actions related to the national school feeding programme.
55. The main implementing partners under activity 2 will be the Ministry of Grassroots Development, Youth and Youth Employment through the National Agency for Support to Grassroots Development (*Agence nationale d'appui au développement à la base*), the government body that implements the national school feeding programme, and the Ministry of Primary, Secondary, Technical and Craft Education, which will be heavily involved in the planning, targeting, implementation and evaluation of the HGSF programme. The main implementing partner for activity 3 is the Ministry of Agriculture, Livestock and Rural Development and its technical structures at the central and local levels, which include the Directorate for Agricultural Statistics, Information Technology and Documentation (*Direction des statistiques agricoles, de l'information et de la documentation*), the National Food Security Agency (*Agence nationale de la sécurité alimentaire*), the Institute for Technical Support Consulting and the National Institute for Agricultural Training.
56. Activity 2 includes advocacy for sustainable financing for the national school feeding programme as the Government expands coverage and introduces the home-grown component. The country office has developed an advocacy tool for increased government and international financial institution funding for the school feeding programme, as well as for Togo's membership in the School Meals Coalition established at the 2021 United Nations food systems summit. WFP country office, in collaboration with the Global Child Nutrition

Foundation, will support government efforts to mobilize private sector funds for the national school feeding programme. WFP will refine and strengthen its advocacy strategy, focusing on key partners and tactics to promote increased national investment in the school feeding programme.

57. Knowledge transfer driven by South-South and triangular cooperation is an integral part of the HGSF approach. The country office will pursue collaboration with the WFP Centre of Excellence against Hunger in Brazil, the Regional Centre of Excellence against Hunger and Malnutrition in Abidjan and countries with a history of successful HGSF models to promote cross-fertilization and capacity-building.

### **Assumptions**

58. Several considerations must hold true for activity 2 to deliver the expected outputs and achieve strategic outcome 2. It is assumed that:
- Targeted community members, including women and young people, are willing to participate in identified activities.
  - Local markets and smallholder farmer groups can produce the quantity of food needed to support the HGSF programmes adequately.

### **Transition/handover strategy**

59. It is worth noting that the approach employed under activity 2 is slightly different from the traditional definition of “transition” at WFP, which involves handing over a standalone WFP-implemented programme to a government. Instead, the HGSF pilot will be integral to the national school feeding programme and will serve as a vehicle for testing, developing and strengthening government systems from the outset. The process by which WFP and the Government will co-design the pilot will therefore be critical to ensuring government ownership. The process includes a plan to scale up the pilot to the national school feeding programme once it is successfully tested.
60. During the piloting and scale-up process, WFP will support the Government in conducting training throughout the CSP life cycle for schools, smallholder farmer associations, women, people with disabilities and young people’s associations at the community level.

### **Strategic outcome 3: Government entities and humanitarian and development partners in Togo have access to efficient services and technical assistance throughout the year**

61. Through strategic outcome 3, WFP will contribute to the humanitarian community’s response to both the COVID-19 health crisis and the Sahel security crisis in Togo through on-demand provision of critical logistics services, thereby contributing to WFP’s Strategic Result 8 and SDG 17. The strategic outcome involves a continuation of the on-demand support services started during the limited emergency operation in 2020 in response to the COVID-19 pandemic and extended through the ICSP in 2021.
62. Thus, in response to requests from the Government and partners, WFP will provide on-demand logistics services, including land transport, storage and the provision of tents for the isolation of suspected COVID-19 cases at points of entry into the country. WFP assistance will facilitate the flow of supplies and resources across affected regions and coordination of the efforts of cooperating partners, which in turn will reduce the time needed to reach the most affected populations and increase the efficiency of operations.

### **Focus area**

63. Strategic outcome 3 is focused on crisis response.

**Alignment with national priorities**

64. Aligned with WFP's strategic plan through SDG target 17.16, strategic outcome 3 has cross-cutting alignment with strategic axis 3 of Togo 2025.
65. Strategic outcome 3 advances priority 3 of the UNSDCF (human development and access to adequate social services).

**Expected output**

66. This strategic outcome will be achieved through one output:
  - 4.1 Affected populations (tier 3) benefit from on-demand services and enhanced efficiency of government entities and other partners that allow their needs to be covered in a timely and effective manner.

**Key activity**

*Activity 4: Provide technical assistance and on-demand services to government entities and other partners, including for the transportation, storage and distribution of food and non-food items*

67. WFP will extend the on-demand services started during the onset of the COVID-19 crisis, providing cost-efficient logistics support to address transport bottlenecks, storage and distribution of food and non-food through land, air and maritime transport, goods storage and warehouse management in response to requests from partners, including government ministries (Health, Public Hygiene and Universal Access to Health Care; Agriculture, Livestock and Rural Development; Social Action, Promotion of Women and Literacy), United Nations entities (United Nations Children's Fund, United Nations Population Fund, Joint United Nations Programme on HIV/AIDS; International Organization for Migration) and local NGOs. WFP will maintain support for three staging areas, in Lomé, Sokodé and Cinkassé, to facilitate connectivity and the transport of goods. Minor storage infrastructure improvements and equipment will benefit smallholder farmers and vulnerable communities whose livelihoods have been affected due to limited market access for vulnerable women and disabled smallholder farmers.
68. WFP will help to consolidate relevant analysis to adapt the overall food security response and appropriate modalities, placing particular emphasis on the differing needs of affected people based on gender, age and disability. WFP will lead resource mobilization efforts and the coordination of periodic food and nutrition needs assessments, analysis of data and dissemination of results for decision making.
69. The Government, through the ANPC, leading emergency preparedness and response operations in the country, has asked WFP for support with warehousing, with an emphasis on norms, training, food safety and quality assurance. In responding to the government's request, WFP will draw on its longstanding expertise in the logistics corridor of Togo. WFP support in warehousing is a priority for the Government, which considers that improved warehousing has the potential to substantially increase quality and efficiency along the value chain. Improved warehousing also reduces post-harvest losses, thus supporting strategic outcome 2. WFP will integrate capacity-building into all service provision activities. Strategic outcome 3 is integrated with strategic outcome 2 programming on procurement, warehouse planning and logistics support for the school feeding programme.
70. During the ICSP period, WFP contributed to the effective coordination of the United Nations COVID-19 response by providing emergency VHF radio installations across the country and training for staff of the United Nations Department of Safety and Security and national entities; those activities are dormant under this CSP.

### **Partnerships**

71. For this activity, WFP will leverage its leadership in logistics and supply chains to support the Government and United Nations and other organizations in achieving their objectives and will strengthen its relationships with national actors in the medium and long-term, including the Ministry of Security and Civil Protection, the Ministry of Finance, the Ministry of Social Action, Promotion of Women and Literacy and the Ministry of Agriculture, Livestock and Rural Development.
72. WFP will also support national coordination of operations by serving alongside Catholic Relief Services as co-chair of the national logistics working group.

### **Assumptions**

73. Several considerations must hold true for activity 4 to deliver the planned outputs and achieve strategic outcome 3. It is assumed that:
  - WFP is able to maintain a consistent and observable level of excellence in its logistics operations.
  - Government entities, humanitarian and development partners and private sector actors are aware of WFP's local logistics expertise and that it can be transferred to local actors.

### **Transition/handover strategy**

74. Transition to service delivery activities will depend on the Government's vision for modernizing the port of Lomé as a multi-purpose logistics hub in the region. WFP will support government capacity on warehousing and transport for the broader humanitarian supply chain, including for medicine, water and sanitation, food and non-food items and supplies.
75. After developing common logistics services in warehouse management and transport with humanitarian partners and the ANPC, WFP will help to update the mapping of the national capacity to pre-position food along the logistics corridor to the Sahel. The ANPC will be able to respond to emergency situations and ensure the provision of common logistic services to actors.

## **4. Implementation arrangements**

### **4.1 Beneficiary analysis**

76. Beneficiaries of activity 1 are selected from among the populations affected by annual flooding between May and September, which are identified by the multisectoral steering committee and are considered to have pre-existing food insecurity. Beneficiary selection will be informed by the cadre harmonisé reports on populations in IPC phases 3 and 4.
77. Through activity 1, WFP will provide seasonal support in the form of in-kind general food distribution and CBTs. Based on the outcome of a feasibility study conducted by the country office to assess the relevance of CBTs versus food, the CBT modality will be used during the harvest season and food distribution during the lean season, as follows: 10,000 vulnerable people will receive food rations and 1,000 children age 6–23 months and pregnant and lactating women and girls will receive specialized nutritious foods for malnutrition prevention, while 35,000 vulnerable women, children and men will be assisted through CBTs. The CBT transfer value will be determined by the market value of basic food commodities in consultation with the Government's Novissi national social safety net initiative.



78. The number of beneficiaries of activity 2 is calculated based on an estimate of 250 schoolchildren on average per school for the two groups of 50 HGSF pilot schools, reaching a total of 34,715 children with an annual increase of 2.4 percent (with overlap) to 2026. The schools will be selected by WFP in conjunction with the Ministry of Grassroots Development, Youth and Youth Employment and the Ministry of Primary, Secondary, Technical and Craft Education, based on agreed criteria such as vulnerability to food insecurity, education rates and community engagement indicators.
79. The beneficiaries of activity 3 are selected smallholder farmers in HGSF pilot school communities.

<b>TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME, OUTPUT AND ACTIVITY (2022–2026)</b>											
<b>Strategic outcome</b>	<b>Output</b>	<b>Activity</b>	<b>Beneficiary group</b>	<b>Year 1 2022</b>	<b>Year 2 2023</b>	<b>Year 3 2034</b>	<b>Year 4 2025</b>	<b>Year 5 2026</b>	<b>Total</b>		
1	1.1	1 (general food distribution)	Girls	1 734	1 734	1 734	1 734	1 734	<b>8 670</b>		
			Boys	1 666	1 666	1 666	1 666	1 666	<b>8 330</b>		
			Women	3 366	3 366	3 366	3 366	3 366	<b>16 830</b>		
			Men	3 234	3 234	3 234	3 234	3 234	<b>16 170</b>		
			<b>Total</b>	<b>10 000</b>	<b>10 000</b>	<b>10 000</b>	<b>10 000</b>	<b>10 000</b>	<b>50 000</b>		
		1 (supplementary feeding programme – prevention)	Women and girls	510	510	510	510	510	<b>2 550</b>		
			Boys	490	490	490	490	490	<b>2 450</b>		
			<b>Total</b>	<b>1 000</b>	<b>1 000</b>	<b>1 000</b>	<b>1 000</b>	<b>1 000</b>	<b>5 000</b>		
		1 (CBTs)	Girls	6 069	6 069	6 069	6 069	6 069	<b>30 345</b>		
			Boys	5 831	5 831	5 831	5 831	5 831	<b>29 155</b>		
			Women	11 781	11 781	11 781	11 781	11 781	<b>58 905</b>		
			Men	11 319	11 319	11 319	11 319	11 319	<b>56 595</b>		
			<b>Total</b>	<b>35 000</b>	<b>35 000</b>	<b>35 000</b>	<b>35 000</b>	<b>35 000</b>	<b>175 000</b>		
		2	2.2	2 (school-based programme)	Girls	8 517	8 721	8 931	8 568	8 774	<b>17 705</b>
					Boys	8 183	8 379	8 580	8 232	8 430	<b>17 010</b>
<b>Total</b>	<b>16 700</b>				<b>17 100</b>	<b>17 511</b>	<b>16 800</b>	<b>17 204</b>	<b>34 715</b>		
3.1	3 (smallholder agriculture market support)		Women	1 350	1 350	1 350	1 350	1 350	<b>2 700</b>		
			Men	900	900	900	900	900	<b>1 800</b>		
			<b>Total</b>	<b>2 250</b>	<b>2 250</b>	<b>2 250</b>	<b>2 250</b>	<b>2 250</b>	<b>4 500</b>		
			<b>Total (without overlap*)</b>	<b>63 950</b>	<b>64 350</b>	<b>64 761</b>	<b>64 050</b>	<b>64 454</b>	<b>264 215</b>		

\* Supplementary feeding programme and prevention beneficiaries are also counted under general food distribution.

## 4.2 Transfers

### Food and cash-based transfers

	Strategic outcome 1			Strategic outcome 2
	Activity 1			Activity 2
Beneficiary type	Vulnerable populations	Children age 6–23 months	Pregnant and lactating women and girls	Schoolchildren
Modality	Food	CBTs	Food	Food
Cereals	350			150
Pulses	100			30
Oil (fortified)	35			10
Salt (iodized)	5			3
Sugar				
Super Cereal				100
Super Cereal Plus			200	
Micronutrient powder				
Total kcal/day	1 927		763	738
% kcal from protein	11.4		16.3	11.2
Cash-based transfers (USD/person/day)		0.35		
Number of feeding days per year	90	30	90	140

Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	3 367	1 746 560
Pulses	808	1 172 853
Oil	277	359 352
Salt	58	20 072
Super Cereal/Super Cereal Plus	72	82 080
<b>Total (food)</b>	<b>4 582</b>	<b>3 380 917</b>
Cash-based transfers		1 837 500
<b>Total (food and cash-based transfer value)</b>	<b>4 582</b>	<b>5 218 417</b>

### **4.3 Country office capacity and profile**

80. The country office will reinforce its programme team to ensure operational implementation, monitoring and learning for the HGSF pilot programme. This will be in addition to the already strong staff capacity in agronomy, rural economy, nutrition, monitoring and logistics. Furthermore, the country office has been assigned a Deputy Country Director at the P-4 level whose focus will be government and stakeholder engagement and advocacy for the HGSF pilot programme. With the right capacity in resilience building targeting smallholder farmers and schools, the pilot programme will focus on realistic interventions in response to government and partner requests.
81. A national finance officer has been recruited. The country office and the Human Resources Unit in the Regional Bureau for Western Africa will conduct a country office staff fit-for-purpose assessment in early 2022 and make any necessary staff adjustments.

### **4.4 Partnerships**

82. The country office has developed a partnership action plan to support the mobilization of resources.
83. WFP seeks to reinforce its position as a key player in achieving zero hunger in Togo. Through this CSP, the country office will prioritize strategic collaboration with key line ministries and related national agencies and technical structures at the central and local levels. Concomitantly, the country office will explore opportunities for South-South and triangular cooperation, including through WFP's centres of excellence and international forums such as the School Meals Coalition and the Global Child Nutrition Foundation.
84. WFP will pursue its engagement with key in-country partners, especially international financial institutions, United Nations entities, government donors and the private sector, to explore joint programme and advocacy initiatives and identify funding opportunities for programmes and specific initiatives aligned with Togo 2025.
85. The partnership action plan will be supported by complementary plans for communications, advocacy and marketing that will support fundraising efforts and the development of stronger partnerships.

## **5. Performance management and evaluation**

### **5.1 Monitoring and evaluation arrangements**

86. WFP will support the Ministry of Agriculture, Livestock and Rural Development and the ANPC in strengthening both the existing monitoring, evaluation and reporting structures and the capacity of staff at the central and decentralized levels to monitor and review progress on SDG targets for zero hunger. The baselines, targets and follow-up values will be established through the national study and survey reports (food security and nutrition analysis, cadre harmonisé, United Nations joint mission reports), with face-to-face data collection using mobile data collection tools (open data kit) complemented by focus group discussions.
87. The country office will work with the Permanent Inter-State Committee on Drought Control in the Sahel and partners to develop a more efficient national and decentralized framework for integrated early warning systems for food and nutrition security levels to inform decision making at the local, regional and central levels.

88. Notwithstanding the slight timing misalignment between the CSP (2022–2026) and the UNSDCF (2023–2026), the country office was fully involved in the latest common country analysis and will participate in the design of the UNSDCF and the joint monitoring and evaluation exercises, as well as the work linked to the use of the UN INFO reporting system. Following a mid-term review in 2024, a centralized CSP evaluation will be conducted with support from the Office of Evaluation in 2025, the penultimate year of the CSP. The findings will inform future strategic programmatic orientation and management decision making.
89. In 2024, a decentralized evaluation of the HGFS pilot activity will be conducted jointly with the Government to assess the programme's impact on beneficiary communities and its financial sustainability and the feasibility of incorporating the HGFS model into the national school feeding system. Commensurate resources have been budgeted for these purposes in the Research, Assessment and Monitoring Division's monitoring and evaluation budget and planning tool.

## **5.2 Risk management**

### ***Strategic risks***

90. Funding has been the major challenge in implementing WFP's activities in Togo. To mitigate this, WFP will develop and regularly update a partnership action plan for engaging with key partners and international financial institutions in and outside of Togo. Through the plan, WFP will support government resource mobilization efforts, particularly for strategic outcome 2.
91. Sociocultural barriers impede women's participation in decision making. Failure to address gender inequality, including early marriage of boys and girls, gender-based violence and inadequate representation of women in access to land and productive assets, would compromise the outcomes of the CSP. WFP will develop a common strategy with partners, including the Government, other United Nations entities, NGOs, civil society organizations and women's networks, to enhance women's and girls' leadership.

### ***Operational risks***

92. Potential operational risks include a shortage of government and cooperating partner staff with the necessary skills, at both the oversight and the operational management levels. Capacity strengthening activities – largely training and knowledge transfer – have been identified to address this concern.
93. Regional insecurity could hamper country office coordination of movements of commodities to central Sahel countries. Access constraints could also be caused by insecurity, poor infrastructure and unfavourable weather; in such cases WFP will work with national partners to deliver assistance and monitor implementation.

### ***Fiduciary risks***

94. Fiduciary risks primarily relate to fraud and corruption, including the risk of food assistance being diverted to local markets or used for unintended purposes. Mitigation measures include the application of WFP risk management procedures, compliance with the operating security standards of the United Nations common security system and cooperation with authorities at the national and local levels.

### Financial risks

95. Financial risks are posed by commodity price volatility and currency fluctuation. To mitigate such risks WFP will manage its exposures centrally in accordance with strict procedures, including financial limits.
96. A vulnerability analysis and mapping monitoring, review and evaluation plan has been developed in collaboration with national partners.

### 5.3 Social and environmental safeguards

97. WFP has designed safeguards around the three dimensions of sustainable development (social, environmental and economic) and has integrated them into plan implementation as follows:
- *Social sustainability.* Activities under strategic outcome 2 focus specifically on bolstering resilient community-led food systems. These activities are designed with community input, with the goal of government ownership by the end of the CSP period.
  - *Environmental sustainability.* The country office will foster implementation of environment-friendly activities in line with the environmental management system, including the construction of energy-efficient stoves, decarbonization, waste and water management, reduction of air travel and promotion of online meetings and training and staff awareness sessions.
  - *Economic sustainability.* In promoting sustainable food systems by supporting value chain development through strategic outcome 2, especially HGSP, WFP will contribute to the economic sustainability of targeted populations. This will increase the resilience of farming systems to a changing climate and other shocks.

## 6. Resources for results

### 6.1 Country portfolio budget

Strategic outcome	Activity	Year 1 2022	Year 2 2023	Year 3 2024	Year 4 2025	Year 5 2026	Total
1	1	1 290 376	1 673 404	1 664 974	1 812 199	1 709 736	<b>8 150 690</b>
2	2	595 497	768 176	1 004 205	830 047	796 019	<b>3 993 944</b>
	3	314 311	615 376	612 877	662 573	625 614	<b>2 830 751</b>
3	4	294 539	583 096	580 667	627 684	592 607	<b>2 678 595</b>
<b>Total</b>		<b>2 494 724</b>	<b>3 640 052</b>	<b>3 862 723</b>	<b>3 932 503</b>	<b>3 723 977</b>	<b>17 653 978</b>

### 6.2 Resourcing outlook and strategy

98. The budget for this CSP is realistic and moderate, in line with the planned programme of work. The Government has pledged to make a yearly financial contribution equivalent to 30 percent of the CSP budget. In 2021, the Government contributed USD 1 million for the ICSP.
99. The country office will develop partnerships with international financial institutions, and private sector and United Nations entities to secure additional resources for the CSP. The country office strives for multi-year, flexible-resource partnerships to ensure operational sustainability.

100. The country office has already developed a partnership action plan to guide its engagement with strategic partners, which will be complemented by a robust resource mobilization strategy. The plan also outlines potential engagement with government donors, including the European Commission Directorate-General for International Partnerships and the governments of Japan, Canada and Australia.
101. WFP will further explore resource mobilization through South-South and triangular cooperation, especially by connecting smallholder agriculture market support and HGSP to agricultural value chains, and will seize opportunities for long-term support through innovative financing mechanisms.

**ANNEX I****LOGICAL FRAMEWORK FOR TOGO COUNTRY STRATEGIC PLAN (2022–2026)**

**Strategic Goal 1: Support countries to achieve zero hunger**

**Strategic Objective 1: End hunger by protecting access to food**

**Strategic Result 1: Everyone has access to food**

**Strategic outcome 1: Crisis affected populations in targeted areas have access to basic food and nutrition during and in the aftermath of crises**

Outcome category: Maintained/enhanced individual and household access to adequate food

Focus area: crisis response

Nutrition-sensitive

**Assumptions**

Required food and financial resources are available on time to provide emergency assistance to vulnerable population in Togo.  
Commitment and engagement of the Government of Togo and other development partners

**Outcome indicators**

Consumption-based coping strategy index (percentage of households with reduced CSI)

Emergency preparedness capacity index

Food consumption score

Gender ratio

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Number of people assisted by WFP, integrated into national social protection systems as a result of WFP capacity strengthening

Proportion of beneficiaries who recall and practice a key nutrition message

Proportion of cash-based transfers channelled through national social protection systems as a result of WFP capacity strengthening support

Proportion of children 6-23 months of age who receive a minimum acceptable diet  
 Proportion of eligible population that participates in programme (coverage)  
 Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks  
 Proportion of target population that participates in an adequate number of distributions (adherence)  
 Rate of post-harvest losses (Zero Food Lost Initiative)  
 Retention rate/Drop-out rate  
 SABER School Feeding National Capacity

### Activities and outputs

#### **1. Provide unconditional support to populations affected by crisis and strengthen systems for crisis preparedness and response (URT: Unconditional resource transfers to support access to food)**

- 1.1 Populations affected by crisis (tier 1) benefit from adequate transfers to cover their immediate food and nutrition needs (A: Resources transferred)
- 1.1 Populations affected by crisis (tier 1) benefit from adequate transfers to cover their immediate food and nutrition needs (B: Nutritious foods provided)
- 1.2 Populations affected by crisis (tier 3) benefit from strengthened systems and capacities of the Government and partners to prepare for and respond to crises (C: Capacity development and technical support provided)

### Strategic Objective 3: Achieve food security

#### Strategic Result 4: Food systems are sustainable

**Strategic outcome 2: Targeted communities in Togo, with a focus on smallholder farmers and children, have strengthened livelihoods and are resilient to shocks**

Outcome category: Improved availability of food system-strengthening public goods and services

Focus area: resilience building

Nutrition-sensitive



### **Assumptions**

Required financial, technical and material resources are available on time to support institutional capacity strengthening activities.  
Commitment and engagement of the Government of Togo, United Nations agencies and other development partners

### **Outcome indicators**

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Number of national programmes enhanced as a result of WFP-facilitated South-South and triangular cooperation support

Value and volume of smallholder sales through WFP-supported aggregation systems

### **Activities and outputs**

#### **2. Provide technical support for the development of an integrated locally-sourced home-grown school feeding mode (SMP: School meal activities)**

2.2 Children in targeted rural and urban communities (tier 1) benefit from locally sourced and nutritious school meals, including through school gardens, on a pilot basis (A: Resources transferred)

2.2 Children in targeted rural and urban communities (tier 1) benefit from locally sourced and nutritious school meals, including through school gardens, on a pilot basis (N: School feeding provided)

2.2 Children in targeted rural and urban communities (tier 1) benefit from locally sourced and nutritious school meals, including through school gardens, on a pilot basis (B: Nutritious foods provided)

2.1 Targeted communities (tier 3) benefit from strengthened national capacity to manage sustainable food systems anchored in a school feeding model based on local smallholder production and local food transformation and fortification to be tested through a pilot (C: Capacity development and technical support provided)

2.1 Targeted communities (tier 3) benefit from strengthened national capacity to manage sustainable food systems anchored in a school feeding model based on local smallholder production and local food transformation and fortification to be tested through a pilot (E: Social and behaviour change communication (SBCC) delivered)

**3. Facilitate equitable access to markets at the national level and provide technical assistance to smallholder farmers and food value chain entities, including in the context of home-grown school feeding (SMS: Smallholder agricultural market support activities)**

3.1 Smallholder farmers (tier 1), especially through their organizations, and value chain actors in targeted communities in Togo have reduced post-harvest losses and strengthened links to markets, including through local school feeding, digital platforms and e-commerce, and increase their revenue and participation in food system value chains (F: Purchases from smallholders completed)

3.1 Smallholder farmers (tier 1), especially through their organizations, and value chain actors in targeted communities in Togo have reduced post-harvest losses and strengthened links to markets, including through local school feeding, digital platforms and e-commerce, and increase their revenue and participation in food system value chains (G: Linkages to financial resources and insurance services facilitated )

3.2 Vulnerable populations, including smallholder farmers (tier 3), benefit from integrated early warning systems and improved capacity and policies for food security, quality and nutrition (C: Capacity development and technical support provided)

**Strategic Goal 2: Partner to support implementation of the SDGs**

**Strategic Objective 5: Partner for SDG results**

**Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs**

**Strategic outcome 3: Government entities and humanitarian and development partners in Togo have access to efficient services and technical assistance throughout the year**

Outcome category: Enhanced strategic partnerships with the public and private sectors, Rome-based agencies and other operational partners

Nutrition-sensitive

Focus area: crisis response

**Assumptions**

Partners needs are expressed and financial resources are available on time to provide technical support required

**Outcome indicators**

Number of national programmes enhanced as a result of WFP-facilitated South-South and triangular cooperation support

Partnerships index

**Activities and outputs****4. Provide technical assistance and on-demand services to government entities and other partners, including for the transportation, storage and distribution of food and non-food items (CSI: Institutional capacity strengthening activities)**

4.1 Affected populations (tier 3) benefit from on-demand services and enhanced efficiency of government entities and other partners that allow their needs to be covered in a timely and effective manner (H: Shared services and platforms provided)

## **Strategic goal 1: Support countries to achieve zero hunger**

### **C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences**

#### **Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

### **C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity**

#### **Cross-cutting indicators**

C.2.2: Proportion of targeted people receiving assistance without safety challenges (new)

C.2.3: Proportion of targeted people who report that WFP programmes are dignified (new)

C.2.4: Proportion of targeted people having unhindered access to WFP programmes (new)

### **C.3. Improved gender equality and women's empowerment among WFP-assisted population**

#### **Cross-cutting indicators**

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

### **C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment**

#### **Cross-cutting indicators**

C.4.1: Proportion of FLAs/MOUs/CCs for CSP activities screened for environmental and social risk

## ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)				
	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	
Focus area	Crisis response	Resilience building	Crisis response	
Transfers	5 574 380	4 165 123	1 716 500	<b>11 456 002</b>
Implementation	803 273	1 171 212	508 770	<b>2 483 255</b>
Adjusted direct support costs	1 275 577	1 071 829	453 323	<b>2 800 729</b>
<b>Subtotal</b>	7 653 230	6 408 164	2 678 593	<b>16 739 987</b>
Indirect support costs (6.5 percent)	497 460	416 531	-	<b>913 991</b>
<b>Total</b>	<b>8 150 690</b>	<b>6 824 695</b>	<b>2 678 593</b>	<b>17 653 978</b>

## Acronyms

ANPC	national civil protection agency ( <i>Agence nationale de la protection civile</i> )
CBT	cash-based transfer
COGEP	public primary school management committee ( <i>Comité de gestion des écoles primaires publiques</i> )
COVID-19	coronavirus disease 2019
CSP	country strategic plan
GDP	gross domestic product
HGSF	home-grown school feeding
ICSP	interim country strategic plan
IPC	Integrated Food Security Phase Classification
NGO	non-governmental organization
SABER	Systems Approach for Better Education Results
SDG	Sustainable Development Goal
Togo 2025	Togo 2025 government road map ( <i>Feuille de route gouvernementale Togo 2025</i> )
UNSDCF	United Nations sustainable development cooperation framework for 2023–2026