



Independent Country Programme Evaluation Togo

Annexes



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ANNEX 1. EVALUATION TERMS OF REFERENCE

Togo **Independent Country Programme Evaluation 2019-2022**

Terms of Reference *January 2022*



1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs) to capture and present evaluative evidence of UNDP's contributions to development results at the country level, as well as the effectiveness of UNDP's strategy in facilitating and leveraging national efforts for achieving development results. The purpose of an ICPE is to support the development of the next UNDP country programme, strengthen accountability of UNDP to national stakeholders and the Executive Board, and contribute to organizational learning and decision-making.

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

This is the second independent evaluation for Togo, the previous one being conducted in 2017. The ICPE will be conducted in 2022, focusing on UNDP's work during its current programme cycle, 2019-2023 (foreshortened to 2022) and will thus be fast-tracked and follow a compressed timeframe. The ICPE aims to contribute to UNDP's preparation of the next country programme 2023-2027 starting in mid-2022. The IEO will conduct the evaluation in close collaboration with the Government of the Togolese Republic, the UNDP country office in Togo, and the UNDP Regional Bureau for Africa (RBA).

The global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the Country Programme Document (CPD). Even more so than usual, UNDP has been required to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and the country's need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. Thus, this ICPE will also consider the degree to which UNDP has been able to adapt to the crisis and support the country's preparedness, its response to the pandemic and its ability to recover, meeting the new development challenges that the pandemic has highlighted, or which may have emerged.

2. NATIONAL CONTEXT

The Togolese Republic (hereafter referred to as Togo) is a coastal country located in West Africa, between Benin and Ghana and next to landlocked Burkina Faso. Togo is one of the smallest countries in Africa

¹ <http://web.undp.org/evaluation/documents/evaluation-policy.pdf>.

The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is twofold: (i) provides the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) enhances the independence, credibility and utility of the evaluation function and its coherence, harmonization and alignment in support of United Nations reform and national ownership.

(54,390 square kilometres),² with an annual population growth of 2.4 percent³ and a population size of 8.279 million as of 2020,⁴ 42.8 percent of whom live in urban areas⁵ and around 22 percent in the urban agglomeration of Lomé,⁶ Togo's capital. The country benefits from rich mineral deposits (notably, phosphate, limestone and clay), large arable land (48.7 percent of its territory) and a deep-water port⁷.

Socio-economic situation, poverty and inequality: Although Togo's annual GDP growth has fluctuated substantially over the last decades, it has tended to be positive overall, standing on average at 4.9 percent over 2017-2019 and at 1.75 percent in 2020.⁸ The Togolese economy records low diversification, dominated by the informal sector and agriculture (collectively, around 50 percent of GDP and over 60 percent of employment),⁹ and low productivity and competitiveness, exacerbating vulnerability to climate change. Public investment expenditure has increased from 2 percent of GDP in 1990 to 9 percent in 2020. Public debt as a percentage of GDP was estimated at 68.7 percent in 2019, one of the highest in the West African Economic and Monetary Union (WAEMU).¹⁰

Nevertheless, Togo is a low-income country with an average per capita income of US\$ 915 in 2020.¹¹ The country is ranked 167 out of 189 countries in the Human Development Index, with an index in 2019 of 0.515, which is slightly lower than the index for sub-Saharan Africa at 0.547.¹² Poverty reduction efforts have yielded limited results, with 51.1 percent of the population living below the national poverty line in 2015 (68.7 percent in rural areas) compared to 56.5 percent in 2006.¹³ This is higher than the level of poverty in sub-Saharan Africa, which stood at 43.2 percent in 2015 compared to 52.1 percent in 2006. Although poverty decreased, inequalities persist in the northern regions and rural areas least covered by socio-economic infrastructure, with female-headed households (45.2 percent) most affected. 20.4 percent of the Togolese population suffered from undernourishment in 2019 (down from 31.3 percent in 2001)¹⁴ and 37.6 percent lived in multidimensional poverty (with a deprivation score of 33 percent) in 2017.¹⁵ Togo's level of inequality measured by the Gini coefficient stands at 43.1, as of 2015.¹⁶

² World Bank, 'Land area (sq. km)', World Development Indicators. <https://data.worldbank.org/indicator/AG.LND.TOTL.K2>

³ World Bank, 'Population growth (annual %)', World Development Indicators.

<https://data.worldbank.org/indicator/SP.POP.GROW>

⁴ UNDESA, 'World Population Prospects 2019'.

⁵ UN Habitat, 'Percentage of Population at Mid-Year Residing in Urban Areas by Country/Area 2000-2050', Urban indicators.

⁶ As of 2017. UN, 'Demographic Yearbook 2019', UNStats.

⁷ World Bank, 'Arable land (% of land area)', World Development Indicators.

<https://data.worldbank.org/indicator/AG.LND.ARBL.ZS>

⁸ World Bank, 'GDP growth (annual %)', World Development Indicators.

<https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG>

⁹ World Bank, 'Agriculture, forestry, and fishing, value added (% of GDP)' (18.8 percent for Togo as of 2020) and 'Employment in agriculture (% of total employment) (modeled ILO estimate)' (32 percent for Togo as of 2019), World Development Indicators; African Union and OECD, 2018, 'Africa's Development Dynamics 2018. Growth, Jobs and Inequalities' (30 percent and over 60 percent of GDP and employment, respectively, are estimated to be in the informal sector as of 2017).

¹⁰ IMF, IMF Country Report No. 20/107. <https://www.elibrary.imf.org/view/journals/002/2020/107/article-A000-en.xml>

¹¹ World Bank, 'GDP per capita (current US\$)', World Development Indicators.

<https://data.worldbank.org/indicator/NY.GDP.PCAP.CD>

¹² UNDP, 'Human Development Index', Human Development Data Center. <https://hdr.undp.org/data-center>

¹³ UN, 'SDG Country Profile. Togo', Human Development Data Center. <https://hdr.undp.org/data-center>

¹⁴ UN, 'Prevalence of undernourishment (%)', UNStats <https://unstats.un.org/sdgs/report/2021/goal-02/#:~:text=The%20prevalence%20of%20undernourishment%20increased,Latin%20America%20and%20the%20Caribbean.>

¹⁵ UNDP, 'Population in multidimensional poverty', Human Development Data Center. <https://hdr.undp.org/data-center>

¹⁶ World Bank, 'Gini Index', World Development Indicators. <https://data.worldbank.org/indicator/SI.POV.GINI>

Togo improved its access to basic education and healthcare services, which translated among others into enhanced literacy (87.89 percent in 2019 for youth aged 15-24 years, up from 74.4 percent in 2000)¹⁷ and life expectancy (61 years in 2019 compared to 53.5 years in 2000).¹⁸ However, accessibility and quality of education and healthcare services in the country remain a challenge. For instance, 0.5 percent of youth and adults were able to write a computer program using a specialized programming language in 2017 while the country records 0.774 medical doctors per 10,000 population¹⁹ and health expenditure represented only 4.26 percent of total government expenditure in 2018.²⁰ 49 percent and 9.5 percent of the Togolese population have access, respectively, to drinking water and sanitation basic services as of 2020.²¹

Gender: Women and girls account for 50.24 percent of the Togolese population.²² The Gender Inequality Index ranks Togo 167 out of 189 countries, with a score of 0.573 in 2019, which is in line with sub-Saharan Africa (0.57).²³ In terms of economic inequality, women record a lower participation in the labour market than men (48.3 percent in 2019), although their participation is slightly higher than sub-Saharan Africa (46.2 percent). For those who are employed, only 29.84 percent occupy a managerial position as of 2015.²⁴ Furthermore, the share of women in informal employment (95.9 percent as of 2017) is higher than men (83.6 percent).

Women record a lower participation in the labour market than men (48.3 percent in 2019), although this is slightly higher than sub-Saharan Africa (46.2 percent).²⁵ In terms of political participation, only 16.5 percent of the seats in parliaments were occupied by women in Togo in 2019, which is much lower than in sub-Saharan Africa (24 percent).

Government and business environment: Togo is characterized by a relatively unstable political environment, with a negative political stability score of -0.92 in 2020 from the World Governance Indicators.²⁶ President Faure Gnassingbé was re-elected for a fourth 5-year term in 2020, and the ruling party (Union pour la République, UNIR) won 59 out of 91 seats in the national parliament in 2018 and 878 out of 1,490 seats in the municipal elections in 2019.²⁷ The country has witnessed disputes between the ruling party and the opposition over President Faure Gnassingbé's long term in office, including during the 2020 presidential election.²⁸

¹⁷ World Bank, 'Literacy rate, youth total (% of people ages 15-24)', World Development Indicators.

<https://data.worldbank.org/indicator/SE.ADT.1524.LT.ZS>

¹⁸ World Bank, 'Life expectancy at birth, total (years)', World Development Indicators.

<https://data.worldbank.org/indicator/SP.DYN.LE00.IN>

¹⁹ UN, 'SDG Country Profile. Togo', UNStats. <https://unstats.un.org/sdgs/indicators/regional-groups/>

²⁰ World Bank, 'Domestic general government health expenditure (% of general government expenditure)', World Development Indicators. <https://data.worldbank.org/indicator/SH.XPD.GHED.GE.ZS>

²¹ World Health Organization UNICEF, 'Sanitation. Drinking Water', WASH in Households, JMP.

<https://www.who.int/teams/environment-climate-change-and-health/water-sanitation-and-health/monitoring-and-evidence/wash-monitoring>

²² UNDESA, 'World Population Prospects 2019'. https://population.un.org/wpp/publications/files/wpp2019_highlights.pdf

²³ UNDP, 'Gender Inequality Index (GII)', Human Development Data Center. <https://hdr.undp.org/data-center/thematic-composite-indices/gender-inequality-index#/indicies/GII>

²⁴ UN, 'Proportion of women in managerial positions (%)', UNStats, online. <https://unstats.un.org/sdgs/UNSDG/IndDatabasePage>

²⁵ World Bank, 'Labor force, female (% of total labor force)', World Development Indicators.

<https://data.worldbank.org/indicator/SL.TLF.TOTL.FE.ZS>

²⁶ World Bank, 'Political stability and absence of violence/terrorism'. World Governance Indicators.

<https://info.worldbank.org/governance/wgi/>

²⁷ World Bank, 'The World Bank in Togo. Overview'.

²⁸ Freedom House, 'Freedom in the World 2021. Togo'. <https://www.worldbank.org/en/country/togo/overview#3>

The country also continues to experience a challenging business environment, including high levels of corruption, although this has improved considerably over the last decade. Notably, the business environment has moved up 40 places from the 137th rank out of 190 countries in 2019 to the 97th rank in 2020.²⁹

The Government Roadmap 2020-2025, which replaces the National Development Plan (NDP 2018-2022), is being implemented in the context of the COVID-19 pandemic.³⁰

Covid-19 pandemic: Togo has recorded 26,133 cumulated cases, against an African average of 4.088 million, and 243 deaths (or 2.935 per 100,000 population) of COVID-19.³¹ The government put several cities in lockdown and closed its borders in response to the pandemic. Economically, the country has been adversely impacted, as demonstrated by the fall of its GDP growth rate from 5.46 percent in 2019 to 1.75 percent in 2020.³² Meanwhile, the fall in imports limited the growth in Togo's current account deficit, from 2.2 percent of its GDP in 2019 to 3.2 percent in 2020.³³

The crisis has affected Togo's labour market, whose unemployment rate slightly increased from 3.6 percent of the labour force in 2019 to 4.05 percent in 2020.³⁴ Informal labour, accounting for 90.1 percent of total employment in Togo³⁵ and usually characterized by lower income and lack of social protection, has been even more acutely impacted by the pandemic.³⁶

Environment, natural resources and energy: Togo adhered to the main multilateral environmental agreements (MEAs) including the UN Framework Convention on Climate Change (UNFCCC) in 1995, the Kyoto Protocol in 2004, the Convention on Biological Diversity in 2011 and the Paris Agreement in 2016. It also adhered to MEAs related to combating desertification, wetlands and waste, as well as the protocols related to these conventions. In the context of the Paris Climate Agreement, Togo's commitments contained in its nationally determined contributions (NDCs) were reviewed in 2020 and its objective to reduce the country's greenhouse gas emissions increased from 30.14 percent to 50.57 percent by 2030.³⁷

²⁹ World Bank, 'Historical data – Doing Business – with scores'; World Bank, 'Doing Business 2019'.

https://www.worldbank.org/content/dam/doingBusiness/media/Annual-Reports/English/DB2019-report_web-version.pdf

³⁰ Banque Africaine de Développement, Fonds Africain de Développement, 'Togo. Document de Stratégie Pays 2021-2026'; Portail officiel de la République Togolaise, 'Plan National de Développement (PND)'. <https://www.republiquetogolaise.com/pnd>

³¹ World Health Organization, WHO Coronavirus (COVID-19) Dashboard. <https://covid19.who.int>

³² World Bank, 'GDP growth (annual %)', World Development Indicators.

<https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG>

³³ African Development Bank, 'Togo Economic Outlook', 2021. <https://www.afdb.org/en/countries/west-africa/togo#:~:text=Togo-,Togo%20Economic%20Outlook,higher%20food%20and%20energy%20prices>.

³⁴ World Bank, 'Unemployment, total (% of total labor force) (modeled ILO estimate)', World Development Indicators.

<https://data.worldbank.org/indicator/SL.UEM.TOTL.ZS>

³⁵ International Labour Organization, 'Statistiques sur l'économie informelle. [High shares of Informality in developing countries]'. <https://ilostat.ilo.org/fr/topics/informality/>

³⁶ World Bank, 2020, 'Assessing the Economic Impact of COVID-19 and Policy Responses in Sub-Saharan Africa', April. Africa's Pulse, volume 21. <https://www.food-security.net/wp-content/uploads/2020/04/WB-assessing-economic-impact-of-covid19-africa.pdf>

³⁷ CDN révisées du Togo :

https://www4.unfccc.int/sites/ndcstaging/PublishedDocuments/Togo%20First/CDN%20Revis%C3%A9es_Togo_Document%20int%C3%A9rimaire_rv_11%2010%2021.pdf

National data indicates 24.24 percent of the country's territory was covered by forest in 2016³⁸ while World Development Indicators rather estimate forest areas to cover 22.2 percent of the territory.³⁹ Yet, since 2021, Togo has been conducting the second national forest inventory to update the data available. Overall, 27.98 percent of its territory is designated as protected areas.⁴⁰

Households' access to electricity remains low (52.4 percent) and there is a large disparity in access between Lomé Commune and the other prefectures.⁴¹ Some prefectures, such as Oti-Sud, Kpendjal-Ouest and Mô, have a very low rate of access to electricity – below 10%.⁴²

The country emits 2.19 million tons of CO₂ from the burning of fossil fuels for energy and cement production as of 2020.⁴³ Renewable ground water resources are estimated at around 19 billion cubic meters per year, equivalent to 27 percent of its rainwater.⁴⁴ Togo remains vulnerable to climate change, especially given that the agricultural sector employs 32 percent of its population, as of 2019.⁴⁵

Togo is preparing its fourth National Communication submission to the UNFCCC. The country is also developing a Nationally Appropriate Mitigation Action (NAMA) and a National Adaptation Plan of Action (NAPA) to integrate climate change mitigation and adaptation in the country's development objectives.⁴⁶

3. UNDP PROGRAMME STRATEGY IN TOGO

Although Togo became a member of the UN in 1960, the partnership between UNDP and Togo started effectively in 1966 with the establishment of a UNDP country office in Togo, and officially in 1977, with the signature of the Standard Basic Framework Agreement, which constitutes the legal basis for the relationship between the Government and UNDP. UNDP has maintained its country presence ever since, as it was one of the few international organizations to remain in Togo during the suspension of international cooperation between 2003 and 2005. Since the 1990s, UNDP's key priority areas have been poverty reduction and governance.⁴⁷ These were complemented in the 2008-2012/13 cycle by crisis

³⁸ République Togolaise, Ministère de l'Environnement et des Ressources Forestières, 'Rapport Inventaire Forestier National du Togo 2015- 2016', Réduction des Emissions dues à la Déforestation et à la Dégradation des forêts, REDD+ Togo.
<https://www.fao.org/faolex/results/details/fr/c/LEX-FAOC183988/#:~:text=Pour%20réaliser%20cette%20vision%2C%20piégeage%20efficace%20de%20celui%2Dci.>

³⁹ World Bank, 'Forest area (% of land area)', World Development Indicators.
<https://databank.worldbank.org/metadata/glossary/world-development-indicators/series/AG.LND.FRST.ZS#:~:text=Forests%20cover%20about%2031%20percent,just%20over%204%20billion%20hectares.>

⁴⁰ Protected Planet, 'Protected Area Profile for Togo', World Database of Protected Areas (WDPA).
<https://www.protectedplanet.net/country/TGO>

⁴¹ World Bank, 'Access to electricity (% of population)', World Development Indicators.
<https://data.worldbank.org/indicator/EG.ELC.ACCS.ZS>

⁴² INSEED, Poverty Mapping, 2017. <https://www.togofirst.com/en/economic-governance/2806-1126-togo-between-2015-and-2017-poverty-rate-slumped-by-1-6-inseed>

⁴³ Our World in Data, 'Annual CO₂ emissions'. <https://ourworldindata.org/co2-emissions>

⁴⁴ République Togolaise, 'Contributions déterminées au niveau national (CDN) révisées. Document intérimaire', 2021.
https://www4.unfccc.int/sites/ndcstaging/PublishedDocuments/Togo%20First/CDN%20Revis%C3%A9es_Togo_Document%20int%C3%A9rimaire_rv_11%2010%2021.pdf

⁴⁵ World Bank, 'Employment in agriculture (% of total employment) (modeled ILO estimate)', World Development Indicators.
<https://data.worldbank.org/indicator/SL.AGR.EMPL.ZS>

⁴⁶ World Bank, 'Climate risk country profile. Togo', 2021. https://reliefweb.int/sites/reliefweb.int/files/resources/15859-WB_Togo%20Country%20Profile-WEB.pdf

⁴⁷ UNDP, First country cooperation framework for Togo (1998-2000) (DP/CCF/TOG/1), 1998.
<https://digitallibrary.un.org/record/421918?ln=en>

prevention and recovery efforts and, in 2014-2018 by two additional priority areas focusing on the environment and HIV & AIDS.⁴⁸

During the period under review, UNDP's work in the country was guided by two documents:

- The United Nations Sustainable Development Partnership Framework (UNSDCF) for the period 2019-2023, which was developed by the UN Country Team (UNCT) in Togo, composed of the Resident Coordinator of the UN System and 13 UN agencies, in coordination with Togo's Ministry of Foreign Affairs;
- The Country Programme Document (CPD) for 2019-2023, which was developed in alignment with the priority areas identified in the UNSDCF and which addresses three outcomes of UNDP's corporate strategic plan 2018-2021: i) accelerate the structural reforms conducive to sustainable development; ii) end multidimensional poverty through integrated poverty reduction solutions; iii) respond to crises and accelerate recovery through integrated crisis solutions. All outcomes in the CPD are aligned with the National Strategic Development Plan and sectoral plans, as well as with the 2030 Agenda for Sustainable Development.

The UNDP country programme document for Togo was designed to contribute to the national priority of "consolidation of social development and strengthening of mechanisms for inclusion". The country office also agreed to follow certain key recommendations of the 2017 ICPE in the design and implementation of this CPD, most notably to: i) strengthen its leading role among technical and financial partners; ii) ensure a better alignment between its interventions, its comparative advantage in governance and human development, and national priorities; iii) put in place a results-based strategic planning approach; iv) have more elaborated exit strategies mechanisms to facilitate better ownership of results; v) be better equipped to facilitate multisectoral and multistakeholder coordination of Togo's flagship community development programme; and vi) develop a gender strategy to mainstream gender at the office and project levels.

The principal focus of the CPD is inclusive governance, social services and protection, natural resources management and climate resilience. Specifically, the CPD plans to contribute to the following three outcomes: (i) By 2023, public institutions at central and local levels increasingly apply principles of inclusive governance with a focus on accountability, citizen participation, equitable access to quality public services and social cohesion (UNSDCF outcome 4); (ii) By 2023, Togolese populations have increased and equitable access to social protection, quality basic social services, including education, health, nutrition, water, hygiene and sanitation (UNSDCF outcome 3); and (iii) By 2023, populations in vulnerable areas have increased resilience to climate change and disaster risks and have equitable access to decent living environment and sustainable natural and energy resources (UNDCF outcome 2). UNDP's CPD was developed to contribute to Sustainable Development Goals (SDGs): 1, 3, 5, 7, 8, 13, 15, 16, 17. Estimated budget for the four-years CPD amounted to US\$ 30.6 million, as presented in table 1.

Table 1: UNSDCF outcomes to which the CPD planned to contribute during the period 2019-2023⁴⁹

UNDP 2019-2023 CPD outputs	Planned resources (US\$)	Actual resources (US\$)	Expenditures (US\$)
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⁴⁸UNDP IEO, *Évaluation Indépendante du Programme de Pays Togo, 2017*.

<https://erc.undp.org/evaluation/documents/download/11465>

⁴⁹ UNDP data extracted from Atlas / PowerBi as of December 29, 2021. The allocation of projects by outcomes and outputs has been validated by the country office of Togo. The revised expenditure figures will be presented in the evaluation report.

UNSDCF Outcome 1: By 2023, public institutions at central and local levels increasingly apply principles of inclusive governance with a focus on accountability, citizen participation, equitable access to quality public services and social cohesion			
Output 1.1. Ministry of public administration and other targeted institutions at national and local levels have strengthened capacities to ensure effectiveness of public services delivery	Regular resources: \$10,000,000 Other Resources: \$16,338,000	Regular resources: \$9,200,265 Other Resources: \$2,481,142	\$7,652,151
Output 1.2. Government capacities developed to integrate 2030 Agenda, Agenda 2063 and the Paris Agreement on development plans, budgets, and to analyse progress towards the SDGs, using innovative and data driven solutions			
Output 1.3. Enhanced capacities of national and local institutions to design, implement and evaluate gender responsive and inclusive decentralization policies and local development plan			
Output 1.4. Justice and human rights institutions enabled to improve human rights rule of law, and access to justice of women, youth, persons living with HIV and AIDS and persons with disabilities			
Output 1.5. Constitution-making, electoral management, oversight and regulation of the media landscape, and parliamentary processes are strengthened to promote inclusion, transparency, accountability and social cohesion			
Output 1.6. The technical capacities of national and local structures, CSOs, youth and women are strengthened for the prevention and management of conflicts and promotion of a more peaceful society			
Total Outcome 1	\$23,338,000	\$11,681,407	\$7,652,151
UNSDCF Outcome 2: By 2023, Togolese populations have increased and equitable access to social protection, quality basic social services, including education, health, nutrition, water, hygiene and sanitation			
Output 2.1. Quality social basic services particularly health, education, water and sanitation are made available to most vulnerable groups	Regular resources: \$13,657,000 Other Resources: \$2,500,000 Government funding: \$30,000,000	Regular resources: \$4,949,209 Other Resources: \$3,770,407	\$2,777,390
Output 2.2. National and local institutions and organizations have increased capacities to manage and monitor social economic infrastructures and equipment for sustainable community development			
Output 2.3. Technical and operational capacities of professional organizations are strengthened for improved competitiveness			
Output 2.4. The supply of technical and vocational training is strengthened to improve access to decent employment for youth and women			
Output 2.5. A labour market information system is in place and operational			
Total Outcome 2	\$46,157,000	\$8,719,616	\$2,777,390
UNSDCF Outcome 3: By 2023, populations in vulnerable areas have increased resilience to climate change and disaster risks and have equitable access to decent living environment and sustainable natural and energy resources			
Output 3.1. National institutions have increased capacities to formulate, implement and mobilize resources for waste management, climate, disaster and risk informed gender responsive sectoral development plans/policies	Regular resources: \$8,500,000 Other Resources: \$21,400,000	Regular resources: \$7,536,430 Other Resources: \$1,456,419	\$6,428,536
Output 3.2. Solutions adopted to achieve universal access to clean, affordable and sustainable energy			
Output 3.3. Vulnerable communities in areas highly exposed to natural hazards prone enabled to adapt to future disaster and climate change impacts			
Total Outcome 3	\$29,900,000	\$8,992,849	\$6,428,536

To date, the country office programmatic expenses have reached US\$ 16.9 million on over the period 2019-2021. Expenditures are concentrated under Outcome 1, with 45.5 percent of expenditures, followed by outcome 3 (38 percent), and outcome 2 (16.5 percent).

The main documented donors of the programme (in terms of expenditures) are the Global Fund, the Swedish International Development Cooperation, the Government of Finland and the Global Environment Fund, with expenditure amounting to over \$1 million over 2019-2021.

4. Scope of the evaluation

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme. The ICPE will focus on the present programme cycle (2019-2023) while taking into account interventions which may have started in the previous programme cycle (2014-2018) but continued for a few more years into the current programme cycle. As a country-level evaluation of UNDP, the ICPE will focus on the formal UNDP country programme approved by the Executive Board but will also consider any changes from the initial CPD during the period under review, including, for example, changes to respond to the COVID-19 pandemic. The ICPE covers interventions funded by all sources of finance, core UNDP resources, donor funds, government funds, etc. It is important to note that a UNDP country office may be involved in a number of activities that may not be included in a specific project. Some of these 'non-project' activities may be crucial for advancing the political and social agenda of a country.

Since an ICPE of the previous CPD was conducted in 2017, the evaluation will also take into account the extent to which the recommendations to which the country office has agreed to were implemented effectively.

5. Key evaluation questions and guiding principles

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.⁵⁰ The ICPE will address the following four main evaluation questions.⁵¹ These questions will also guide the presentation of the evaluation findings in the report:

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support the country's preparedness, response and recovery process?
4. What factors contributed to or hindered UNDP performance and the sustainability of results?

To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's evolution, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at.

The effectiveness of UNDP's country programme will be analysed under evaluation question 2. This will include an assessment of the achieved outputs and the extent to which these outputs have contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

Evaluation question 3 will examine UNDPs support to COVID-19 preparedness, response and recovery at the country level. This will include an assessment of the relevance and effectiveness of the support to the needs of partner countries; its alignment with national government plans as well as support from other UN Agencies, Donors and NGOs/ CSOs; and its effectiveness in preventing loss of lives and livelihoods and

⁵⁰ <http://www.uneval.org/document/detail/1914>

⁵¹ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.

protecting longer-term social and economic development. The analysis will also explore the extent to which UNDP's funding decisions were informed by evidence, needs and risk analysis and dialogue with partners, the efficient use of resources and how the support has contributed to the development of social, economic and health systems that are equitable, resilient and sustainable.

To better understand UNDP's performance, the specific factors that have influenced – both positively or negatively – UNDP's performance and eventually, the sustainability of results in the country will be examined under evaluation question 4. The utilization of resources to deliver results (including managerial practices), the extent to which the country office fostered partnerships and synergies with other actors (i.e. through south-south or triangular cooperation), and the integration of gender equality and women's empowerment in the design and implementation of the CPD are some of the aspects that will be assessed under this question.

6. Approach and Methodology

Assessment of existing data and data collection constraints. An assessment was carried out for each outcome area to ascertain the available information, identify data constraints, to determine the data collection needs and methods. The assessment outlined the level of evaluable data that are available. The assessment indicated that only one decentralized evaluation was undertaken during the period from 2019 to present. Five evaluations were conducted in 2018 and covered projects from the previous programmatic cycle. Two-thirds of the projects have project documents or initiation plans and a quarter of them have decentralized evaluations available, but many progress reports are missing. It is important to note that the country office is currently conducting a decentralized evaluation of its CPD and will be undertaking an audit during the first months of 2022. Data generated from these processes will thus be taken into account in the ICPE process.

The CPD lists 8 indicators for the 3 outcome results, and 37 indicators to measure the 14 outputs, with baseline and targets. To the extent possible, the ICPE will seek to use these indicators to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes. In cases where the indicators are set at national level, the evaluation will assess the linkages between UNDP's specific interventions and the indicators established and the extent to which changes in these indicators could be influenced by UNDP's work.

It is also important to note that UNDP projects that contributed to different outcomes are at different stages of implementation, and therefore it may not always be possible to determine the projects' contribution to results. In cases where the projects/initiatives are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome given the programme design and measures already put in place.

The current CPD was supposed to come to an end in 2023, however, based on the request from the Government of Togo, the UNSDCF as well as UNDP's CPD are expected to be foreshortened to 2022. Hence, in order to contribute to the preparation of the next CPD, which is now expected to start in April 2022, the ICPE will have to be conducted in an accelerated manner to follow a significantly shortened timeframe. The successful implementation of the ICPE will thus rely on the timely response and support from the Togo country office.

The current COVID-19 situation might affect the feasibility of fieldwork. The evaluation team will work closely with the country office and confirmation of the field mission and dates will be subject to the evolution of the situation. In the likely event that no mission is possible, the evaluation team will undertake remote data collection, meeting with country office staff and stakeholders virtually through various platforms including Skype, Zoom or telephone. The evaluation team will also consider collaborating with national think-tanks, academia or other locally based institutions in the conduct of the evaluation to help fill data gaps and strengthen the analysis.

Data collection methods: The evaluation will use both primary and secondary data sources, including a desk review of documentation and data, a structured stakeholder survey and interviews with key informants, including beneficiaries, partners and managers. A multi-stakeholder approach will be followed, and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus group discussions may be used to consult some groups of beneficiaries as appropriate.

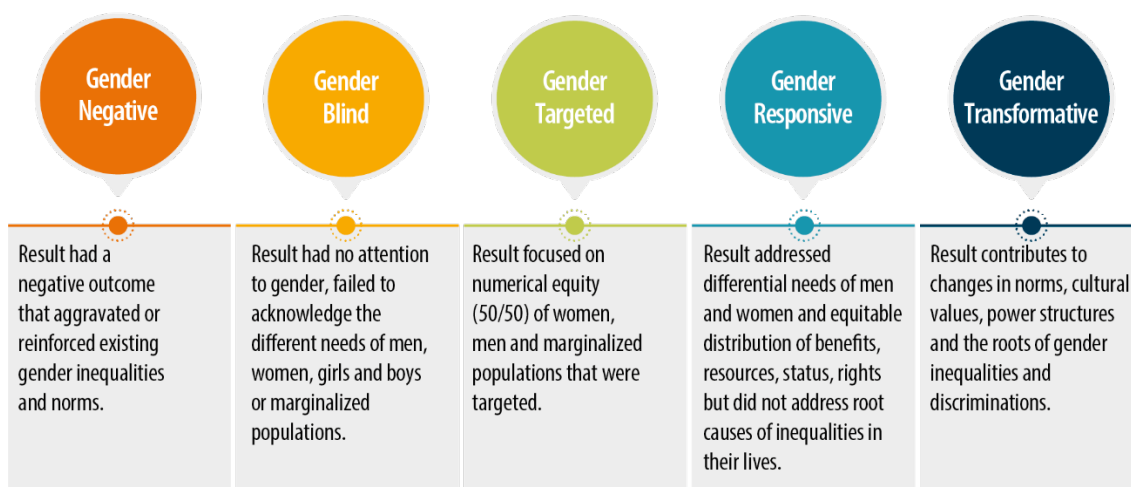
If the travel restrictions are removed in advance, some members of the evaluation team may undertake field visits to selected project sites to observe the projects first-hand. It is expected that regions where UNDP has a concentration of field projects (in more than one outcome area), as well as those where critical projects are being implemented will be considered.

The ICPE will cover all three outcome areas. The coverage will include a sample, as relevant, of both successful projects and projects reporting difficulties where lessons can be learned; both larger and smaller pilot projects; as well as both completed and active projects. The evaluation team will undertake an extensive review of documents. IEO and the country office will identify an initial list of background and programme-related documents which will be posted on an ICPE SharePoint website. The document review will include, among others: background documents on the national context, documents prepared by international partners during the period under review and documents prepared by UN system agencies; programme plans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners.

In line with UNDP's gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP Togo programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes. The evaluation will analyse the extent to which UNDP support was designed to and did contribute to gender equality and will consider the gender marker⁵² and the gender results effectiveness scale (GRES). The GRES, developed by IEO, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative (see Figure 2 below). In addition, gender-related questions will be incorporated in the data collection methods and tools, such as the evaluation matrix, interview questionnaire, and reporting.

Figure 2: IEO's Gender Results Effectiveness Scale

⁵² A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).



Validation: The evaluation will triangulate information collected from different sources and/or by different methods to enhance the validity of findings.

Stakeholder involvement: A participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase, a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

Country programme performance rating system: Based on the process piloted by IEO in 2021 and the lessons learned from its application, the new IEO rating system will be applied to all ICPEs conducted in 2022. Ratings will be applied to the extent it is possible to outputs and outcomes in order to generate a single country programme performance rating.

7. Management Arrangements

Independent Evaluation Office of UNDP: The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will cover all costs directly related to the conduct of the ICPE.

UNDP Country Office in Togo: The country office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The country office will provide support in kind (e.g. scheduling of interviews with project staff, stakeholders and beneficiaries, etc). To ensure the anonymity of interviewees, the country office staff will not participate in the stakeholder interviews. The country office and IEO will jointly organize the final stakeholder debriefing, ensuring the participation of key government counterparts, through a videoconference, where findings, conclusions and recommendations of the evaluation will be presented. Once a final draft report has been prepared, the country office will prepare a management response to the evaluation recommendations, in consultation with the RBA. It will support the use and dissemination of the final ICPE report at the country level. Since this evaluation will follow a compressed timeframe, timely responses and support from the Togo country office will be required.

UNDP Regional Bureau for Africa: The UNDP Regional Bureau for Africa will support the evaluation through information sharing and will also participate in the final stakeholder debriefing. Once the evaluation has been completed, The Regional Bureau is also responsible for monitoring the status and progress of the

country office's implementation of the evaluation recommendations, as defined in its management response.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO team will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder debrief, as appropriate, with the country office.
- **Consultants:** external consultants will be recruited to collect data and help to assess relevant outcome areas, paying attention to gender equality and women's empowerment. Under the guidance of the LE, they will conduct preliminary desk review, develop a data collection plan, prepare outcome analysis papers, conduct data collection, prepare sections of the report, and contribute to reviewing the final ICPE report.
- **Research Assistant:** a research assistant based in the IEO will provide background research and will support the portfolio analysis.
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8. Evaluation Process

The ICPE will be conducted according to the approved IEO process in the Charter of the Independent Evaluation Office of UNDP. There are five key phases to the evaluation process, as summarized below, which constitute the framework for conducting the evaluation.

Phase 1: Preparatory work. Following the initial consultation with the country office, the IEO prepares the ToR and the evaluation design, including an overall evaluation matrix with specific evaluation questions. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals with relevant skills and expertise will be recruited if needed. The IEO, with the support of the country office, collects all relevant data and documentation for the evaluation.

Phase 2: Desk review and analysis. Evaluation team members will conduct desk review of reference material, identifying preliminary lines of inquiry which will be reviewed through a pre-mission questionnaire administered with the country office. Based on this, detailed questions and issues that require validation during the primary data collection phase will be identified.

Phase 3: Data collection. The evaluation team will conduct primary data/information collection through remote interviews with key stakeholders. At the end of the data collection phase, the evaluation team will hold a debriefing presentation of the key preliminary findings to the country office. After the debriefing, all additional data gaps and areas of further analysis should be identified for follow-ups.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process and draft the ICPE report. The first draft of the report will be subject to internal (IEO) and external peer review. It will then be circulated to the country office and the UNDP Regional Bureau for comments and corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made, and the country office will prepare the management response to the ICPE, under the overall oversight of the Regional Bureau. The report will then be shared at a final debriefing (via videoconference) where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Considering the discussion at the stakeholder event, the final evaluation report will be produced.

Phase 5: Publication and dissemination. The ICPE report, including the management response, and evaluation brief will be widely distributed in hard and electronic versions. The evaluation report will be

made available to the UNDP Executive Board at the time of the approval of a new CPD. It will be distributed by the IEO within UNDP and to the evaluation units of other international organizations, evaluation societies/networks and research institutions in the region. The country office will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website and the Evaluation Resource Centre (ERC). The Regional Bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.

9. Timeframe for the ICPE process

The timeframe and responsibilities for the evaluation process are tentatively as follows. Phases 1 to 4 have been compressed to align with the needs of the country office:⁵³

Table 3: Timeframe for the ICPE process		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR preparation and approval	LE	Dec. 2021 – Jan. 2022
Selection of external evaluation team members	LE / RA	Jan. – Feb. 2022
Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	All team members	Jan. – Mar. 2022
Phase 3: Data collection		
Data collection	All team members	Mar. – Apr. 2022
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis	All team members	Apr. – May 2022
Consolidation of zero draft report and clearance by IEO (following external peer review)	LE / RA	June – August 2022
First draft ICPE for Country Office (CO) and Regional Bureau (RB) review	CO/RB	Sept. – Oct. 2022
Second draft shared with the government	CO/GOV	Oct. – Nov. 2022
Draft management response	CO/RB	Oct. – Nov. 2022
Final debriefing with national stakeholders	CO/IEO	December 2022
Phase 5: Production and Follow-up		
Editing and formatting	IEO	Dec. 2022 – Jan. 2023

⁵³ The timeframe is indicative of process and deadlines and does not imply full-time engagement of the team during the period.

ANNEX 2. LIST OF PROJECTS FOR REVIEW

Project ID	Project Title	Output ID	Output Title	Start Year	End Year	Total Budget	Total Expenditure	Implementation Modality	Gender Marker
OUTCOME 1: By 2023, public institutions at central and local levels increasingly apply principles of inclusive governance with a focus on accountability, citizen participation, equitable access to quality public services and social cohesion.									
00050075	Appui à la Consolidation Bonne Gouvernance & Démocratie	00095681	Appui au processus electoral	2015	2019	\$ 33,817.00	\$ 33,669.00	DIM	GEN1
00050075	Appui à la Consolidation Bonne Gouvernance & Démocratie	00089505	Accès au droit et à la justice	2014	2021	\$ 322,216.00	\$ 313,069.00	NIM	GEN1
00050075	Appui à la Consolidation Bonne Gouvernance & Démocratie	00062326	Infrastructure de paix durable	2008	2021	\$ 292,417.00	\$ 311,567.00	DIM	GEN1
00050233	Pilotage Stratégique, Planification & Suivi du Developmt	00103397	Appui au PND	2016	2020	\$ 38,797.00	\$ 10,757.00	NIM	GEN1
00050233	Pilotage Stratégique, Planification & Suivi du Developmt	00061947	Pilotage Stratégique Planif.	2008	2020	\$ 430,087.00	\$ 412,639.00	NIM	GEN1
00050569	Renforcement des Capacités & Modernisation de l'Etat	00062542	Renforcmnt Cap.& Modernisation	2008	2020	\$ 812,762.00	\$ 810,334.00	NIM	GEN1
00050569	Renforcement des Capacités & Modernisation de l'Etat	00115538	Appui PND ODD	2019	2021	\$ 757,624.00	\$ 818,947.00	NIM	GEN1
00058686	Renforcement Gouvernance Réponse nationale VIH	00073021	Réponse nationale c/ VIH/Sida	2010	2020	\$ 51,800.00	\$ 49,461.00	NIM	GEN1
00058686	Renforcement Gouvernance Réponse nationale VIH	00096075	Projet Appui aux Achats FM	2015	2019	\$ 753.00	\$ 926.00	DIM	GEN0
00096755	Global Programme - Rule of Law & Human Rights	00100685	RoL/Human Rights- Peace & Dev	2016	2022	\$ 474,263.00	\$ 454,138.00	DIM	GEN2
00115494	Prévention des conflits et cohésion sociale	00119754	Appui au processus electoral	2020	2021	\$ 271,835.00	\$ 251,676.00	DIM	GEN1
00115494	Prévention des conflits et cohésion sociale	00113072	Renforcmnt cap. Commun. Préven	2018	2021	\$ 1,735,635.00	\$ 1,649,456.00	DIM	GEN1
00115494	Prévention des conflits et cohésion sociale	00115704	Plateforme dialogue cohesion	2019	2021	\$ 1,119,447.00	\$ 1,083,373.00	DIM	GEN2
00115494	Prévention des conflits et cohésion sociale	00120450	PVE TRANSFRONTALIER	2020	2022	\$ 410,984.00	\$ 378,918.00	DIM	GEN1
00115494	Prévention des conflits et cohésion sociale	00120483	PVE BEN.TGO.GH	2020	2021	\$ 473,800.00	\$ 336,579.00	DIM	GEN1
00115494	Prévention des conflits et cohésion sociale	00125224	PROMOTION JEUNESSE	2020	2022	\$ 927,987.00	\$ 616,619.00	DIM	GEN1

00115494	Prévention des conflits et cohésion sociale	00125853	CEOMP	2021	2022	\$ 308,487.00	\$ 282,128.00	DIM	GEN2
00116957	Joint UNDP-DPPA Programme on conflict prevention	00113905	Joint UNDP-DPPA Programme CP	2019	2023	\$ 1,489,025.00	\$ 760,448.00	DIM	GEN2
00118948	Accelerator Lab - Togo	00115547	Accelerator Lab - Togo	2019	2021	\$ 1,204,428.00	\$ 932,254.00	DIM	GEN1
00122991	Projet d'appui Genre et autonomisation des femmes	00118377	Leadership et participation	2020	2022	\$ 634,572.00	\$ 392,250.00	NIM	GEN1
00124006	Renforcement gouvernance et institutions démocratiques	00119088	Réforme administrative	2020	2023	\$ 1,341,100.00	\$ 805,113.00	NIM	GEN1
00124006	Renforcement gouvernance et institutions démocratiques	00121123	Planification & suivi PND/ODD	2020	2023	\$ 849,144.00	\$ 525,254.00	NIM	GEN1
00124006	Renforcement gouvernance et institutions démocratiques	00122986	SDG Financing in Togo	2020	2022	\$ 1,377,455.00	\$ 969,876.00	DIM	GEN1
00124006	Renforcement gouvernance et institutions démocratiques	00119087	Accès à la Justice	2020	2023	\$ 622,200.00	\$ 434,436.00	NIM	GEN2
00124006	Renforcement gouvernance et institutions démocratiques	00120912	Institutions de la République	2020	2023	\$ 785,267.00	\$ 306,166.00	NIM	GEN1
00124006	Renforcement gouvernance et institutions démocratiques	00120913	Promotion et protection DH	2020	2023	\$ 384,877.00	\$ 142,304.00	NIM	GEN1
00126011	Décentralisation /ODD	00120187	Décentralisaiton/ODD	2020	2021	\$ 1,385,204.00	\$ 1,176,748.00	DIM	GEN2
00126011	Décentralisation /ODD	00125854	Décentralisation & Dév.local	2020	2023	\$ 635,816.00	\$ 479,905.00	DIM	GEN1
00133885	Towards ending AIDS as a public threat by 2030	00125619	Towards ending AIDS as a publi	2021	2023	\$ -	\$ -	DIM	GEN3
Sub Total Outcome 1						\$ 19,171,79	\$ 14,739,010		
OUTCOME 2: By 2023, Togolese populations have increased and equitable access to social protection, quality basic social services, including education, health, nutrition, water, hygiene and sanitation.									
00105760	PUDC Togo	00099900	PUDC	2016	2021	\$ 43,834.00	\$ 8,857.00	DIM	GEN1
00105760	PUDC Togo	00106856	Infrastructures & Equipements	2016	2021	\$ 2,609,567.00	\$ 2,398,274.00	DIM	GEN2
00105760	PUDC Togo	00106857	Renforcements de capacités	2016	2021	\$ 109,632.00	\$ 97,119.00	DIM	GEN1
00105760	PUDC Togo	00106859	Géolocalisation	2016	2021	\$ 30,339.00	\$ 23,702.00	DIM	GEN2
00105760	PUDC Togo	00106860	Gestion du Programme	2016	2021	\$ 1,948,338.00	\$ 1,614,779.00	DIM	GEN1
00105760	PUDC Togo	00106858	Entreprenariat rural	2016	2021	\$ 2.00	\$ -	DIM	GEN1
00118489	Appui à l'employabilité et l'insertion professionnelle	00124510	Emploi insertion professionnel	2020	2023	\$ 2,152,515.00	\$ 685,892.00	NIM	GEN1
00118489	Appui à l'employabilité et l'insertion professsionnelle	00115293	Employabilité Entrepreneuriat	2019	2022	\$ 1,973,350.00	\$ 1,347,423.00	NIM	GEN1

00122991	Projet d'appui Genre et autonomisation des femmes	00118378	Autonomisation Femmes rurales	2020	2022	\$ 584,780.00	\$ 34,881.00	NIM	GEN3
00134273	Dvpmt Communautaire et serv sociaux	00125889	Protection sociale	2021	2023	\$ 620,002.00	\$ 354,332.00	DIM	GEN1
00134273	Dvpmt Communautaire et serv sociaux	00125888	Impact communautaire 2030	2021	2023	\$ 3,174,896.00	\$ 1,540,524.00	DIM	GEN1
Sub Total Outcome 2						\$ 13,247,255	\$ 8,105,783		
OUTCOME 3: By 2023, populations in vulnerable areas have increased resilience to climate change and disaster risks and have equitable access to decent living environment and sustainable natural and energy resources.									
00060926	GEF:PIMS 4220/FSP BD-Rationalizing Togo PA System	00076932	Aires protégées	2011	2020	\$ 141,989.00	\$ 112,182.00	NIM	GEN1
00079490	Promotion du développement durable et résilience aux CC	00089464	Promotion du développement dur	2014	2022	\$ 1,126,045.00	\$ 1,084,109.00	NIM	GEN1
00104540	4e Comm. Nat. 2e Rapp. biennal	00106052	4e Comm nat & 2e Rapp. biennal	2018	2022	\$ 1,000,685.00	\$ 796,572.00	NIM	GEN2
00114341	Changements climatiques et énergie	00115320	Résilience aux catastrophes	2019	2023	\$ 3,029,000.00	\$ 2,993,687.00	NIM	GEN1
00115494	Prévention des conflits et cohésion sociale	00120987	COVID19 Crisis Mngemnt	2020	2021	\$ 168,977.00	\$ 170,256.00	DIM	GEN1
00115494	Prévention des conflits et cohésion sociale	00121041	COVID19 Impact Needs Assessmen	2018	2023	\$ 101,032.00	\$ 78,330.00	DIM	GEN1
00117913	Résilience des communautés et des écosystèmes	00115034	Projet Ecovillage	2019	2023	\$ 3,451,000.00	\$ 3,020,323.00	NIM	GEN1
00123492	Projet d'appui aux CDN du Togo	00118730	Projet d'appui aux CDN du Togo	2019	2022	\$ 757,249.00	\$ 591,372.00	NIM	GEN2
00126012	Projet d'appui à la mobilisation de finance climatique	00120189	Finance climatique	2020	2022	\$ 216,420.00	\$ 143,197.00	DIM	GEN1
00128220	PPG Sustainable managt of DL in Northern Togo	00122245	PPG SM of DL in Northern Togo	2020	2021	\$ 231,953.00	\$ 204,385.00	DIM	GEN2
00134783	Economie Bleue et Cce internationale	00126284	Economie Bleue	2021	2022	\$ 68,000.00	\$ 39,067.00	DIM	GEN0
00134783	Economie Bleue et Cce internationale	00127552	ZLECAF	2021	2022	\$ 51,971.00	\$ 40,424.00	DIM	GEN2
00134793	Accès aux énergies renouvelables en milieu rural au Togo	00126295	Accès Energies Renouvelables	2021	2022	\$ 1,431,552.00	\$ 406,076.00	DIM	GEN1
Sub Total Outcome 3						\$ 11,775,873	\$ 9,679,980		
Grand Total						\$ 44,194,927	\$ 32,524,773		

Source: Data from UNDP Atlas through the IEO Datamart, as of 13 October 2022.

ANNEX 3. EVALUATION MATRIX

Key evaluation questions	Evaluation sub-questions	Indicators (rating system)	Rating	Data sources
RELEVANCE The extent to which the programme objectives and design respond to country, beneficiaries' needs, and continue to do so if circumstances change ; Degree of alignment with human development needs, UNDP's mandate, existing country strategies and policies, adequacy of financial/human resources, and according to standards and recognized good practices				
What did the UNDP country programme intend to achieve during the period under review?	1. To what extent does the country programme [outcome area, portfolio or issue assessed] address the main development priorities of the country, the SDGs and the needs of the most vulnerable populations?	Country programme addresses major development priorities in the country as defined in the country's development plan, SDGs, or sector policies (Responsiveness to national priorities)		<ul style="list-style-type: none"> • Document review – CPD/RRF, National development plan, SDG framework, sector strategies, UNDP programme related documents, theory of change, stakeholder mapping • IEO Survey (on Relevance) • Interviews with , Gov, and other Development Partners on UNDP's programme prioritization
		Programme is responsive to groups at risk of being left behind (Responsiveness to groups at risk of being left behind)		<ul style="list-style-type: none"> • Document review – National development/ SDG/ sector reports identifying the types of vulnerable and marginalized groups in the society, UNCF, UNDP CPD, programme and project documents and financial expenditure data, evaluations • IEO survey (on Relevance) • Interviews – Extent the programme design/ implementation reflected the needs of vulnerable, marginalized populations, upholding LNOB principles in programming
	2. To what extent is the country programme [outcome area, portfolio or issue assessed] aligned with the overall strategies and flagship solutions of UNDP and the UN System (UNSDCF)?	Country programme responded to UNDP Signature Solutions (Responsiveness to UNDP Signature Solutions)		<ul style="list-style-type: none"> • Document review – CPD, UN Sustainable Development Cooperation Framework (UNSDCF); UNDP Strategic Plan 2018-2021; mapping of UNDPs programmatic partnerships • IEO Survey (on Relevance) • Interviews with UNCT, CO, Gov, and other development partners
		Programme add value to ongoing efforts at the country level (Value addition)		<ul style="list-style-type: none"> • Document review – National development priorities and sector-specific stakeholder mapping, including the work of UN agencies, UNCF, CPD, UNDP programme and project related documents • IEO Survey (on Relevance) • Interviews on UNDP's value added, ability to uniquely address gaps in existing development efforts

	3. How were gender issue integrated into the very design of the country programme [outcome area, portfolio or issue assessed]?	UNDP programme is responsive to gender-specific development concerns (Responsiveness to gender concerns)		<ul style="list-style-type: none"> • Document review – National, UN reports on challenges in gender equality and women's empowerment; UNDP's CPD, gender strategy, Gender Seal results, Gender Marker ratings, and financial expenditure data, evaluations • IEO Survey (on Relevance) • Interviews – Extent UNDP's programme/ project design and implementation strategy reflected gender consideration
To what extent has UNDP been able to adapt to the COVID-19 pandemic and support the country's preparedness, response and recovery process?	4. To what extent has the country programme [outcome area, portfolio or issue assessed] responded to unexpected changes in circumstances (including COVID-19) to remain relevant?	Programme is responsive to the changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability (Responsiveness to evolving development needs)		<ul style="list-style-type: none"> • Document review – UNCT/UNDP meeting minutes, briefs and reports, government communication, UNDP programme and project documents, socioeconomic impact assessment, socioeconomic response plans, IWP/AWP, financial expenditure data • IEO Survey (on Relevance) • Interviews on UNDP's timeliness, scope in responding to evolving development challenges
EFFECTIVENESS				
The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.				
To what extent has the programme achieved (or is likely to achieve) its intended objectives?	5. What are the <i>most significant changes</i> (positive, negative, intended or not) ⁵⁴ that resulted from the implementation of the country programme and how were they achieved, in terms of a. <i>Changes in the enabling environment: legislative changes, public policies, etc.)?</i> b. <i>Changes at institutional level?</i> c. <i>Changes at individual and community level?</i>	UNDP has influenced (or is likely to influence) outcome level results and processes (Influenced outcome-level results)		<ul style="list-style-type: none"> • Document review - CPD/RRF, ROARs/ Atlas/ PowerBI; evaluation reports for monitoring data on Outcomes contributed to or in progress; on potential risks; theory of change; - national development strategies (incl SDGs) and progress data to ascertain how UNDP outcomes link to broader national development outcomes, evaluations • IEO Survey • Interviews – on the nature and level of UNDP's contribution; whether there are similar contributions by other agencies
	6. To what extent have outputs and outcomes been achieved, or are likely to be achieved?	Programme outputs were achieved or will be eventually achieved (Programme outputs achieved)		<ul style="list-style-type: none"> • Document review – CPD/RRF, ROARs/ Atlas/ PowerBI, evaluation reports for monitoring data on Outputs achieved or in progress; on potential for risks; theory of change, evaluations • IEO Survey

⁵⁴ Types of changes: knowledge, practices, behaviours, attitudes, enabling environment (laws, policies...), quality and quantity of services, feeling of security, etc.

				<ul style="list-style-type: none"> • Interviews - with programme partners and beneficiary groups on what was achieved; facilitating factors and challenges; with wider development actors in the area assessed (on the role and contribution of UNDP); whether UNDP use the right programme tools)
	7. To what extent have UNDP's interventions had a differentiated effect on women and girls? On other vulnerable or traditionally excluded groups?	<p>Results have been beneficial for those at risk of being left behind</p> <p>(Outcomes benefited those at risk of being left behind)</p>		<ul style="list-style-type: none"> • Document review – CO strategy papers, national reports on marginalized, vulnerable populations in each context (including people with disabilities, groups requiring special attention, e.g. youth/rural youth/urban youth) and their development indicators and data on disparities; HDI and GDI; Programme/ project documents; ROARs, monitoring data on outputs and outcomes for target groups, evaluations • IEO Survey • Interviews on the scale, nature of support provided by UNDP to address target population's concerns and results achieved
		<p>Results have contributed to enhancing the processes for gender equality and women's empowerment</p> <p>(Outcomes contributed to GEWE)</p>		<ul style="list-style-type: none"> • Document review – GDI, IHDl data on gender disparities in the country; National/ subnational gender-disaggregated data for areas addressed by UNDP; CO strategy papers, programme/ project documents for the degree of emphasis on gender equality and empowerment of women; - Monitoring and evaluation data on outputs achieved and outcomes contributed; Gender Marker data for UNDP spending on gender-focused programming; monitoring data on GEN2,3 outcomes; Mapping of key actors operating in GEWE to assess UNDP's role and contribution, the potential for partnerships, joint programming, duplication, evaluations • IEO Survey • Interviews on the nature and scale of UNDP's effort to promote GEWE in its programme; progress and achievement at output and outcome levels; UNDPs role and expected areas of contribution vis-à-vis other UN agencies; extent partnership was forged with other agencies; areas of duplication; opportunities taken/missed
What factors contributed to or hindered UNDP performance and the sustainability of results?	8. What specific contextual factors external to UNDP contributed to or hindered the achievement of results (Political, economic, social, administrative, cultural, ecological, technological, etc.)?			

	9. To what extent did UNDP promote and rely on development innovation to achieve development results?	UNDP took measures to enable development innovation (Enabled development innovation)		<ul style="list-style-type: none"> • Document review –Monitoring and evaluation data on innovation in programme support of UNDP; review of accelerator lab activities (where present), evaluations • IEO Survey • Interviews on development innovation in the country; learning within and cross-country; UNDPs contribution
COHERENCE The compatibility of the programme within; and with other programmes in a country; Internal and external coherence.				
What factors contributed to or hindered UNDP performance and the sustainability of results?	10. To what extent has the country programme design and implementation ensured synergies among the different components of the country programme (internal coherence)?	Linkages between projects, outputs and outcomes were identified and established to enhance UNDP contribution (Linkages between programme levels)		<ul style="list-style-type: none"> • Document review- CPD, programme strategy, ToC, project documents and design, IWP/AWP, ROARs, selection of indicators, monitoring data on programme synergies, evaluations • IEO Survey (on Coherence) • Interviews with CO on the rationale behind programme construct, selection and design of projects under each output and outcome; with development partners on intra-programme coherence
		An integrated, issue-based programming approach adapted to enhance development results (e.g. poverty and environment; climate change adaptation and sustainable livelihood) (Integrated programming pursued)		<ul style="list-style-type: none"> • Document review- Programme/project design (how it applied an integrated approach); Monitoring data on programme synergies, evaluations • IEO Survey (on Coherence) • Interviews with CO on the extent of dialogue across different programme units and outcome areas to facilitate inter-programme synergies and coherence; how constraints were addressed; with development partners on programme synergies and internal coordination, opportunities taken /missed
	11. To what extent has the country programme design and implementation fostered synergies and reduced duplications with development and humanitarian stakeholders, in alignment with the New Way of Working (NWOW) and the principles of Delivering as One?	UNDP established strategic partnerships with government development initiatives (Strategic partnership with government)		<ul style="list-style-type: none"> • Document review- UNDP project documents; Monitoring data on integrated programming in national development programme processes in the area assessed, evaluations, partnerships survey results • IEO Survey (on Coherence) • Interviews on the extent UNDP proactively sought to engage the central and relevant line offices within the government for enhanced national development process; applying a nuanced approach as required; extent UNDP enabled national programme coherence

		UNDP established strategic partnerships with United Nations agencies (Strategic partnership with the United Nations agencies)		<ul style="list-style-type: none"> • Document review- UNCF for mapping of different UN agencies' expected areas of work; joint programme documents; UNCT working group documents; Monitoring data on enhanced outcome and enabling coherence in national development programme processes in the area assessed, evaluations • IEO Survey (on Coherence) • Interviews - Extent UNDP reached out to UN agencies operating in complementary areas under UNCF for joint efforts, collaboration, and coherence; and opportunities used/ missed
		UNDP articulated its unique role within the UNDS at the country level in the 'post delink' era, demonstrating its 'integrator role' (Optimised integrator role)		<ul style="list-style-type: none"> • Document review – CPD and other recent CO strategy papers, IWP/AWP, ROARs, evaluations • IEO Survey • Interviews on UNDPs positioning as an integrator within the UN system; whether areas were identified for operationalization; how UNDP invested in promoting its integrator role; examples of the role; what worked and why; how potential resistance to such a role was overcome
		UNDP established strategic partnerships with <i>bilateral actors/IFIs</i> (Strategic partnerships with IFIs/ bilateral actors)		<ul style="list-style-type: none"> • Document review – CPD; communication/ partnership/ resource mobilization strategies; programme/ project documents; mapping of bilateral actors/IFIs operating in similar issue areas; monitoring data on enhanced outcome and enabling coherence, evaluations • IEO Survey • Interviews – Extent UNDP established partnerships with bilateral agencies/IFIs (opportunities used/missed); how such partnerships contributed to enhanced outcomes and greater national development coherence
		UNDP established strategic partnerships with non-state actors (e.g. the media, CSOs, academia, think tanks) (Strategic partnership with civil society)		<ul style="list-style-type: none"> • Document review – CO strategy papers, Programme/ project documents, evaluations and other assessment reports for mapping of partnerships explored, evaluations • IEO Survey • Interviews – Extent UNDP has proactively reached out to (and applied a nuanced approach if needed) engaging with non-state actors to ensure their participation in programme design and implementation for results; opportunities missed
		UNDP established partnerships with the private sector, identifying key areas for		<ul style="list-style-type: none"> • Document review - Macro data on PSD investment in the country; sectors with greater potential for private sector investment; CO strategy papers, programme/ project documents

		private sector development and engagement, and/or for facilitating SDG financing (Strategic partnership with private sector)		<p>to see whether UNDP has a strategy for enabling private sector engagement; description of areas identified by UNDP for facilitating PSD; areas for private sector financing opportunities; challenges in private sector engagement; - Monitoring data on private sector facilitation, evaluations</p> <ul style="list-style-type: none"> • IEO Survey • Interviews on UNDP's practice in seeking private sector engagement for its programme; its role and contribution in private sector facilitation for development financing; opportunities are taken/ missed.
<p style="text-align: center;">EFFICIENCY</p> <p style="text-align: center;">The extent to which programme resources were managed adeptly, with timely delivery within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context; maximising utility of resources; and achieving maximum operational efficacy.</p>				
What factors contributed to or hindered UNDP performance and the sustainability of results?	12. To what extent have the resources (human and financial) of the country office been sufficient and adequately used to achieve the expected results in a timely manner?	Projects were completed according to established plans. (Timely completion of projects)		<ul style="list-style-type: none"> • Document review- Project documentation of extensions/ delays (i.e. may include reports, audits, Atlas financials, Atlas risk logs, AWP, meeting minutes as necessary); Monitoring reports, ROAR; Audit reports, evaluations, IEO-RA financial analysis • IEO Survey • Interviews on programme/project implementation
		Country programme has the necessary technical capacity to achieve programme results (Necessary technical capacity)		<ul style="list-style-type: none"> • Document review- UNDP staff structure; Monitoring reports, evaluations, ROAR⁵⁵ • IEO Survey • Interviews on staff structure and programme technical capacities; the extent country office efficiently allocated human resources to achieve results; the extent country office made use of available technical support (e.g. Global Policy Network, RB/BPPS) to deliver programme results
		Programme resources were strategically allocated (Programme resources used strategically)		<ul style="list-style-type: none"> • Document review – CPD/RRF, programme and project budget information; UNDP resource mobilization strategy; audit reports; financial reports; resource landscape of UNDP areas⁵⁶

⁵⁵ Check for country office staffing, structure, Vacancies/gaps, Staff perceptions on workload and human resource capacity, Partner perceptions on UNDP technical capacity and productivity, evidence of request and use of technical backstopping from HQ.

⁵⁶ Check for comparison of CPD resources estimate to resources raised; resource mobilization planning, adaptation and implementation; use and leveraging of core resources; portfolio composition (i.e. those with a strategic value and the ability to contribute to important results vs. small non-strategic projects); management to programme cost ratio; financial efficiency (delivery rate, partner perceptions).

		Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams. (Mobilised planned resources)		<ul style="list-style-type: none"> • IEO Survey • Interviews on budget planning, resource mobilization opportunities and use
	13. To what extent have the planning, monitoring and evaluation functions contributed to organizational learning and to the achievement of expected results?	n/a		
SUSTAINABILITY The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.				
What factors contributed to or hindered UNDP performance and the sustainability of results?	14. To what extent have the target population and institutions (formal and informal) taken ownership of the processes supported by and results achieved through UNDP interventions?	Target institutions and/ or beneficiary groups are equipped with knowledge, skills, behaviours and partnerships to continue with programme/ project related efforts after their completion (Capacities improved)		<ul style="list-style-type: none"> • Document review – Programme/ project monitoring reports, ROARs, government records on the level, areas of human and institutional capacity improvement supported by UNDP; mapping of programme partnerships, incl. new partnerships, evaluations • IEO Survey • Interviews on the areas and scale of capacities enhanced (including changes brought about by their enhanced capacities); on partnership options explored
		Measures were taken to facilitate national ownership of programme results (Ensured national ownership)		<ul style="list-style-type: none"> • Document review – Programme/ project documents, government reports, evaluations • IEO Survey • Interviews – to ascertain whether linkages with national programmes were established (incl government uptake/ ownership); opportunities for the linkages used (areas and scale of UNDP's government support to develop or improve their policies and programmes) and missed; facilitating factors and constraints; on the extent, UNDP has reached out to existing and potential civil society groups
		Measures are taken to promote scaling up (Promoted scaling up)		<ul style="list-style-type: none"> • Document review -UNDP programme documents review to ascertain if there was planning /partnerships for scaling up; - Monitoring reports on how scaling up was pursued; Stakeholder mapping to assess if all possible partnership options were

				<p>explored by UNDP for scaling up; exit strategies incl. funding, evaluations</p> <ul style="list-style-type: none"> • IEO Survey • Interviews to ascertain the potential for scaling up successful programme models by government and other development agencies; examples of scaling up successful programme models by government and other development agencies; opportunities and constraining factors
		<p>Financial and human resource needs for sustaining/scaling results achieved are addressed</p> <p>(Enabled development financing)</p>		<ul style="list-style-type: none"> • Document review – Literature review on development financing data in sectors supported by UNDP, and enabling environment in the country; Data on private sector engagement in development; development financing bottlenecks; UNDP strategy on private sector engagement, facilitating development financing; Monitoring reports on progress and achievements in facilitating development financing, evaluations • IEO Survey • Interviews with development partners, including the private sector and IFIs, on development financing possibilities, policy bottlenecks; UNDPs role and contribution in enabling development financing; UNDP's accomplishments; opportunities missed
	15. What are the main factors that have affected the sustainability of the processes supported by and results achieved through UNDP interventions?	n/a		

ANNEX 4. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports and other project documents. The websites of many related organizations were also searched, including those of UN organizations, Peru governmental departments, project management offices and others.

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African Union and OCDE, 'Africa's Development Dynamics 2018. Growth, Employment and Inequalities', 2018. https://openresearch-repository.anu.edu.au/bitstream/1885/278587/1/GhaEcon_24.pdf

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d'Améliorer la Couverture Forestière au Togo' [The REDD project reviews two analytical studies to improve forest cover in Togo], August 14, 2018. <https://www.republiquetogolaise.com/gouvernance-economique/1408-2118-le-projet-redd-examine-deux-etudes-analytiques-en-vue-d-ameliorer-la-couverture-forestiere-au-togo>

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World Health Organization, WHO Coronavirus (COVID-19) Dashboard. <https://covid19.who.int>

ANNEX 5. PEOPLE CONSULTED

Government of Togo

Central government

ADOGLI, Komigan, National Institute of Health Insurance

AKAYA, Stéphane, Permanent Secretary, Ministry of Economy and Finance

AKPAMOU, Kokou Gbetey, Director, Department of Studies and Planning, Government of Togo

AMEDZENU-NOVIEKOU, Da-do, National Coordinator, West Africa Network for Peacebuilding Togo (WANEP)

AMEYOU, Yannick, Head of the Ministry of Maritime Economy, Fisheries and Coastal Protection (your counterpart for the Blue Economy Development Support project), Ministry of Maritime Economy, Fisheries and Coastal Protection

ANALA, Joseph, Director of Youth/Youth Employment, Ministry of Development and Youth

ASSOGBA, Tanguy Adani, Economic Affairs Officer

ATISSIM, Assih, General secretary, Ministry of Civil Service, Labor and Administrative Reform and Social Welfare

ATUTONU, Lydia Amah, Director, Directorate of Forest Resources, Ministry of the Environment, Government of Togo

AWESSO, Balakyém, Head of Forest Research and Land Degradation Control Section / DRF, LCD Focal Point, Ministry of Environment and Forest Resources, Government of Togo

BOKO, Afi, Director of the Young Girls Programme at the Ministry of Social Action and the Advancement of Women

BOTRE, Arzouma Lare, President of the High Authority for Quality and the Environment (HAUQUE) at the Ministry of Commerce, Industry and Local Consumption

DAMOROU, Sanetiebone, Section Head / Project Focal Point, National Agency for Civil Protection, Government of Togo

DOGBE, Koku Sika, Project coordinator, Ministry of Health, Public Hygiene and Universal Access to Care

EDOU, Komlan, National Project Coordinator, seconded from the Ministry, Ministry of Environment and Forest Resources, Government of Togo

EFOE, Kini, Chief of Staff, National Assembly

ESSIOMLE, Koffi Biova, Finance Administrator at HAUQUE at the Ministry of Trade, Industry and Local Consumption

FANKEBA, Souradji, Director of Demographic Statistics, National Institute of Statistics and Economic and Demographic Studies, Government of Togo

GAFAR, Akbao Abdul, Director of Legislation and Protection of Human Rights, Ministry of Human Rights, Citizenship Training and Relations with the Institutions of the Republic

GBATCHI, Kwami Elôm, Project coordinator, Ministry of Health, Public Hygiene and Universal Access to Care

JOHNSON, Kwessi, Head of Section for Management and Coordination of Government-UNS Programs (project focal point) / MPDC, Ministry of Development Planning and Cooperation (MPDC)

KLOLLY, Akou, Research officer at the Foreign Trade Department at the Ministry of Trade, Industry and Local Consumption

KOSSI GOKA, Serge, Technical Expert, National Programme of Multifunctional Platforms, Ministry of Development / ANADEV

LAKOUSSAN, Koffivi, In charge of the Togolese standardization agency at HAUQUE at the Ministry of Trade, Industry and Local Consumption

Maxima, Employment Advisor, National Employment Promotion Agency's University

NARTEY, Blaise, Secretary General, National Human Rights Commission, Government of Togo

OUHLLI, Kalif, Internal Auditor, National Employment Promotion Agency

PIYINDA, Eloani, Economist Planner, researcher at the Ministry of Territorial Administration, Decentralization and Territorial Development

POLO-AKPISSO, Aniko, National Project Coordinator (Togo NDC support project), Ministry of Environment and Forest Resources, Government of Togo

SAGBO, Anaïs, Technical Advisor to the Ministry of Investment Promotion

SONHAYE, John Kpandja, Project Focal Point, Togolese Agency for Rural Electrification and Renewable Energies (AT2ER)

TCHABANA, Farouk, National expert in digitalization of logistics processes / Head of the one-stop shop (port), Ministry of Maritime Economy, Fisheries and Coastal Protection (MEMPC), Government of Togo

TCHAGNAO, Mama-Raouf, Director of Access to Law and Justice, Ministry of Justice

TOUH, Moise, Research officer at the General Secretariat, trade inspector at the Ministry of Trade, Industry and Local Consumption

YAO, Dokoto, Director of Human Rights Promotion, Ministry of Human Rights, Citizenship Training and Relations with the Institutions of the Republic

Yao, M., Head of Planning and Monitoring-Evaluation Division at the Ministry of Trade, Industry and Local Consumption

Local government

ABOTCHI GBETE2, Togbui Edoh, Head of Okou canton in Wawa 3 commune (field visit)

ADJAKA, Kokou A., Regional Director Ministry of Planning, Development and Land Use Planning (field visit)

AHOEDANOU, Kokou Germain, 2nd Deputy Mayor of Asrama (Haho 3 Commune) (field visit)

AMEWOVI, Elom, Mediator-conciliator at the Cinkassé House of Justice (field visit)

ATIOGBE, First Deputy Mayor of Asrama (Commune Haho 3) (field visit)

BALDJOI, Moin, Support agent at the Dapaong justice center (field visit)

DJANGUENANE, Lali, CVD Chairman of Nabaisse (field visit)

DJANGUENANE, Nanguéyabte, Chief of village Nassiette (field visit)

DORSOU, Kossivi, Head of CLP commune Yoto 2 (Ahépé) (field visit)

EDOU, Kossi, Chief of village Klotchomé (field visit)

EDOU, Togbedi, Dignitary of the Chief of village (field visit)

GBOLOGA, Koffi Tchey, Secretary General of Asrama Town Hall (Haho 3 Commune) (field visit)

HOUNDJIO, Michel K., Project manager of the Zio 1 municipality in Tsévié (field visit)

KOLANI, Bayigou, President of the Prefectural Youth Council Commune Tone 1 (field visit)

KUTOWGBE, Yao, Director of CHP Wawa (field visit)

LAMBONI, Paul, ANPC agent Dapaong (field visit)

M'BOMA, Komlanvi, Mediator-conciliator of the Dapaong house of justice (field visit)

MACAMANZI, Mindamou, Legal Assistant at the Dapaong House of Justice (field visit)

MAMANI, Goutande, ANVA project manager (field visit)

MOAPA, Zéinabou, Treasurer of the Tone1 municipal youth committee (field visit)

NAKOABE, Gnimpale Alexis, President of the municipal youth committee Tone1 (field visit)

OURO-DJOW, Christian T., Mediator-conciliator at the Cinkassé House of Justice (field visit)

PALABE, Monipak, Statistician at the Regional Directorate (Maritime) of Agriculture (field visit)

SAGBO GBLEGUDE2, Kossi, Chief of village Klotchomé (field visit)

TCHAGAFU, Daima, Secretary at the Dapaong House of Justice (field visit)

TCHELOUGOU, Tiya M., Secretary at the Cinkassé House of Justice (field visit)

TIEM, Bientcheke M., Support agent at the Cinkassé house of justice (field visit)
TOGBUI, Maninkpo, Chief of village Donomade (field visit)
TOURE, Issa, Secretary General of Wawa Prefecture (field visit)
YAMBAME, Kanssoukidame, Member of the Tone1 municipal youth committee (field visit)
YAMPOADEB, Gountanté, Mayor of the municipality Tone 1 (field visit)

Civil Society and Non-Profit Organizations

KATANTI-DJANGUENANE, Mathilde M., Manager of the Dapaong Listening Center (field visit)
KOLANI, Yen-namb, Social worker at the Dapaong listening center (field visit)
KOUAMIKAM, Afoucheta, Head of Dapaong Youth Center (field visit)
KOUMAI, Assohoua, Administrative assistant at the Dapaong listening center (field visit)
ADJIVON, Afi, Executive Director, Organization Action on Gender and Environment for Sustainable Development, AGED-Togo
AKACPO-ADDRA TSONYA, Brigitte, Executive Director, President of the national platform Women's Organizations REDD+, Women Environmental Programme - Togo (WEP-Togo)
ESSEH, Kafiu, Director, NGO Action for the Development and Fulfillment of Women and Children
GNASSINGBE, Odilia, Autonomous Center for Studies and Capacity Building for Development in Togo

Academia

ADEVE, Komlan, Dean of the Faculty of Economics and Management (field visit)
AGBOSSOUMONDE, Koffi, National Project Coordinator, Ministry of Environment and Forest Resources
BOUKARI, Mamadou, Pedagogical manager of the professional master's programme in development planning (field visit)
DELIGUE, Julien, Expert in development economics, Autonomous Center for Studies and Capacity Building for Development in Togo
KOLANI, Lankondjoa, Teacher-Researcher, Graduate School of Agronomy, University of Lome / Agriculture Focal Point, GHG Inventory (Assistant), University of Lome
LAWANI, Akessime Ayemi, Pedagogical manager of the professional licence programme in planning, monitoring and evaluation of local development programs and projects (field visit)

Beneficiaries

BIDAKI, Nadège, Manager of the "Gédéon generation" company, beneficiary of the project (field visit)
LAMBONI, Esdras Sandra, Manager of the company "ESDRAS DELICE", beneficiary of the project (field visit)

UNDP

AGNIGBANKOU, Yawo, Experimentation Manager, UNDP Accelerator Lab
AHIATSI, Yem Kossivisoe, Solution Mapping Manager, UNDP Accelerator Lab
ANDRIANARISON, Francis, Senior Economist, Policy and strategy Unit, UNDP
AOKOU, Komi Ognadon, Responsable Exploitation, UNDP Accelerator Lab
ASSILEVI, Justine, Programme Associate, UNDP
ASSINOUE, Essi Ahouefa, Human Rights Expert, UNDP
BAGUIA, El Allassane, Development Finance Specialist / Team Lead Growth, UNDP
BINTU MITIMA, Mike Otis, Technical Assistant - mobile clinics, UNDP

DIA, Aliou Mamadou, Resident Representative, UNDP
 DOGAWA, Kassim, Programme Analyst, UNDP
 ELI ATRI, Koffi, Global Environment Facility (GEF) Microfinance Programme Coordinator, UNDP/GEF
 FALL, Mactar, Deputy Resident Representative, UNDP
 GBATCHI, Elom, Project coordinator , UNDP
 HOUMEY EKLU-KOEVANU, Meteteiton, Justice and Reconciliation Technical Advisor / Team Leader
 Governance Unit Gender Focal Point, UNDP
 IBOURAIMA, Mouhamed- Awali, Peacebuilding project officer at UNDP Dapaong office (field visit)
 IBOURAIMA, Mouhammed, Project Officer/Peacebuilding Fund, UNDP
 KENKOU, Emile Séna Koffi, Communication specialist, UNDP
 LABANDE, Idrissou Kayaba, PBF Project Coordinator, UNDP
 MANDELA DJAHO, Yawo Dodji, Gender expert, UNDP
 SHINGIRO, Christian, Peace and Development Advisor, UNDP
 TCHINGUILOU, Abiziou, Environment and Poverty Programme Officer. Climate Change Specialist, UNDP
 YANON, Galine, Climate Finance Specialist, UNDP
 ZIKPI, Komi Nyuiadzi, Decentralization and Community Impact Project Management Specialist, UNDP

Other UN agencies and donors

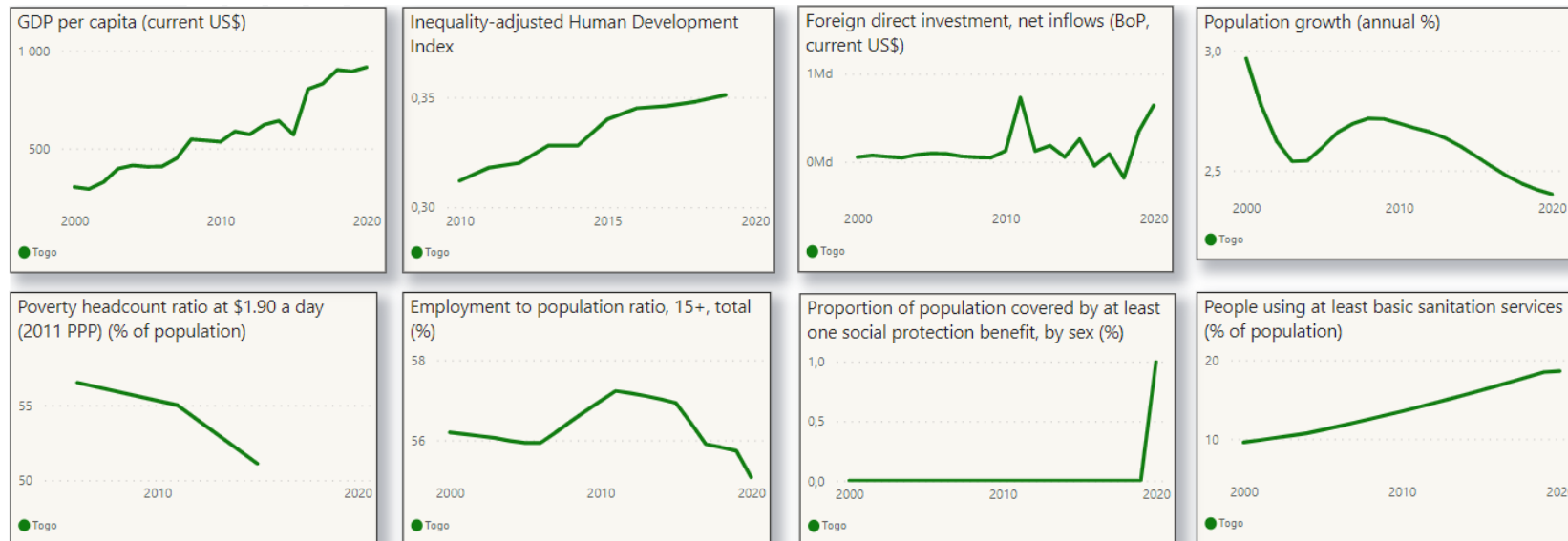
ABOUKORAH-VOIGT M. MAGLOIRE, Omnia, Programme Manager, GIZ (field visit)
 BANGA, Etienne, Head of Mission / Representative for IOM offices in Ghana (Residence), Togo and Benin, IOM
 COSSOBA NANA KO, Maria Perdomo, Benin and Togo Programme Officer, Youth Lead Specialist, UNCDF, UNCDF
 OYETOUNDE, Djiwa, Deputy Representative / Programme Manager, FAO
 YAGUIBOU, Josiane, Representative, UNFPA
 YAPO, Serge, Head of Resident Coordinator's Office, Office of the UN Resident Coordinator

Other

ABUBLI, Leonard, Head of Agency
 BANYITE, Grégoire, Animator (field visit)
 DJIWAGUI, Dametote, Animator (field visit)
 EGBARE, Georges, Coordinator of the TILITOU LAB KARA incubator (field visit)
 KOUTOME, Paguidame, Programme Manager at the Savanes Community Rural Radio (field visit)
 LAMBONI, Bassirou M., Programme manager at Lagmtaaba radio in Cinkassé (field visit)
 LATIEYI, David, Incubator Coordinator (field visit)
 LAWANI, Nazife, Medical Assistant at CHP Wawa (field visit)
 Mathieu, Head of Corporate Information
 Yakou, Head of agency

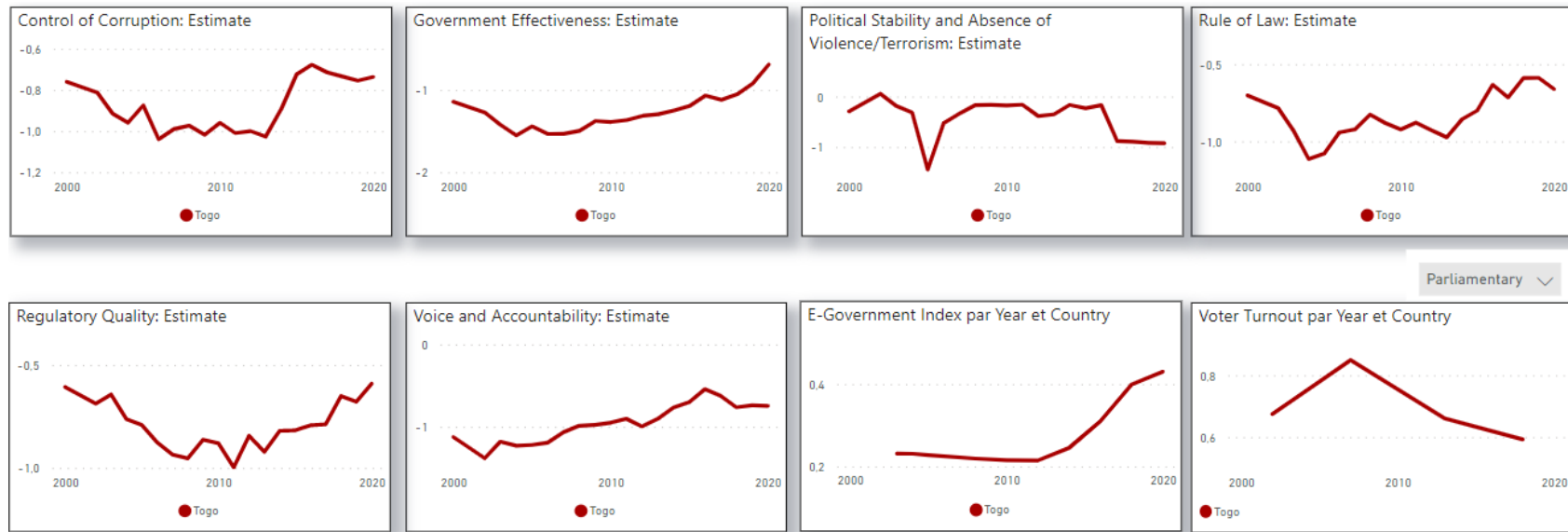
ANNEX 6. COUNTRY AT GLANCE

Poverty



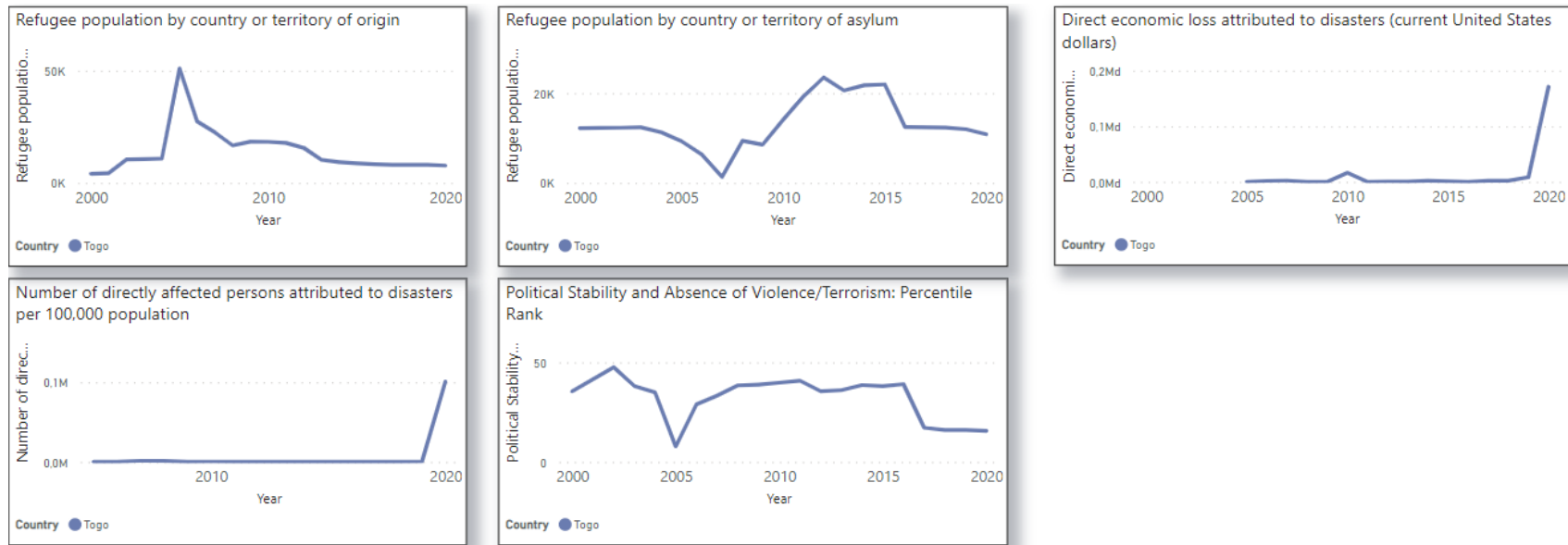
Sources: Human Development Report Data Center, UNECE Dashboard for the SDGs and World Development Indicators, accessed via the IEO Datamart on October 15, 2022.

Governance



Sources: World Governance Indicators, UN E-Government Knowledgebase and IDEA Voter Turnout Database accessed via the IEO Datamart on October 15, 2022.

Resilience



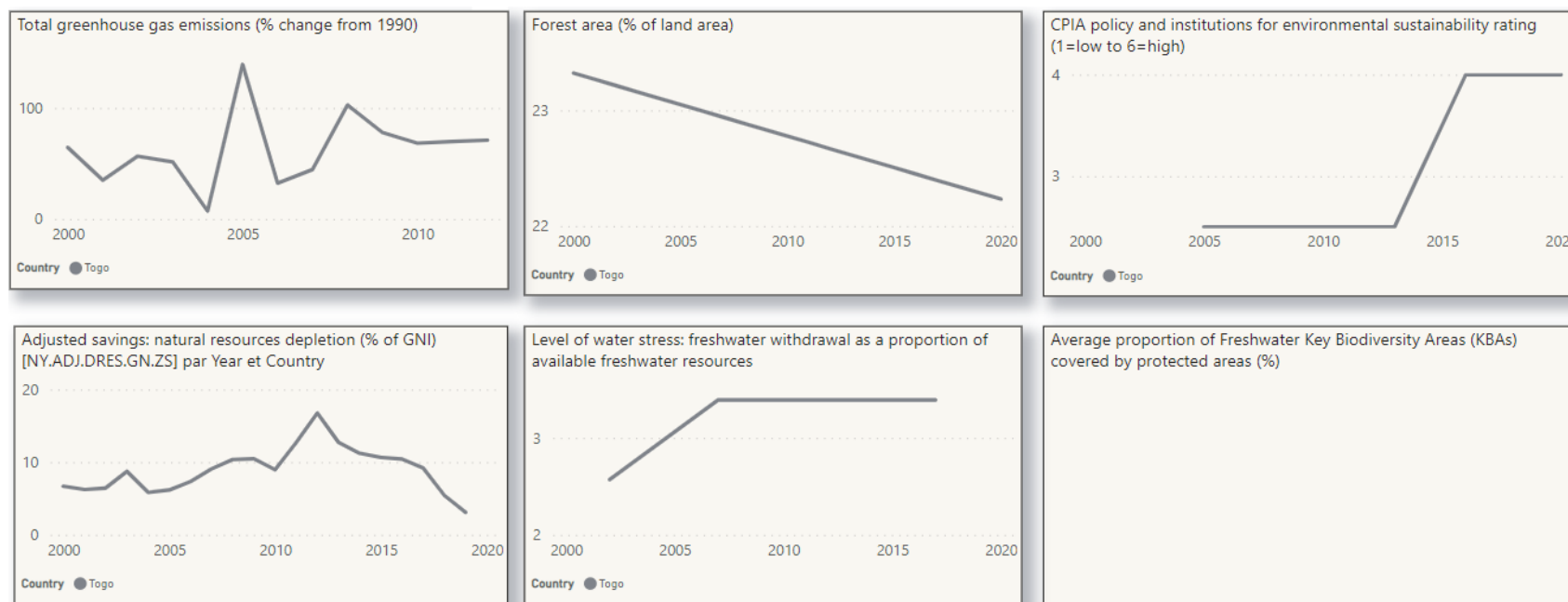
Sources: UNStats and World Development Indicators, accessed via the IEO Datamart on October 15, 2022.

Energy



Source: World Development Indicators, accessed via the IEO Datamart on October 15, 2022.

Environment



Sources: UNStats and World Development Indicators, accessed via the IEO Datamart on October 15, 2022.

Gender



Sources: UNStats and World Development Indicators, accessed via the IEO Datamart on October 15, 2022.

ANNEX 7. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
OUTCOME 1: By 2023, public institutions at central and local levels increasingly apply principles of inclusive governance with a focus on accountability, citizen participation, equitable access to quality public services and social cohesion.				
OC1 i1.1 Proportion of population satisfied with their last experience of public services	TBD: Men: TBD; Women: TBD (2018) na	Men: 10% Increase; Women: 10% Increase na	na	Na
OC1 i1.2 Ibrahim Index	51.7% (2016) na	60% (2023) na	49.1	50.1
Output Indicator	Output Baseline	Output Target: 2021	Output Status/Progress	
			2019	2020
Output 1.1. Ministry of public administration and other targeted institutions at national and local levels have strengthened capacities to ensure effectiveness of public services delivery				

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
OP1.1 – i1 Extent of utilization of UNDP-supported civil servant centralized management system in public administration	1* (2017). [*1: system is not in place; 2: strategic and centralized system is in place but not utilized; 3: system is operational but not fully utilized; 4: all functions are utilized] 1	3 3	1	1
OP1.1 – i2 Extent to which UNDP-supported simplified procedures are used to deliver services related to legal identity civil registration and nationality certificates	2* (2017) [*1: no simplification; 2: some simplification; 3: significant simplification; 4: all procedures are simplified] 1	3 3	2	2
OP1.1 – i3 Existence of effective measures adopted with UNDP support to mitigate and remedy corruption risks at a) National, b) subnational and c) sector level of public administration	(a) No; (b) No; (c) No * (2017) [*1: No measures exist; 2: very weak measures are adopted; 3: some significant measures; 4: appropriate measures] Existence of effective measures adopted with UNDP support to mitigate and remedy corruption risks at National level of public administration: 0; Existence of effective measures adopted with UNDP support to mitigate and remedy corruption risks at subnational level of public administration: 0; Existence of effective measures adopted with UNDP support to mitigate and remedy corruption risks at sector level of public administration: 0	(a) Yes; (b) Yes; (c) Yes Existence of effective measures adopted with UNDP support to mitigate and remedy corruption risks at National level of public administration: 1; Existence of effective measures adopted with UNDP support to mitigate and remedy corruption risks at subnational level of public administration: 1; Existence of effective measures adopted with UNDP support to mitigate and remedy corruption risks at sector level of public administration: 1	Existence of effective measures adopted with UNDP support to mitigate and remedy corruption risks at National level of public administration: 0; Existence of effective measures adopted with UNDP support to mitigate and remedy corruption risks at subnational level of public administration: 0; Existence of effective measures adopted with UNDP support to mitigate and remedy corruption risks at sector level of public administration: 0	Existence of effective measures adopted with UNDP support to mitigate and remedy corruption risks at National level of public administration: 1; Existence of effective measures adopted with UNDP support to mitigate and remedy corruption risks at subnational level of public administration: 1; Existence of effective measures adopted with UNDP support to mitigate and remedy corruption risks at sector level of public administration: 1
OP1.1 – i4 Existence of UNDP-supported platforms, including women, youth, against corruption in public administration	No (2017) 1	Yes 1	0	0
Output 1.2: Government capacities developed to integrate 2030 Agenda, Agenda 2063 and the Paris Agreement on development plans, budgets, and to analyze progress towards the SDGs, using innovative and datadriven solutions.				

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
<p>OP1.2 - i1</p> <p>Existence of UNDP-supported development plans and budgets that integrate international agreements across the whole-of-government: (a) 2030 Agenda for Sustainable Development; (b) Paris Agreement</p>	<p>(a) No; (b) No (2017)</p> <p>2030 Agenda for Sustainable Development: 0; Paris Agreement: 0</p>	<p>(a) Yes; (b) Yes</p> <p>2030 Agenda for Sustainable Development: 1; Paris Agreement: 1</p>	<p>2030 Agenda for Sustainable Development: 0; Paris Agreement: 0</p>	<p>2030 Agenda for Sustainable Development: 0; Paris Agreement: 0</p>
<p>OP1.2 - i2</p> <p>Existence of UNDP-supported data collection/analysis mechanisms providing disaggregated data by gender, age and other characteristic to monitor progress towards the SDGs: (a) Conventional data collection methods (e.g. surveys); (b) Administrative reporting systems</p>	<p>(a) No; (b) No (2017)</p> <p>Conventional data collection methods (e.g. surveys): 0; Administrative reporting systems: 0</p>	<p>(a) Yes; (b) Yes</p> <p>Conventional data collection methods (e.g. surveys): 1; Administrative reporting systems: 1</p>	<p>Conventional data collection methods (e.g. surveys): 0; Administrative reporting systems: 0</p>	<p>Conventional data collection methods (e.g. surveys): 0; Administrative reporting systems: 0</p>
Output 1.3. Enhanced capacities of national and local institutions to design, implement and evaluate gender responsive and inclusive decentralization policies and local development plan.				
<p>OP1.3 - i1</p> <p>New mechanisms developed to improve employability of young people in formal sector through vocational training</p> <p>Extent to which legal competencies and financial resources are transferred from central public administration to local governments</p>	<p>1* (2018) [* 1 less than 25% of capacities/resources are transferred; 2: Between 25%-50% of capacities/resources are transferred; 3: Between 50%-75% of capacities/resources are transferred; 4: More than 75% of capacities/resources are transferred]</p> <p>1</p>	<p>2</p> <p>3</p>	<p>1</p>	<p>2</p>
<p>OP1.3 - i2</p>	<p>0 (2017)</p> <p>0</p>	<p>10</p> <p>10</p>	<p>0</p>	<p>5</p>

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
<p>Number of men and women living in poverty in rural sector with access to credit and/or land titles</p> <p>Number of UNDP-supported local governments which have functioning gender responsive planning, budgeting and monitoring system</p>				
<p>OP1.3 - i3</p> <p>Number of policies and/or policy instruments to promote gender equality and women's economic empowerment</p> <p>Extent to which priorities voiced by women, persons with disabilities and youth are integrated into the design, implementation and monitoring of local development plans with UNDP support</p>	<p>2* (2017) [*1. No participation; 2: low participation; 3: some significant participation; 4: full participation]</p> <p>2</p>	<p>3</p> <p>3</p>	<p>2</p>	<p>2</p>
Output 1.4. Justice and human rights institutions enabled to improve human rights rule of law, and access to justice of women, youth, persons living with HIV and AIDS and persons with disabilities.				
<p>OP1.4 – i1</p> <p>Existence of UNDP-supported strengthened institutions and systems supporting fulfilment of nationally and internationally ratified human rights obligations:</p> <p>a. Rule of law and justice; b. Human rights</p>	<p>(a) No; (b) No (2017)</p> <p>Rule of law and justice: 0; Human rights: na</p>	<p>(a) Yes; (b) Yes (2023))</p> <p>Rule of law and justice: 1; Human rights: na</p>	<p>Rule of law and justice: 0; Human rights: 0</p>	<p>Rule of law and justice: 0; Human rights: 0</p>
<p>OP1.4 - i2</p> <p>Existence of an information system on justice efficiency</p>	<p>No (2017)</p> <p>0</p>	<p>Yes</p> <p>1</p>	<p>0</p>	<p>0</p>

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
OP1.4 – i3 Number of UNDP-supported Justice Houses and Legal Aid offices strengthened	0 (2017) 0	8 8	4	8
OP1.4 – i4 Percentage of new reported GBV cases, resulting in conviction of perpetrators/reparation for survivors	0 (2017) Percentage of new reported GBV cases resulting in conviction of perpetrators/reparation for survivors: 0; Number of new reported GBV cases, resulting in conviction of perpetrators/reparation for survivors: 0	50% Percentage of new reported GBV cases resulting in conviction of perpetrators/reparation for survivors: 50; Number of new reported GBV cases, resulting in conviction of perpetrators/reparation for survivors: na gender and disability analysis: 7	na	na
OP1.4 – i5 Percentage of new cases of stigmatization of persons living with HIV and AIDS reported and resolved	0 (2017) Percentage of new cases of stigmatization of persons living with HIV & AIDS reported and resolved: 0; Number of new cases of stigmatization of persons living with HIV & AIDS reported and resolved: na; Total of cases of stigmatization of persons living with HIV & AIDS reported: na	50% Percentage of new cases of stigmatization of persons living with HIV & AIDS reported and resolved: 50; Number of new cases of stigmatization of persons living with HIV & AIDS reported and resolved: na; Total of cases of stigmatization of persons living with HIV & AIDS reported: na	Percentage of new cases of stigmatization of persons living with HIV & AIDS reported and resolved: 69; Number of new cases of stigmatization of persons living with HIV & AIDS reported and resolved: 134; Total of cases of stigmatization of persons living with HIV & AIDS reported: 195	Percentage of new cases of stigmatization of persons living with HIV & AIDS reported and resolved: na; Number of new cases of stigmatization of persons living with HIV & AIDS reported and resolved: na; Total of cases of stigmatization of persons living with HIV & AIDS reported: na
Output 1.5. Constitution-making, electoral management, oversight and regulation of the media landscape, and parliamentary processes are strengthened to promote inclusion, transparency, accountability and social cohesion.				
OP1.5 – i1 Number of UNDP-supported electoral management bodies with strengthened capacity to conduct inclusive, effective and accountable elections	1 (2017) 3	5 5	3	5
OP1.5 – i2 Percentage of UNDP-supported HAAC strategic plan measures implemented	0 (2018) 0	50% 50	5	20

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
OP1.5 – i3 Proportion of women in managerial positions in the public administration	15.74% (2015) Proportion of women in managerial positions in the public administration: 15; Number of women in managerial positions in the public administration: na; Total of people in managerial positions in the public administration: na	20% (2023) Proportion of women in managerial positions in the public administration: 20; Number of women in managerial positions in the public administration: na; Total of people in managerial positions in the public administration: na	Proportion of women in managerial positions in the public administration: 15.7; Number of women in managerial positions in the public administration: 2,590; Total of people in managerial positions in the public administration: 16,460	Proportion of women in managerial positions in the public administration: na; Number of women in managerial positions in the public administration: na; Total of people in managerial positions in the public administration: na
OP1.5 – i4 Improved capacities of parliament to undertake inclusive, effective and accountable law-making, oversight and representation	No (2017) No	Yes (2023) Yes	No	No
Output 1.6. The technical capacities of national and local structures, CSOs, youth and women are strengthened for the prevention and management of conflicts and promotion of a more peaceful society.				
OP1.6 – i1 Number of active UNDP-supported women associations in conflict prevention and resolution agencies in communities	0 (2017) 0	50 (2023) 50	15	na
OP1.6 – i2 Number of active UNDP-supported youth movements in conflict prevention/resolution in communities	0 (2017) 0	50 (2023) 50	18	79
Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
OUTCOME 2: By 2023, Togolese populations have increased and equitable access to social protection, quality basic social services, including education, health, nutrition, water, hygiene and sanitation				
OC2 i2.1 Net primary school enrollment rate	93.8% (2017) 93.8%	100% (2022) 100% (2022 & 2023)	93.8%	93.8%

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
OC2 i2.2 Proportion of households using a source of safe drinking water	61.8% (2015) 61.8% (2018)	80% (2022) 80% (2022 & 2023)	61.8%	61.8%
OC2 i2.3 Youth underemployment rate	22.2% (2015) 22.2% (2018)	16.2% (2022) 16.2% (2022 & 2023)	34.6%	34.6%
OC2 i2.4 Women underemployment rate	24.1% (2015) 24.1% (2018)	18.1% (2022) 18.1% (2022 & 2023)	29.5%	29.5%
Output Indicator	Output Baseline	Output Target: 2021	Output Indicator Status/Progress	
			2019	2020
Output 2.1. Quality social basic services particularly health, education, water and sanitation are made available to most vulnerable groups.				
OP2.1 - i1 Number of UNDP-supported accessible infrastructures in a) health; b) education; c) water sectors	(a) 26; (b) 64; (c) 0 (2016) Number of UNDP-supported accessible infrastructures in health: 26; Number of UNDP-supported accessible infrastructures in education: 64; Number of UNDP-supported accessible infrastructures in water sectors: 0	(a)76; (b) 697; (c)1,700 Number of UNDP-supported accessible infrastructures in health: 76; Number of UNDP-supported accessible infrastructures in education: 697; Number of UNDP-supported accessible infrastructures in water sectors: 1,700	Number of UNDP-supported accessible infrastructures in health: 26; Number of UNDP-supported accessible infrastructures in education: 64; Number of UNDP-supported accessible infrastructures in water sectors: 54	Number of UNDP-supported accessible infrastructures in health: 26; Number of UNDP-supported accessible infrastructures in education: 64; Number of UNDP-supported accessible infrastructures in water sectors: 54

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
OP2.1 - i2 Number of UNDP-supported villages benefiting from (a) solar streetlights; (b) multifunctional community platforms	(a) 0; (b) 36 (2016) Number of UNDP-supported villages benefiting from solar streetlights: 0; Number of UNDP-supported villages benefiting from multifunctional community platforms: 36	(a) 200; (b) 76 Number of UNDP-supported villages benefiting from solar streetlights: 200; Number of UNDP-supported villages benefiting from multifunctional community platforms: 76	Number of UNDP-supported villages benefiting from solar streetlights: 131; Number of UNDP-supported villages benefiting from multifunctional community platforms: 76	Number of UNDP-supported villages benefiting from solar streetlights: 131; Number of UNDP-supported villages benefiting from multifunctional community platforms: 76
OP2.1 – i3 Number of people living in newly disenclaved areas	250 000 (2017) 250,000	500,000 500,000	250,000	250,000
Output 2.2. National and local institutions and organizations have increased capacities to manage and monitor social economic infrastructures and equipment for sustainable community development.				
OP2.2 - i1 Extent to which national and local targeted institutions and organizations have technical/financial capacities to manage/ monitor community facilities	1* (2017) [* 1: low capacities 2: Some capacities 3: significant capacities 4: adequate capacities] na	3 na	3	4
Output 2.3. Technical and operational capacities of professional organizations are strengthened for improved competitiveness.				
OP2.3 - i1 Number of UNDP-supported new community-based organizations of women, youth, farmers reinforced to develop gainful economic activities	0 (2016) 0	500 500	40	40
Output 2.4. The supply of technical and vocational training is strengthened to improve access to decent employment for youth and women.				
OP2.4 - i1 Number of UNDP-supported partnerships built with the private sector for development of new curricula	0 (2017) 0	5 5	0	0
OP2.4 – i2	0 (2017) 0	5 5	0	1

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
Number of UNDP-supported technical and vocational training centres with reinforced technical and operational capacities				
OP2.4 – i3 Percentage of (a) youth and (b) women supported who gained or created new jobs	(a) 0%; (b) 0% (2017) Percentage of youth gained or created new jobs: na; Percentage of women supported who gained or created new jobs: na	(a) 80%; (b) 80% Percentage of youth gained or created new jobs: 80; Percentage of women supported who gained or created new jobs: 80	Percentage of youth gained or created new jobs: 0; Percentage of women supported who gained or created new jobs: 0	Percentage of youth gained or created new jobs: 26; Percentage of women supported who gained or created new jobs: 0
Output 2.5. A labour market information system is in place and operational.				
OP2.5 – i1 Existence of a labour market information system	No (2017) No	Yes Yes/1	No/0	No/0
OP2.5 – i2 Number of reports on labour market published on time	0 (2017) 0	5 5	0	0
OUTCOME 3: By 2023, populations in vulnerable areas have increased resilience to climate change and disaster risks and have equitable access to decent living environment and sustainable natural and energy resources				
OC2 i2.1 Proportion of renewable energy in final energy consumption (%)	10% (2013) 10% (2017)	20% (2022) 20% (2023)	10%	10%
OC2 i2.2 Forest cover rate	24.4% (2016) 24.4% (2018)	24.94% 24.9%	24.4%	24.4%
		Output Target: 2021	Output Indicator Status/Progress	

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
Output Indicator	Output Baseline		2019	2020
Output 3.1. National institutions have increased capacities to formulate, implement and mobilize resources for waste management, climate, disaster and risk informed gender responsive sectoral development plans/policies.				
OP3.1 - i1 Extent to which data informed development plans incorporate integrated solutions to reduce disaster risks and enable climate change adaptation and mitigation and are gender-responsive	1* (2018) [*1: few data-informed plans; 2: Some data-informed plans; 3: major data-informed plans; 4: all plans are data-informed] 1	3 3	1	1
OP3.1 – i2 Number of regional gender-sensitive contingency plans elaborated and tested with successful outcome	0 (2018) 0	5 5	0	0
OP3.1 – i3 Number of new initiatives for sustainable waste management promoted	0 (2018) 0	5 5	2	4
Output 3.2. Solutions adopted to achieve universal access to clean, affordable and sustainable energy.				
OP3.2 - i1 Number of women- and male-headed households in targeted areas benefiting from access to clean, affordable and sustainable energy	Women-headed households: 3,096; Male-headed households: 8,904 (2017) Number of women-headed households in targeted areas benefiting from access to clean, affordable and sustainable energy: 3,096; Number of men-headed households in targeted areas benefiting from access to clean, affordable and sustainable energy: 8,904	Women-headed households:3,656; male-headed households:10,594 Number of women-headed households in targeted areas benefiting from access to clean, affordable and sustainable energy: 3,656; Number of men-headed households in targeted areas benefiting from access to clean, affordable and sustainable energy: 10,594	Number of women-headed households in targeted areas benefiting from access to clean, affordable and sustainable energy: 3,196; Number of men-headed households in targeted areas benefiting from access to clean, affordable and sustainable energy: 9,160	Number of women-headed households in targeted areas benefiting from access to clean, affordable and sustainable energy: 3,716; Number of men-headed households in targeted areas benefiting from access to clean, affordable and sustainable energy: 9,780
OP3.2 – i2 Percentage of coal producers using high efficiency carbonization techniques	0 (2017) 0	30% 30	13	50
OP3.2 – i3	0 (2017)	50%	24	57

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress	
			2019	2020
Percentage of women charcoal producers converted to other high-income activities	0	50		
Output 3.3. Vulnerable communities in areas highly exposed to natural hazards prone enabled to adapt to future disaster and climate change impacts.				
OP3.3 - i1 Number of villages engaged in sustainable management of natural resources, forests and ecosystem services for resilience-building	200 (2017) 200	300 300	222	231

Data Source: IRRF_CPD_SP_Indicators

https://app.powerbi.com/groups/me/reports/f9a30509-da37-4cc1-b971-8f17c0c5ba30/ReportSectionf6e575c0ac9200015472?filter=OperatingUnits%2Frollup_ou%20eq%20%27per%27

Date: February 23, 2022

Baseline and Target, in bold light blue are data adapted from IRRF Website

ANNEX 8. DETAILED RATING SYSTEM BY OUTCOME

The ICPE rating system is developed by the IEO to quantify programme performance data or contribution data consistently across country programme evaluations. Strengthening performance measurement systems will enhance the quality of evaluations.

The unit of analysis to attribute ratings were the outputs that fell within the scope of this evaluation. To ensure there is inter-rater reliability and of consistency in the across each rating, each evaluator rated the output area under its responsibility while the lead evaluator worked in parallel to also attribute a rating to each of the outputs. Discrepancies and gaps were discussed on a one-on-one basis and final ratings were be attributed on that basis.

A four-point rating system as follows was used to allow clarity in performance scoring.

- 4 = Satisfactory /Achieved. A rating of this level means that outcomes exceed expectations/ All intended programme outputs and outcomes have been delivered, and results have been (or likely to be) achieved time of evaluation.
- 3 = Moderately Satisfactory /Mostly Achieved. A rating of this level is used when there are some limitations in the contribution of UNDP programmes that prevented an 'Excellent' rating, but there were no major shortfalls. Many of the planned programme outputs/outcomes have been delivered and expected results (likely to be) achieved. Overall, the assessment is substantially positive, and problems were small relative to the positive findings.
- 2 = Moderately Unsatisfactory /Partially Achieved. A rating of this level is used when significant shortfalls are identified, but there were also some positive findings. Only some of the intended outputs and outcomes have been completed/achieved. Overall, the assessment is less positive.
- 1 = Unsatisfactory /Not Achieved. A rating of this level means that the contribution of the UNDP programme faced severe constraints and the negative assessment outweighs any positive achievements. There has been limited or no achievement of planned programme outputs/outcomes.

Criteria	Parameter	Indicator	Outcome 1	Outcome 2	Outcome 3
Relevance					
Adherence to national development priorities	1.A	Country programme addresses major development priorities in the country as defined in the country's development plan, SDGs, or sector policies	3.5	4.0	4.0
Alignment with United Nations/ UNDP goals	1.B	Country programme responded to UNDP Signature Solutions	4.0	4.0	4.0
Relevance of programme logic	1.C	Programme is responsive to groups at risk of being left behind	2.3	2.8	3.0
Relevance of programme logic	1.C	Programme add value to ongoing efforts at the country level	3.5	3.0	3.0
Relevance of programme logic	1.C	UNDP programme is responsive to gender-specific development concerns	2.2	2.5	3.0
Relevance of programme logic	1.C	Programme is responsive to the changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability	2.8	2.5	3.0
Effectiveness					
Achieving stated outputs and outcomes	4.A	UNDP has influenced (or is likely to influence) outcome level results and processes	2.7	2.0	3.0

	4.A	Programme outputs were achieved or will be eventually achieved	2.8	2.3	3.0
Programme inclusiveness (especially those at risk of being left behind)	4.B	Results have been beneficial for those at risk of being left behind	2.5	2.3	2.0
Prioritizing gender equality and women's empowerment	4.C	Results have contributed to enhancing the processes for gender equality and women's empowerment	2.5	2.3	2.0
Programming processes adhered to sustainable development principles	4.D	UNDP took measures to enable development innovation	2.3	2.0	3.0
Coherence					
Internal programme coherence	2.A	Linkages between projects, outputs and outcomes were identified and established to enhance UNDP contribution	2.5	2.0	2.0
Internal programme coherence	2.A	An integrated, issue-based programming approach adapted to enhance development results (e.g. poverty and environment; climate change adaptation and sustainable livelihood)	2.3	2.3	4.0
External programme coherence	2.B	UNDP established strategic partnerships with <i>United Nations agencies</i>	2.3	2.0	3.0
External programme coherence	2.B	UNDP articulated its unique role within the UNDS at the country level in the 'post delink' era, demonstrating its 'integrator role'	2.2	2.0	2.0
External programme coherence	2.B	UNDP established strategic partnerships with <i>bilateral actors/IFIs</i>	1.2	2.0	2.0
External programme coherence	2.B	UNDP established strategic partnerships with <i>government development initiatives</i>	3.0	2.8	4.0
External programme coherence	2.B	UNDP established strategic partnerships with <i>non-state actors</i> (e.g. the media, CSOs, academia, think tanks)	2.2	1.5	3.0
External programme coherence	2.B	UNDP established partnerships with the <i>private sector</i> , identifying key areas for private sector development and engagement, and/or for facilitating SDG financing	1.2	1.3	1.0
Efficiency					
Timeliness and management efficiency	3.A	Projects were completed according to established plans.	2.0	1.5	2.0
Management efficiency	3.B	Country programme has the necessary technical capacity to achieve programme results	2.7	2.0	3.0
Management efficiency	3.B	Programme resources were strategically allocated	2.8	2.5	3.0
Management efficiency	3.B	Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams.	2.3	1.5	2.0
Sustainability					
Sustainable capacity	5.A	Target institutions and/ or beneficiary groups are equipped with knowledge, skills, behaviors and partnerships to continue with programme/ project related efforts after their completion	2.3	2.5	2.0

Sustainable capacity	5.A	Measures were taken to facilitate national ownership of programme results	2.3	2.5	3.0
Sustainable capacity	5.A	Measures are taken to promote scaling up	2.2	2.0	3.0
Financing for development	5.B	Financial and human resource needs for sustaining/scaling results achieved are addressed	1.8	1.5	2.0