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PROGRAMME PLANNING

Country and Intercountry Programmes and Projects

FOURTH COUNTRY PROGRAMME FOR TOGO

Note by the Administrator

I. PROCESS OF THE PROGRAMMING EXERCISE

1. The proposed programme, which reflects the development priorities and strategies of the Togolese Government, is the result of active and continuing co-operation between the Government and the United Nations Development Programme (UNDP). This co-operation, which began in 1984, continued in 1985 and 1986. A number of missions were carried out during those years by United Nations specialized agencies in preparation for the round-table meeting in June 1985. The missions produced a number of sectoral studies which made it possible to gear the programme to newly identified requirements and should thus facilitate the recovery of the Togolese economy once public finances have been stabilized.
2. The broad outlines of the programme were drawn up by the Ministry of Planning, which co-ordinates technical assistance and authorizes development appropriations, in the course of a number of working meetings with UNDP. The programme takes account of other sources of co-operation. It was designed in such a manner as to mobilize other resources to promote Togo's integrated and harmonious development.
3. The official programming exercise was initiated in April 1986 with the Resident Representative's Note to the Government. The analysis of the third country programme contained in that Note showed that the programme had undergone considerable changes with respect to initial forecasts as a result of the crisis situation. In this way, the programme demonstrated its adaptability.

4. The changes of emphasis which began during the third programme are continued or consolidated in the planning of the fourth programme. Thus, continuity exists between the second version of the preceding programme and the programme which is now proposed.

II. THE FOURTH COUNTRY PROGRAMME

5. The soaring prices of commodities (phosphates, cacao, coffee) in the mid-1970s swelled Togo's foreign currency revenue and the State's budgetary revenue at the same time. During that period most economic sectors underwent rapid expansion. However, as a result of the fall in prices of the three major commodities on international markets, the country's foreign currency and budgetary revenue declined sharply, leading to severe imbalances in the budget and foreign payments between 1979 and 1982, the effects of which coincided with those of the recession and the relatively high inflation rate.

6. Aware of the seriousness of this situation, the Togolese authorities at the end of 1982 put into effect a series of financial stabilization programmes supported by the International Monetary Fund (IMF) and structural adjustment programmes supported by the World Bank. These programmes helped considerably to improve the economic and financial situation.

7. The development strategy to be implemented covers: initially, the completion of ongoing projects following a critical review of their status, the overhauling of infrastructure and administrative facilities and the reorganization of State corporations; and, subsequently, the promotion of a more intensive recovery policy in certain sectors such as food production, water control, the development of national products and the promotion of private investment, particularly investment in the area of small and medium-sized undertakings.

8. The fourth country programme was designed to help consolidate the current economic situation, which has recently shown some improvement, and to pave the way for the expected economic recovery. The programme is structured around four major themes, namely: (a) rural development and the irreversible consolidation of food self-sufficiency; (b) training and employment; (c) the promotion of small and medium-sized industries; and (d) strengthening of the Government's planning and management capacity. It also takes account of the international community's support for the economic correction programme and of the linkages between contributions and will help to co-ordinate foreign aid.

9. Major importance is accorded to training for the development of human resources with a view to enabling national staff to assume responsibility for UNDP-assisted projects.

10. The country programme is designed to:

(a) Promote rural development and consolidate food self-sufficiency in accordance with all the aspects of the new strategy, including human aspects (intensification of agricultural training, improvement of living and working

conditions and of technological standards, increased production, opening up of isolated areas, agronomic research, support for rural craftsmen, development of small plots of land);

(b) Contribute to the development of human resources through continuing education and technical and vocational training, thus promoting the integration of citizens, and particularly of young people, into productive life, also including an effort on behalf of the handicapped;

(c) Assist the private sector made up of small and medium-sized industries, as a creator of employment, in the management and design of undertakings;

(d) Assist, through the Ministry of Planning and Industry, in the establishment of a central co-ordination body, the training of staff in modern planning methods and the implementation and follow-up of development plans.

11. Projects which will contribute to the priority objective of rural development and food production will absorb 51 per cent of total programme resources. Nineteen per cent of the resources has been allocated for training and employment and 12 per cent for the promotion of small and medium-sized undertakings. Finally, planning will receive 7 per cent of the resources.

12. The programme includes the sectors adopted and a reserve of some \$3.4 million which, besides facilitating financial adjustments, may also make it possible to finance small-scale operations in accordance with programme priorities.

13. An unprogrammed reserve of \$1,825,000 remains available. It will be used to carry out the adjustments necessitated by the evaluation planned for 1988, which will roughly coincide with the end of the first phase of the Government's economic programme. This first phase is oriented towards correction and reorganization and should be followed by a recovery phase.

III. MANAGEMENT OF THE PROGRAMME

14. UNDP intends to carry out a critical review of ongoing projects and to verify not only whether they conform to general objectives but also whether, given the current economic situation, they are of a priority nature. Among other things, there is a need to examine what recurrent costs may be incurred by these projects and what resources and financial facilities may be available to cover them.

15. Because the general situation of the Togolese economy and the rapid transformations which it is undergoing, the fourth cycle should show as great a degree of adaptability as was seen in the third cycle. A formal evaluation of the ongoing programme is therefore planned towards the end of 1988.

16. It will also be necessary to make sure that the structures providing aid and supervision to revenue-producing activities do in fact attain their objectives.

IV. RECOMMENDATION OF THE ADMINISTRATOR

17. The Administrator recommends that the Governing Council approve the fourth country programme for Togo.
