

A. Action Matrix

(The actions in bold type are considered to be priorities)

Objective	Actions	Timeframe and Cost	Project Managers
BUSINESS ENVIRONMENT			
Improve legal and judicial security for business	Set up and establish commercial courts to be financed by the Justice Action Plan; train specialized magistrates	Phase 1 Lomé, 2010-2011 \$100,000	MJ
	Produce a commercial procedure code	2011, \$50,000	MJ
	Respect the provisions of the OHADA Treaty regarding appeals (officially reaffirm the principle of the jurisdiction of OHADA's Common Court of Justice and Arbitration as the court of last resort, rather than the Togo Supreme Court, in commercial matters). Establish a Court of Arbitration at Togo Chamber of Commerce and Industry (CCIT) level and give it the necessary resources.	2010 No cost. Arbitration by the Head of State	MJ
Facilitate business start-ups	Finalize the reform of business start-up procedures, including abolishing the establishment authorization from the Ministry for Trade.	2010 No cost	MCPSP
	Turn the Business Formalities Centre (CFE) into a real one-stop shop with delegation of signature for services.	2010 \$50,000 from WB project	MCPSP, CCIT
	Draw up an inventory of specific sector authorizations (industry, agriculture and other technical ministries). Examine their utility with the participation of the private sector. Revoke certain authorizations, clarify others, and publish them.	2011 \$30,000	MCPSP
Building permits: reduce lead times and costs	Set up one-stop "building permit" shops in the city halls, starting with Lomé	2011 \$20,000	MUH/MAT, MT, MTP and Lomé City Hall
Land deeds and transfers of property: reduce lead times and costs	Conduct a study of the reform of the procedure for obtaining land deeds and transfers of property; hold consultations with the private sector and implement the recommendations.	2011 \$50,000 Cost to be re-estimated	MEF
Modernize taxation (phase out anti-economic taxes and promote the formalization of SMEs)	Phase out (possibly in two stages) the 7 percent payroll tax; replace it with a contribution (including for export processing zone businesses and Investment Code businesses) of 2 percent of payroll to be paid to the National Apprenticeship, Training and Professional Development Fund (FNAFPP) once it has been reformed; tax gap to be calculated	2011 Budget Act and 2012 Budget Act, no cost	MEF
	Conduct a study on the advisability of a Single Local Business Tax (TPU) legislation reforms to switch to an index-related system based on the nature of the business and on objective and easily verifiable physical indices	2011 Budget Act Cost to be estimated, probable increase in revenues	MEF

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DEVELOPMENT OF SKILLS			
Promote training in growth sectors	Design and implement skills development programs for growth sectors using the alternating or dual job-training model.	2010-2011 Cost to be estimated	METFP
Improve the performance of the FNAFPP	Evaluate FNAFPP operations and financing	2010-2011 \$10,000	METFP
	Provide the Fund with all the resources collected by apprenticeship tax levies	2011 No cost	MEF
	Improve the Fund's system of governance by setting up a mechanism to regularly consult with large businesses	2011 No cost	METFP
	Survey and evaluate trade association skills development experiences to support their vocational training programs	2011 \$10,000	FNAFPP
Make vocational training more efficient	Make the participation of economic operators operational in the design of vocational training arrangements	2010-2013 To be estimated	METFP
	Develop and implement a public-private-donor partnership Charter for skills development	2011 To be estimated	METFP/MESR
	Take measures to streamline the private training sector, improve its organization, and provide access to financing.	2011 To be estimated	METFP
	Explore the possibility of coordination with the Technical and Financial Partners with a view to helping private operators improve their formulation of financing projects	2011 No cost	METFP
	Encourage the banks to invest in the private sector by providing loan managers with technical assistance in training project evaluation and supervision.	2012 No cost	METFP
	Draw up an inventory of private training firm qualifications and design a support program	2011 To be estimated	METFP
	Set up a monitoring and evaluation information system for the skills development and employment scheme	2011 Financing to be found	METFP/Ministry for Labor and Employment
	Set up a vocational guidance mechanism	2011 To be estimated	METFP
	Review the quality standards governing the opening and running of public and private training centers; grant opening permits in accordance with standards; conduct checks on the training establishments and centers in accordance with standards	2011 No cost	METFP
Extend vocational training to SMEs	Establish a system of training vouchers to stimulate demand for training in SMEs and microenterprise and create a wider range of training	2011 No cost	METFP
TRANSPORT AND TRADE FACILITATION			
Develop a national policy and allocate the resources required for its implementation	Adopt a national policy on the basis of this report; hold national workshops with all partners concerned to define objectives, measures, and implementation methods; prepare a sector policy letter with a detailed timetable.	2010-2012 \$75,000	Prime Minister, MT, MTP, National Assembly
	Reactivate the National Facilitation Committee and (i) give it the budget and resources to conduct	2010 to end-	MCPS, MEF, MT,

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	its assignment, (ii) make it the interface between the government, public institutions, economic operators and civil society, (iii) grant its president decision-making power to mobilize the managers in charge of putting the priority actions in place, and (iv) prepare a decree to reinforce this power.	2012	MTP, CCIT
Involve the Sahelian countries in this facilitation policy	Renegotiate the bilateral agreements to abolish the cargo-allocation system, including the obligations to pass through Sahelian country warehouses	2010	Prime Minister and ministers concerned
Strengthen the institutional role of the Lomé port to enable sound development	Change the port's status by means of a port act granting it full governing authority to, among other things, check the terms of cargo handling agents' contracts.	2011	Prime Minister/ National Assembly
	Prepare a new development plan for the port and make the port a transshipment hub on the basis of its natural depth	2010-2011 \$400,000	PAL, MT, MTP
Improve the port's competitiveness	Compare the quality of the port's services and rates with neighboring ports to keep a competitive edge and continue to attract transit traffic; control the cargo handling agents' rates.	2011 and annual follow-up	PAL and the Port Community
Reduce port call costs and the number of port call players	Reduce the amount of Togolese Shippers Board (CNCT) levies with no value-added, especially the charges on imports and exports: (i) the electronic cargo tracking note and (ii) remuneration commission	2010-2012	Prime Minister and National Assembly
	Abolish the unjustified levies on used car imports (some without receipts) by various public and private institutions. 13 structures are involved in the administrative formalities.	2011	Prime Minister/ PAL/ Customs/ Ministries concerned
	Clarify and streamline port space rental terms by (i) respecting market prices, and (ii) reducing the number of intermediaries and sub lessees.	2011	
Improve the preferential policy for goods in transit	Compare the advantages granted by the port with those offered by other ports so that they remain the same or higher; coordinate with customs.	Annual follow-up	PAL and Customs
	Redefine the Solidarity at Sea policy in keeping with the Inter-State Road Transit (ISRT) agreements, including the mandatory stopover at the Sahel Terminal	2010	PAL and Customs
Reorganize the road maintenance system	Reorganize the routine road maintenance functions between (i) work programming/audit (Roads Board - CR); (ii) mobilization of resources (Roads Fund – FR – and the Independent Toll and Road Maintenance Company – CAPER); (iii) work conducted by businesses following calls for tender and supervision by consultants under the authority of an agency responsible for awarding contracts and making payments, audited by the CR+FR+CAPER	2010-2011	MEF, MT, MTP
Mobilize adequate national resources	Step up the mobilization of off-budget resources for routine maintenance by (i) raising the fuel levy; (ii) payment of the truck axle load levy and fines for overloading.	2010-2012; \$50 million per year	MT, MTP, MEF
Protect the road infrastructure	Introduce a maximum axle load of 11.5 metric tons in keeping with the WAEMU agreements, with trained personnel and weighbridges at allotted toll booths.	2011 \$3 million	MT, MTP
Upgrade the entire road network to enable normal maintenance	Prepare a national road renovation program to cover the entire network, including rural roads, on the basis of a commitment to handle routine maintenance using domestic financing.	2011-2017 \$330 million	MT, MTP, MEF
	Seek pre-financing for technical assistance for the studies for the road renovation program.	2011-2012 \$3 million	MEF, MT, MTP
Set up the conditions for healthy competition and improved productivity and service quality	Abolish the “rotation” system managed by the freight bureau in the port of Lomé and set up a freight exchange where shippers and carriers can freely negotiate service prices and quality on best bidder terms.	2011-2012 \$100,000	MT, CNCT
	Reduce the levies charged as cargo-allocation system costs by carrier unions and the shippers board	2011-2012	MT, Unions
	Scale up the technical visits, assigned to an agency, by introducing more methodical controls;	2011	MT, CNF

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	computerize data to improve the performance of supervision.		
	Simplify payments at tollgates and weighbridges, with the eventual use of prepaid cards.	2011-2015	MT, CNF
Speed up customs management	Improve the application of the selectivity criteria to bring the percentage of fast-track customs clearance (green channel) up to 50 percent.	2011	MEF/Customs
	Rebuild the customs building at the Port as a modern, efficient service	2011-2012 \$1.5 million	MEF/Customs/PAL
	Combat bribery at each declaration processing step and introduce penalties; make full use of ASYCUDA	2011-2013	MEF/Customs
Improve the flow of traffic throughout the territory	Confirm the phasing-out of escorts from the Sahel Terminal and accept the Chamber of Commerce and Trade (CCIT) guarantee.	2011	MEF/Customs/ CNF
	Apply the single TRIE system without having to reissue these transit documents at the borders.	2011-2012	MEF/Customs/ neighboring countries, CNF
	Take part in a campaign to abolish road blocks in the N1 highway corridor and the costal corridor, and replace controls with interception units that target suspicious trucks	2011-2013	MEF/Security/MT/ MS, Customs
	Study the possibility of using GPS to monitor truck movements	2011-2012 \$100,000	MEF/Customs and neighboring countries, CNF
Prioritize railways for heavy traffic	Launch the construction of the Lomé-Ghana line in accordance with the TogoRail plans to put an end to the transport of clinker by truck from the Aflalo plant.	2011	MT, MTP
EXPORT PROCESSING ZONE			
Align the tax incentive system with the job creation goal	Conduct a cost-benefit analysis of the export processing zone; clearly define the approval criteria to maximize the businesses' contribution to the national economy	2010 Study: \$100,000	MI
	Tailor the incentives to job creation	Workshop cost \$30,000	MI
Availability of plots and their legal security	Set new criteria for the allocation of land plots in the port zone and rents that ensure their rational use on the basis of a study of the current set-up	2010 \$50,000	PAL, MT, MI
	For current rents, make a gradual transition to market prices without jeopardizing the current businesses' operating conditions	2010-2011 No cost	PAL, MT, MI
	Insert a special clause in sale contracts and leases to ensure the legal security of the plots of land and buildings occupied in the export processing zone	Included in the study	MJ
	Conduct a feasibility study on the new site north of Lomé. Conduct a survey of existing and potential investors to find what interest there is in locating on this plot.	2010-2011 \$200,000	MI
	Proceed with raising capital and site preparation – if the conclusions of the study and survey are positive.	2011-2013 \$1-5 million	MI
	Develop a specific framework for public-private partnerships in the development of the special zones.	2011 \$50,000	MEF, MI
Promote the export processing zone	Launch one or more targeting studies based on detailed analyses of production costs in Togo's export processing zone; develop and implement a promotion strategy.	2010-2011 \$150,000- \$200,000	MI

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MINING AND CEMENT SECTOR			
Reinvigorate the phosphate sector	Adopt a strategy for the phosphate sector	2010	MME, MEF
	Improve the performance of the Nouvelle Société des Phosphates du Togo (NSPT) by implementing the audit recommendations, in particular (i) a more targeted and controlled plant and infrastructure renovation and replacement program; and (ii) reorganization of the administration and the NSPT's management	2010-2011	MME, NSPT
	Launch the process to identify a strategic partner	2011	MME, MEF
Consolidate the development of the cement/clinker sector	Conclude negotiations for a second clinker operation and coordinate the two operators, especially as regards transport	2010	MME, MEF, MTTP
	Take into account cement prices in neighboring countries in the price-setting policy in Togo.	2010 No cost	MCPSP
Improve the legal framework	Adopt a new mining code and apply it to all mining operations (phosphates, limestone, and iron).	2010-2011	MME, MEF
AGRICULTURE			
Cross-cutting actions			
Encourage agricultural investment and soil conservation	Adopt and implement a new rural land policy: (i) conduct pilot operations; (ii) prepare and adopt the reform/act; (iii) set up transparent, efficient land markets; (iv) decentralize land management and conflict management.	2010-2013 \$10 million	MAEP
	Implement the integrated soil management program in the sensitive/priority zones.	2010-2015 \$5 million	MAEP
Reduce climate risks	Develop irrigable land, prioritizing the development of lowlands and rehabilitation to improve the management and development of reservoirs (for agriculture and fish farming) in the existing zones	2010 \$50 million	MAEP
Reduce transport costs	Implement the emergency program for the rehabilitation of rural roads, targeting the major production zones and high-potential zones that are landlocked and underused.	2010-2015 \$100 million	MAEP and MTP
Improve information access	Promote the communication systems (telephone and Internet) and the market information systems and assist with the emergence of e-exchanges for agricultural produce.	2010 To be estimated	MTC, MCPSP, MAEP
Improve access to high-productivity genetic material	Adopt a national seed and sperm policy (vegetable and animal) and set up the legislative and regulatory framework for the management of production and marketing, under the ECOWAS and WAEMU policy harmonization plan.	2010-2011 \$0.3 million	MAEP
	Conduct a program to build the capacities of seed players in the production, packaging, and distribution of seeds, and improve the national network of private seed professionals (based on the producer organizations and the private sector).	2010-2015 \$10 million	MAEP
Improve the efficiency of the agricultural services	Approve a national agricultural extension policy that (i) associates beneficiaries with the expression of demand and with the design, financing and evaluation of the services required; and (ii) opens up the support/advisory services market to the private sector and NGOs.	2010-2011 \$0.2 million	MAEP
	Introduce a health mandate for the veterinary services	2010 \$0.2 million	MAEP
	Implement a national agricultural services improvement program, largely based on demand and including capacity building for public and private service providers working in support of agricultural production.	2011-2015 \$30.0 million	MAEP
Improve access to and	Conduct a detailed technical audit of the subsidized fertilizer distribution program to determine its	2010	MAEP/MEF

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the quality of fertilizers, phytosanitary products, and veterinary products	economic and financial impact, targeting, and impact on the development of networks of private distributors. Redefine the conditions for setting up a sustainable fertilizer supply and distribution system including private distributors.	\$0.2 million	
	Build the capacities of the national laboratories in product composition analysis.	2010, \$30,000 Already funded	MDC
	Implement the legislation and regulations governing the approval and distribution of fertilizers, phytosanitary products, and veterinary products in the WAEMU and ECOWAS zone.	2010-2015 \$0.5 million	MAEP
Improve access to campaign and investment credit	Implement an operational program to improve the financing of agriculture, based on a range of actions: mobilization of the commercial banks, establishment of the National Agricultural Institutions Support Fund/ Regional Interprofessional Agricultural Development Funds (FNAIA/FRIDA) with suitable operational methods; promotion of the Decentralized Financial Systems (SFD), etc. Conduct a feasibility study on the creation of an agricultural bank.	2010-2015 \$20 million	MAEP/MEF
Promote the quality of imported and exported products	Implement the national regulatory framework texts harmonized with the WAEMU framework and the international agreements, including bringing inspection, control, and quality management procedures into line with standards.	2010-2012 \$0.5 million	MAEP/MDC
	Set up a quality control system for imported strategic products (similar to the Ivoirian CODINORM system) to guarantee a minimum quality level for imported products and enable healthy competition between competing products.	2010-2012 \$1 million	MAEP/MDC
Build control capacity	Improve the quality of the national laboratories' services and identify one to be accredited.	2010-2012 \$2 million	MAEP/MDC
Promote quality to operators and producers	Set up a structure (public-private) to promote the quality of agricultural exports, inform agricultural sector players about the standards and regulations in force on the main export markets, train sector players on the quality approach (HACCP), and help businesses with their upgrading and certification.	2010-2012 \$5 million	MAEP/MDC
Liberalize the food trade	Launch a national debate to redefine the attributions of the Togo Food Security Agency (ANSAT). Eliminate barriers to food trade and exports, and review the government's food security strategy and policy, including the operational audit of ANSAT.	2010-2011 \$0.5 million	MDC/ MEF/MAEP
Support emerging exporters	Prepare and implement a program to give exporters the support they need: (i) build the capacities of individual operators and their associations; (ii) set up the institutional and physical infrastructure; (iii) develop the relevant services (market information, assistance with the preparation of business and export plans, and quality support); and (iv) provide project initiators with financial support.	2010-2015 \$30 million	MAEP/MDC
Increase public agricultural/rural spending, and step up its effectiveness	Increase public spending (actual disbursements) to at least 10 percent of total expenditure, excluding spending on rural roads.	2010- 2015	MEF/MAEP
	Improve (i) the targeting of public spending, with alignment with the highest priorities of Togo's National Agricultural Investment and Food Security Program (PNIASA), and (ii) the planning and execution of the priority programs. Conduct an annual review of the ministry's public spending.	2010- 2015 \$30,000	MAEP
Priority Sectors			
Stimulate coffee and cocoa production	Prepare and implement a stimulus program including (i) renovating and extending the Agricultural Research Center – Forested Areas (CRA-F) seedling production centers; (ii) rehabilitating old plantations and extending surface areas growing Robusta and resistant hybrid cocoa varieties; (iii) setting up a	2011-2015 \$30 million	MAEP

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	support mechanism including making the Technical Assistance and Consultancy Institute (ICAT) Coffee/Cocoa Technical Unit operational and driving forward the Togo Agricultural Research Institute (ITRA) research programs; (iv) support to set up credit systems; (v) scaling up basic cooperatives, regional unions and the Togo Federation of Unions of Coffee and Cocoa Producer Groups (FUPROCAT); and (vi) setting up a structure to define the sector's policy and regulatory framework, and an interprofessional organization.		
Restructure and stimulate the cotton sector	Prepare and implement a stimulus program including (i) an information campaign for producers and development of communication systems to restore their confidence; (ii) developing high-performance management tools and methods for the Nouvelle Société Cotonnière du Togo (NSCT); (iii) identifying and selecting a private strategic partner and adopting a framework of mutual obligations between the Government and this operator; (iv) building the capacities and representativeness of the producer organizations; (v) solving the problem of the cotton producer groups' internal debts; and (vi) creating an interprofessional organization.	2010-2015 \$20 million	MAEP/MEF
Develop the poultry sector	<i>Traditional sector.</i> Conduct a program to develop traditional poultry farming, focusing on (i) improving the structuring and organization of small producers; (ii) facilitating access to investment (microcredit); (iii) encouraging the development of poultry breeding and improving breeding techniques (animal health care, improvement of breeding birds, feed, and habitat); (iv) organizing collection from the producers and facilitating the sale of produce to urban centers.	2011-2015 \$10 million	MAEP
	<i>Modern sector.</i> Implement a program based on (i) improving access to medium-term credit to improve production infrastructures; (ii) a better organization for the supply of one-day-old chicks, (iii) improving the feed mills for the technical-economic optimization of feed rationing; (iv) improving animal health care; (v) support for breeding operations by building farmers' technical and commercial capacities; (vi) scaling up the National Association of Poultry Producers of Togo (ANPAT) to manage the sector's common goods; (vii) setting up a poultry slaughterhouse.	2011-2015 \$20 million	MAEP
Develop the cassava sector	Prepare and implement an operational strategy to (i) multiply and distribute highly productive varieties, and spread good farming practices with a view to doubling or tripling agricultural yields; and (ii) support the promotion of technological innovation in processing for both human consumption and industrial use (animal feed, starch, alcohol, etc.).	2011-2015 \$10 million	MAEP
Promote the diversification sectors (cashew, Shea, soy, flowers, etc.)	(i) Draw up an inventory of potential markets for Togolese diversification products, (ii) disseminate the information to the players concerned, (iii) set up a structure (public-private) to inform players of the standards and regulations in the main export markets, train sector players and support exporters involved in these sectors, (iv) develop a strategy to process these products in the export processing zone.	2012-2015 To be estimated	MAEP
Boost fish farming	Set up training and support programs for young fish farmers to start up in business.	2013-2015 \$5 million	MAEP
TRADE POLICY			
Develop the capacities of the Trade Ministry	Identify the skills needed to conduct the program (job profiles) and conduct a human resources audit; draw up a strategic training plan, possibly including by recruitment.	2010-2011 \$100,000	MCPSP
Improve access to statistics	Establish cooperation between Customs, the Central Bank of West African States (BCEAO), the General Directorate for Statistics and the Foreign Trade Directorate on ways of accessing foreign trade statistics.	3 months No cost.	MCPSP
Promote investment and exports	Ensure the consistency of the investment incentive instruments (General Tax Code and Investment Code) and the export incentive instruments (Investment Code and Export Processing Zone Act) by means of concerted, simultaneous reforms.	2010 workshops \$30,000	MEF, MI