

Country Partnership Strategy (CPS) on Sport Development and Cooperation

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Introduction

In 2006, Togo took part in the FIFA World Cup hosted by Germany. This will remain one of the biggest sport's achievements of the country. With the exception of Emmanuel Adebayor who was playing then for Arsenal Football Club in the English Premier League, it was quite surprising to see a group of players unknown internationally to qualify for the most prestigious football competition (Dunmore T., Donaldson A. 2015). Many days before, during and after the event, the uniqueness of the performance brought the team and the country on the spot light. Many reporting, articles and documentaries had been made on the occasion. Since then, 10 years have passed and it is incredible to see that in some parts of the world some people still recall the participation of Team Togo in the 2006 FIFA World Cup.

Unlike Ghana and Ivory Coast which were also qualified for their very first World Cup in 2006, the national team of Togo could not continue the legacy of 2006. While Ghana and Ivory Coast did qualify for the 2010 and 2014 FIFA World Cups participating as well on a regular basis in all the African Cups of Nations that have been held after 2006, the team of Togo hardly made it to only 2 African Cups of Nations over the 5 held from 2008 to 2015. If in a certain way, the very first qualification of countries like Ghana and Ivory Coast for the FIFA World Cup in 2006 can be considered as an outstanding achievement of their sport system, the same thing could not be said about Togo whose national sport system in general and the football system in particular are still facing many challenges (Wood, 2010).

The current document is to provide a deep insight about the sport system in Togo. We will fit in as well meaningful information about the country when it comes to cultural, social, economic, political and educational aspects.

1- Analysis on Sport Development Environment & Needs in Togo

1.1 Country profile

Sub-Saharan country located in West Africa, Togo shares borders with three countries: Ghana to the west, Burkina Faso to the north, and Benin to the east. The southern part of the country which covers a distance of 50 km is opened to the Atlantic Ocean to the South. According to a recent census, the population of Togo is estimated to be 7.3 million inhabitants with a demographic growth rate of about 3% (World Bank, 2016). With 56 786 km², the country is quite small size-wise as compared to many countries in Africa. More than 50 local languages are spoken by various ethnic groups in the country which has French as official language. Lomé is the capital city where the population was estimated to be 1.859.800 inhabitants in 2016 (City Population, 2016). Other important cities are Aného, Kpalimé, Atakpamé, Sokodé, Kara and Dapaong.

History-wise five (5) important milestones are to be mentioned. Before 1884, Togo was like a no man's land where various migrant groups of population from different areas of Africa came to settle in. The *Moba* ethnic group settled in the very north of the country around the 7th century followed by the *Lamba* and the *Kabyè* groups which came in between the 7th and 12th centuries. Within the same period of time, the *Akposso*, the *Tamberma* and the *Bassar* groups settled in the central region. In the 16th century, the *Ewe* group, one of the most important ethnic group in Togo came to the South (Pedanou et al., 2015). They were followed later on by the *Guin* which also settled in the south around the 17th century. At the same period, the *Tchokossi* group came to the north. According to historians, all these groups of population fled from different places escaping from war. Some of them were looking for productive lands for agriculture and others were searching for animals to hunt for food (République Togolaise, 2016).

Many tourists that visited the country portray Togolese as very peaceful people. Historians do explain this peaceful attitude arguing that the current population inherits this from our

forefathers who came to Togo because their first goal was to find a place where they could live peacefully.

1.2 Political & Social Environment

Political features: A multitude of political parties share the political landscape in Togo. Still we have the following five (5) main parties which take part effectively in the political life of the country on a regular basis. These parties which have seats in the parliament of Togo are: i- the presidential party, Union for the Republic (UNIR) with 62 seats; ii- the National Alliance for Change (ANC) has 19 seats; iii- the Action Committee for Renewal (CAR) holds 6 seats; iv- the Union of Forces for Change (UFC) keeps 3 seats; and v- Sursaut National with 1 seat (Bavier, 2013).

Togo's history is marked by many political crisis since 1963 with the assassination of the very first President-elect Sylvanus Olympio. After the presidencies of Nicolas Grunitzky (1963-1967) and Kleber Dadjo (January-Avril 1967), Gnassingbe Eyadema got to power in 1967 and led the country for 38 years (BBC, 2016). His presidency was characterized by an abuse of power, violations of civil rights, embezzlement, corruption, impunity etc. Such situation caused quite often social protests. Indeed Togo went through a long period of socio-political instability until early 90s when the county started some attempts toward the establishment of a democratic system. The lack of a real political will and resistance to the dynamic of change from the very conservative tenants of the ruling party weakened the democratization's process (Net Industries, 2017). It is not surprising if the Organization for Economic Cooperation and Development (OECD) classified Togo as a fragile state then (OECD, 2012). From 1992 to 1993, the country experienced a general strife of nine months which paralyzed every sector of activity. This situation was further exacerbated by the drastic reduction of external financing, following the suspension of cooperation between the country and most of its development partners. This

political crisis led to a collapse of the social and economic life. Unexpectedly President Gnassingbe Eyadema survived to that crisis and kept ruling the country till his death in 2005.

The current normalization of economic and social life in Togo started in 2004 when the Government initiated consultations with the European Union. Both parts came to an agreement, which led to the signing of 22 commitments for the establishment of an inclusive democracy in Togo. But in 2005, following the death of his father, Faure Gnassingbe took over in a total violation of the rules set by the country's constitution in such circumstances. Social protests became persistent but the army which always backs up the ruling party killed up to 500 protesters (United Nations Report, 2005). So goes the political life in Togo. We hope that the current stability that is observed these days will be sustained to enable Togolese people to work peacefully and altogether for the development of the country.

Social features: To picture the social environment in Togo, many features are to be highlighted. Togo is still far behind among the bottom list of countries with a low (HDI) Human Development Index (UNDP World Report on the Human Development 2007/2008). The index is used by the United Nations to measure the progress of a country. Togo's HDI was 0.484 points in 2014, leaving it at the 162nd place over 187 countries. The fact that this index remains below the average for developing countries which is estimated to be 0.691 gives a clear indication about the social condition of the majority of Togolese (Ayenagbo, 2013).

Since 2006, the Togolese government made constant efforts which had contributed to a decline of the national poverty rates from 59% in 2011 to 55% in 2015 (World Bank, 2016). Despite that, poverty remains widespread in the country. This affects seriously the population living in rural areas where 69% of households live below the poverty line in 2015. Lomé and its surroundings remain the region of the country with the lowest poverty rate (24.5%) against 90.5% for the Savannah region, the poorest in the very northern part of the country (Ayenagbo, 2013).

Female having the responsibility to lead their family financially experience higher poverty rates than male headed households, 57.5% for female against 55% for male in 2015 (Ayenagbo, 2013). This speaks a lot about the vulnerability encountered by women who suffer from lack of economic opportunities and are equally underrepresented in high-level decision making positions. Women are also the most vulnerable to HIV/AIDS. Their education level is also relatively low as compared to men.

In many developing countries, education and health remain the first government priorities when it comes to annual public spending. In 2016, both sectors have got a significant support. Respectively 22.58% and 9.94% of the country's annual budget were spent on education and health matters (IMF Report, 2014) while the average percentage of funding to the same sectors from 2009 to 2014 were 14% and 7%. If we want to have in the coming years strong health and education systems which work efficiently for the benefit and full satisfaction of the population, such trend is to be continued. A continuous increase of budget for these two vital sectors and the use of the allocated resources in the most efficient and effective manner are certainly the pathway to follow because we need well educated and healthy people to lead the country to its development in every domain.

1.3. Economic context

Experts in global development matters have identified Togo as a country with a great economic potential. Still the country remains among the poorest in Africa. As an indication, it is a low income country with a GNP per capita estimated at 350 USD (\$) in 2006 (Ayenagbo, 2013). Agriculture with especially the production of cotton is the main source of wealth. Two thirds (2/3) of the population are being employed actually in the agricultural sector whose input is estimated at about 43% of the GDP (Statistics Department of the ADB, ACA 2008). Despite this, the sector is weak as it depends overly on erratic mechanical conditions. Aside agriculture,

Togo exports minerals (mainly phosphate, World's 4th largest producer). With its geographical location, deep water port and the port infrastructure, the country hold a strategic position in the sub-regional trade serving as a true business platform for the hinterland countries like Burkina Faso, Mali and Niger. Because of the repetitive political crisis that shook it over a long period of time, Togo could not fully take advantage of all its assets to develop in a harmonious way (Ayenagbo, 2013).

Fortunately over the past five years, Togo's economy has been growing reaching an average rate of about 5%. The growth in 2015 is estimated at 5.5% against 5.4% in 2014. Below is the table of the country's key economic indicators.

MAJOR MACRO ECONOMIC INDICATORS

	2013	2014	2015	2016
GDP growth (%)	5.4	5.4	5.3	5.2
Inflation (yearly average) (%)	1.7	0.2	1.9	2.1
Budget balance (% GDP)	-4.6	-4.8	-6.3	-6.0
Current account balance (% GDP)	-13.0	-12.8	-12.3	-11.3
Public debt (% GDP)	50.1	58.4	62.5	61.8

Source: Coface Economic studies Togo 2016

One of the major contributors to the growth in 2015 is the secondary sector (2%) due to the good performance of extractives and manufacturing industries. The service sector with 2% of contribution played also an important part in driving up the country's economy. The increased trading volumes at the newly extended port of Lomé and the new International Airport of Lomé were cited as the ferment of such performance. The country's GDP is benefiting from the contribution of other sectors which have also done well over the past 5 years. The agriculture sector contributed with 0% in 2013, 14% in 2014, and 2% in 2015. The building and public works sector which represented 7% of the GDP has attained its highest rate with 15.5% in 2015

(World Bank, 2016). Over the next three years, experts have projected that the growth will be sustained at a moderate rate due to the continuous government's investment in infrastructure.

Among the government's endeavors to promote economic development, we can mention the improvement of the business regulatory environment. The measures that have been taken in this regard had led Togo to the 150th position in the Doing Business ranking as compared to prior years' rankings (Doing Business Report, 2016). Indeed, starting a business currently in Togo has been made easier because the government has enabled the one-stop shop to publish notices of incorporation. The former requirement to obtain an economic operator card is now removed. Other important reforms have been initiated as well. One of them is the preparation of a Doing Business roadmap. The objective behind such reform is to point out the short term measures which can enable the country to substantially improve its performance. As the country is in the dynamic of creating a safe business environment to attract foreign investors, the Togolese government found it worth to revise and adopt of a new investment code adjusting it by that mean to the international regulation (World Bank Report, 2016). Among the things that should be done by Togolese government to create a competitive business environment, we have the simplification of the procedure regarding the start of a business and also the obtainment of the authorization for construction. Add to these, other ongoing attempts aim to enable quick access to credit and electricity, make easier property registration, set up a system to protect the minor investors, secure the payment of taxes and cross-border trading and enforce the regulation about contracts and also resolve insolvency (World Bank Report, 2016).

As far as development is concerned, Togo needs to put forth efforts in various domains. The important progress noted in some sectors of activity in 2015 and 2016 are to be appreciated but they are to be continued. To tackle the major development challenges in Togo as stated in the country strategy paper for the reduction of poverty, the government has set its agenda for the

coming years. First the government intends to fully develop the sectors identified as the one presenting a strong growth potential not forgetting also the continuous development of the economic infrastructure. Moreover, the issue of the strengthening of the capacity of the country's human capital and the creation of a legal arrangement that enables employment and the provision of social safety nets for the most deprived and vulnerable among the population are all part of the government priorities. Last but not least, the substantial improvement of the governance in all public institutions which should go along with the promotion of a model of development based on sustainability, equity, balance and participation of all citizens (World Bank Report, 2016).

1.4. Educational system

The educational system of Togo is built up following the French model. It has three levels: primary, secondary and higher education. Recently the government made the primary education free and compulsory for the six years old children starting the primary school. It takes six years to complete all the primary level courses. The secondary level of education is opened to 12-year old children and consists of two cycles of 4 years for the 1st cycle, and 3 years for the 2nd cycle. Studious students complete these two cycles of secondary education in 7 years. After that, they can pursue higher education offered by universities and colleges that offer study programs in various fields. The pioneer of public higher education institutions in Togo is the University of Lomé created in 1970 (Spain Exchange, 2017). The University of Kara in the northern part of the country was founded in 1999 by the government. It is the second public university which opened officially in 2004. Besides the two public universities, we have a lot of private higher education institutions which provide specialized training to students in several fields.

The abolition of school fees in the primary schools became effective since 2008. This governmental decision is part of the national strategy to promote and attain the education for all. Such measure is a true relieve for deprived parents in rural areas who used to pay at least 4 USD

(\$ per day per child for school fees (UNICEF, 2008). In support to that positive trend in Togo, the United Nations International Children's Fund (UNICEF) has partnered with the government and local agencies. By providing financial and technical support, the UNICEF and its local partners in Togo want to ensure free access for all children to free and quality primary education. In order to help the country go further, the UNICEF has supported financially a study on the impact of the abolition of school fees. The study's results assorted with recommendations were transmitted to the government which has put in its agenda the future implementation of a reform program for a betterment of the basic education in the country (Bonnaud, 2008).

The low access and equity in deprived and rural areas, the low secondary schooling completion rates and also the low literacy program coverage are some of the main education challenges in Togo. To address these issues, the government's is focused on 4 key strategies: i- develop a quality basic education to achieve universal primary education by 2022, ii- extend preschool coverage in rural and poorer environment, iii- develop the second cycle of quality secondary, technical, vocational, and higher education courses, and iv- reduce the illiteracy rate (Global Partnership for Education, 2016).

1.5 Culture & Religion

For being a multiethnic country, the culture in Togo presents a wide variety of customs when it comes to dances, clothing styles, culinary art, housing architecture, agricultural practices etc. The *Ewe* people for instance are famous for their statuettes that picture many aspects of their traditional beliefs. Families who have twins usually make wooden representations of the twins children to which specific rituals are processed throughout their entire life and even after their death. Every region of Togo has specific features that speak about the country's cultural diversity. In the region of Kloto, designers who use wooden materials are famous for a kind of chain called "chains of marriage". Such chains look like of figurines that are made of two

characters which are connected by rings but the particularity is that the rings are produced from the same wooden material. There too in Kloto, other designers are so skillful when it comes to the production of dyed fabric batiks. The artistic aspect in this is that the designed batiks display the stylized and colorful scenes of the daily life of our forefathers. We cannot close this section without mentioning about Paul Ahyi. Indeed Paul Ahyi is the most talented and popular plastic art designer in Togo. Many of his works have decorated a lot of places in Lomé. The late artist uses the “*zota*” described to be a pyro-engraving technique (Spain Exchange, 2017). For the public, it is always a true delight to contemplate Paul’s works.

In every region of Togo, occasions like the beginning of a new agricultural or hunting season, harvest period, new-born, marriage in a family, are well indicated for specific celebrations to express gratitude to gods for their blessings. In case of a severe sickness, an awful event such as fire or death of a relative, rituals are made to ask for the help of gods to wipe out the misfortune. These kind of things are still effective in rural areas whereas in the cities, people are getting completely accustomed to the modern life influenced by western civilization.

Whoever visits Togo will realize that the most common attire for women is *pagne* (Spain Exchange, 2017). It is a piece of cloth wrapped around the body like a towel. Women wear over it a shirt. Men also have some traditional attires but more and more most them are influenced by Western clothing.

Architecture-wise, the country got deeply influenced the construction works done during the successive colonial periods. Some administrative buildings, cathedrals, churches, private residences remain as a living evidence of the German architectural heritage. Prominent marks Such as the national independence monument in Lomé and the unusual church in the Kpele-Ele town speak about the vestiges of French colonial era (Spain Exchange 2007).

Togo has a long pagan history religion-wise. The majority of people across the country remain attached to their traditional beliefs. Fifty-one percent (51%) of the population has an indigenous belief or ancestor worship. The most widely expanded traditional belief is called *Voodoo*. *Voodoo* is traceable to African word which means spirit and consists of many forms of beliefs and worships which include i- the “*Yeve*” whose adepts believe in “*Hebiesso*”, the god and spirit of storms, ii- the “*Dan*”, the spirit of serpent, iii- the “*Egoun*” which is believed to be the living spirit of dead ones who can still help those who are alive in various ways, iv- “*Mamiwata*” literally “Mum of the water” which is believed to have the power to embody a person of her choice becoming by that means his or her invisible wife or husband. An online article about traditional beliefs in Togo states: “*A part of the belief of the voodoo people is that evils or demons exist even if they are invisible. Voodoo rituals are conducted to make contact with a spirit to gain favor or obtain help usually in the form of abundant food or improved health and high standard of living. The ritual is often conducted by a voodoo priest (hungan for male and mambo for female) inside a voodoo temple called humfor*” (Spain Exchange, 2017).

Christianity made its way to the country since the arrival of the first missionaries in the colonial era. They are represented by various religious groups like the Catholic Church, the Presbyterian Church, the Baptist Church, the Evangelic Churches and various other Christian groups. All of these consist of 20% of the population. The Islam is also present in Togo with practitioners who are estimated to be 19% of the populations (Spain Exchange, 2017).

1.6 Situation of Sport Policies

One of the weaknesses of the sport system in Togo is the lack of expertise and initiative when it comes to policy making and its proper implementation. In Togo, the ministry in charge of sport is the institution that is given the power to take the lead in this regard. Since 1972 when the government of Togo created the ministry in charge of sports, the sport in Togo has been

organized without a real politic of sport assorted with a strategic planning declined into feasible projects that can be implemented (IMF Report N°14/224, 2014). As a result, areas like physical education, elite sport and sport for all have been managed anyhow on a day by day principle.

1.6.1 Physical Education

As we said it before, the school system in Togo is inspired from the French school system. For who knows the sport system in France, the French government has placed schools in its strategy to inculcate the basics of sport and physical activities to young ones. The mandatory teaching of physical education in schools plays an important part in that strategy. The Togolese government has logically followed the French pattern in this regard by deciding the mandatory teaching of physical education in schools from 1958 (Attidokpo, 1997). The PE teaching was ensured then by teachers who did not get a specific training for that. Many years later in 1976, the government created the National Institute of Sport and Youth. Since then, regular PE teachers trained by in that institute are sent into schools. At the beginning, this was effective in the secondary and high schools. Recently the government has decided to enlarge it to the primary schools. In Togo, the National Institute of Sport and Youth is the only higher education institution that provides a curriculum in P.E. Students who graduated from high school and are interested in teaching PE usually sit for an entry exam. Those who get admitted choose their own field of study and get trained until the completion of the program (Etudiant Togo, 2016). Public PE teachers belong mainly to the ministry in charge of sport. Still two other ministries in charge of secondary education recruit PE teachers as well.

1.6.2 Elite Sport

The entire sport system in Togo is still at an amateur level. Thus we have nothing to mention about sport policy when it comes to elite sport. As an indication, only the football

federation has a football league that is being organized somehow on a *regular* basis. We say “*somehow*” because even there, a lot of bad practices of governance lead from time to time to the suspension of the leagues. For instance, the International Federation of Football Association (FIFA) has suspended the national league late in 2014 due to the chronic mismanagement within the Togolese Football Federation. It is only in 2016 that the football life restarted in Togo after the appointment of several normalization committees which have worked for the election of a new board. Now 14 clubs are playing in the 1st division of the national league (India Times, 2016). Other sport federations like the federation of athletics, basketball, volleyball and handball try their best with limited resources to hold competitions in their amateur leagues. Many of the athletes hardly get paid on the basis of the national minimum wage which is actually 70 USD per month. Others could not even get paid. Their ultimate dream is to migrate to foreign professional leagues where they can get well-paid and live a comfortable life accordingly. The government of Togo has expressed its will to support the sport organizations in Togo via the ministry in charge of sport (*National Politic of Sports*¹, 2014). According to that document, the following progressive steps are to be taken in this regard: the development of sport facilities, the capacity building of human resources, the increase of allocated budget to sport federations and the identification and the continuous development of sport talents via the promotion and revitalization of schools and grassroots sport. Up to date, the only big achievements of our sport remain the qualification for the 2006 FIFA World Cup and the Bronze medal won by Benjamin Boukpeti in Canoe Kayak in 2008 Beijing Olympic Games (Topend Sports, 2017).

1.6.3 Sport for all

The area of sport for all is also underdeveloped. Not much is done when it comes to policy making in this regard. Experts in the field of health do often raise on media a public

¹ in French “Politique Nationale des Sports”

awareness on the crucial role that an active life style plays in the well-being of people. In response, a very few range of the population in Lomé do go out on the streets on week-end for jogging, walking or routine exercises on the sea shore. None of these initiatives is supported by the government. Here too, we can mention only the written commitment of the government as expressed in the *National Politic of Sport* which intends to promote the development of sport for all as a way to improve the health status and also to teach the good values of sport to the citizen. Some of the suggested practical ways to achieve this are i- the future government decision to establish a national day of PE and sport activities, ii- the continuous construction of playgrounds in public areas, **iii-** the implementation of incentives welfare measure for citizens living an active life style. Concretely speaking, we cannot mention about an ongoing initiative of government to promote the development of sport for all. The domain is left in the hands of some local sport associations which organize randomly some sport events coupled with sensitization programs on different social issues. Such events aim to engage the general population in sport but also to educate people on important issues. One of the associations which is very active in this regard is the “*Togolese Association for the Promotion of Sport for All*” which organized in 2015 an *International Sport and Development Summer Camp* in Togo (Sport and Development, 2016).

1.7 Sports industries, media & public participation

Discussing about sports industries, media and public participation in Togo may sound like the description of another vacuum. Indeed we do not have yet a real sport market. Still there are nowadays some scarce and isolated attempts when it comes to sport industries, media and public participation.

1.7.1 Sport industries

The fact that we do not have even one professional sport league impacts negatively the whole organization of sport industry in Togo. The sponsors are reluctant to support the sport

clubs. Due to the limited resources that they get from the government via the ministry in charge of sport, the sport federations could not improve their own internal organization as well as the competitions within their sport leagues. Investors find it very risky to finance any project or business plan in the domain of sport. Only few corporate sport clubs playing in some of the leagues get some support from the companies that own them (Ligue.fr, 2017). The only successful case of sport industry that we can talk about in this section is the case of “*Sergio Sport*” which is the business of a Togolese specialized in the organization of sport events and the trade of sport wears and equipment (Go Africa, 2017). *Sergio sport* does get some parts of markets with the government when it comes to the organization of home play matches of our national senior football team.

1.7.2 Media

The role of media in the sport system in Togo is mainly focused on giving news around sport events. With the exception of media that belong to religious entities, almost all radios and televisions provide contents on sport. There are one radio “*Sport Fm*” and one television “*Tele Sport*” created respectively in 2001 and 2007 (République Togolaise, 2007) which deal exclusively with sport matters. *Sport Fm* is the very first experience ever of radio entirely dedicated to sport in Togo and Africa (Go Africa, 2017). Likewise radios and televisions, newspapers also provide contents about sport. Some of them are into sport exclusively. As our sport market is still dormant, media in Togo hardly get marginal income from their involvement during sport events. As sport organizations struggle themselves financially to organize their sport events, they usually cannot pay tremendous amount of money to media ensuring coverage or reporting about competitions being held. We are far behind the developed countries where media are in a constant competition to get colossal broadcasting rights from sport events’ organizers. In the West African context, Ivory Coast and Senegal are cited to be a favorable land for media in

this regard whereas Togo is left behind (République Togolaise, 2014). Sport journalists working within the variety of media in Togo contribute somehow to lift up our sport system via frequent talk shows and debates. These are the only instances where coaches, athletes, presidents of sport federations and government officers working for public institutions in charge of sport gather together to discuss issues, to share their views and make practical recommendations for the betterment of sport in Togo.

1.7.3 Public participation

There was a time in Togo when the public participation in sport events was in a good trend. In 2005, when the national senior football team was dominating countries like Senegal, Zambia, Mali, and Congo which were playing then in the same qualifying group for the 2006 World Cup in Germany, sport fans got easily attracted. An average of 20 000 spectators attend the home play matches of the team during that campaign. In 2007, when Togo hosted the U17 African cup of nations, the public participation has reached an unprecedented peak especially on the final match day which opposed Togo to Nigeria. The 30 000 seats stadium of Kégué could hardly breathe on the occasion. Indeed it was all if not overly full. Since then the attendance has dropped and it is hardly that one third (1/3) of the stadium is occupied when Togo has home play matches these days. Obviously, when the national teams engaged are having success, playing home matches incite the public to get involved. As for the local sport leagues, people do not find them attractive. Instead of going for a sport competition, many people prefer music concerts and various other social activities. As the public participation is a serious indicator about the level of development of a sport system, a lot is to be done in Togo. To attract the public, sport event organizers should come up with innovative measures and strategy by first professionalizing the leagues, establishing the fans' membership system as well as providing entertaining contents before and at the break time of sport competitions (Abalo, 2016).

II- Institutional Environment & Sport policy for sport development in Togo

In Togo, the institutional environment in sport is characterized by two main features. The first one is the existence of institutions to which specific missions are assigned. The second one is the existence of written documents that serve basically as guiding principles as far as the organization of sport is concerned. This section will mention the institutions involved and the written documents that constitute the legal arrangement about sport in Togo.

2.1 National Development & Sport Promotion Plan of the government

In the section about the economic situation, we mentioned that Togo has been banned for many years (1993-2006) by the international institutions due to a deficit of democracy, the violation of civil rights and other forms of wrongdoing that were going on under the presidency of the former president Gnassingbe Eyadema who ruled over the country from 1967 to 2005. It is only in 2007 that the country regains the favor of the international community as the government of the current president initiate discussions with the European Union which led to a new beginning of the cooperation with Togo. The government of Togo came up with a national development plan called *Strategy for boosting growth and promoting employment* (Document SCAPE, 2013). This strategy which covers the period of 2013 to 2017 is the one being implemented currently in Togo. By the end of this year the government will evaluate it and decide about its continuation or the adoption of a new strategy. The *Strategy for boosting growth and promoting employment* was preceded by the *Poverty Reduction Strategy* which was implemented from 2009 to 2011. Let us see now what the ongoing strategy has in terms of economic, educational and cultural development plans.

2.1.1 Economic, Educational & Cultural Development Plan

Economic development plan: According to the *Strategy for boosting growth and promoting employment*, the following are the measures included in the economic development plan of the government:

- i- Structural reforms and business climate: This is a commitment of the government which aims to do the structural reforms of public institutions in order to improve their governance for more efficiency. These structural reforms are to create a better and safe business climate to open up the way for foreign investors and businessmen to come to Togo;
- ii- Development of roads infrastructure and support to growth: The suspension of international cooperation with Togo from 1993 to 2006 has limited considerably the country's capacity to finance its development in various domains. Thus roads infrastructures got damaged almost everywhere in the country. With the new beginning of the cooperation in 2007, the support from international institutions such as EU, World Bank, IMF and other partners in development enables the country to set the development of roads infrastructures as a mean to support growth. It is proven that economic infrastructures are critically important to improving competitiveness and accelerating growth. Therefore, with the support of development partners, Togo has invested significant financial resources into renewing infrastructure in support of growth. Hence public works procurement increased from a value of 24.4 billion CFAF in 2009 to 88.5 billion CFAF in 2011, virtually tripling in three years.
- iii- Reducing inequality: According to the results of the QUIBB surveys, inequality increased between 2006 and 2011 (Ayenagbo, 2013). The Gini index rose from 0.361 to 0.393. This increase was felt in all residential areas across all regions. To

face the challenges in this regard, the government has decided to reduce inequalities by engaging every citizen in the country's development process. The pathway to achieve this is to improve the access to productive resources for the most vulnerable sectors of the society (small-scale farmers, informal-sector workers, young people, women, the disabled and unemployed); to improve the distribution of growth outcomes; to provide social protection for the most vulnerable (basic social services for the most vulnerable, including children and the elderly; empowerment of young people, women, and disabled persons; etc.).

These are just few of the measures listed in the economic development plan of the country.

Educational development plan: Experts in organization management generally agree that the human capital is the primary asset of every organization. For a bigger organization such as a country, it is very important to invest in the development of the human capital. To achieve this, the government of Togo came up with an educational development plan which emphasizes on the development and the modernization of schools and higher education institutions, the improvement of teaching curriculums in order to adjust the training of students so that it meets the needs of expertise in various domains of activity. The modernization that is concerned in this section refers to the new Technologies of Information and Communication. It is the government's ambition to make those technologies available in the education process for the benefits of students and those being given specific professional training (Document SCAPE, 2010).

The ongoing educational plan has another interesting feature. That is the mention about each component of the educational system. For instance, a clear reference is made about pre-primary, primary, secondary, higher, vocational and technique as well as adult educations.

Moreover both non-formal and formal educations are clearly stated to be fully part of the lifelong learning process (Gouvernement du Togo, 2010).

Cultural development plan: Togo has had a cultural policy since the 1970s. However, as in many developing countries, culture is often ignored on the ground (UNESCO, 2011). The promoting of culture has never been included in development matters in Togo. The government just views the culture as a mean to show the country's multiple and diverse identity. Fortunately, a little change is being observed nowadays. More and more the government is conscious of the possibility to create development via the promotion and the development of cultural activities. This positive trend has led to the landmark adoption of a new cultural policy in 2011 at the great satisfaction of artists and cultural professionals in Togo. Now we can say that the cultural sector is governed by a policy and an action plan with clear objectives and indicators that can help measure the results. In 2013, the government created a national fund to support culture. This reaffirms the government's engagement to make of the sector of culture a valuable contributor to boost growth and promote employment in line with the national development plan. Over the past three years, 354 projects benefited financial grants of a total cost of 134000 USD. (République du Togo, 2016). We hope that such measures will enable the creation of cultural industries and enhance the country's arts potential locally and internationally.

2.1.2 National Sport Promotion Plan

The only valid documents that serve as a roadmap and legal arrangements as far as the organization of sport is concerned in Togo are the *Charter of physical and sport activities' Act* (2011) and the *National Politic of Sport* (2014). If the first document contains general guiding principles about the organization of the sector, the second goes in details stating clearly the vision, the mission, the core programs to implement, the action and evaluation plans and the corresponding estimated budget for proper implementation of every single activity contained in

the document. For being a multiethnic country, the Togolese government intends to use sport as a uniting tool of the population and also as a mean to enhance the health and the well-being of citizen not forgetting as well the crucial role of education and sensitization that sport can play in the fight against many social bad phenomenon. If they are successfully implemented, the following are the four programs identified to lift up our dormant sport sector: i- the improvement of the sport development plan; ii- the improvement of the legal and institutional arrangements of the sport sector iii- the modernization and the financing of the sector; iv- the reinforcement and the modernization of the sport facilities and equipment; v- the improvement of the capacity of management of the sport sector (Sport action strategic plan, 2016).

2.2 Institutional Environment

The institutions involved in our national sport system are to be classified into three categories: i- the public institutions ii- the federal institutions and iii- the sponsors. However the whole organization of the sport field is shaped by the public institutions. If so who does what? And how is the decision making process for sport policy made? The next sections will address that.

2.2.1 Decision Making Process for Sport Policy

Given that the government delegated its authority to the ministry in charge of sport, the decision making process for sport policy has been mostly made by the ministry (Government of Togo, 2012). Since the creation of a ministry in charge of sport in 1972, the sport sector in Togo has being organized over a long period of time without a real national sport development plan. Thus the few isolated initiatives that were taken could not significantly impact the sector. It is only in 2010 that the government has adopted the national politics of sports who got improved in 2014 with the technical assistance of a foreign consultancy agency specialized in policy making (Pa-Lunion, 2016). We were very privileged to have worked as a member of the ad hoc

commission that was created under the guidance of the experts of the consultancy agency for the elaboration of the current national politics of sport. What we do learn personally for being associated to that work is that the best way to make a good policy is to invite all actors that have an interest in the policy to share their views and make their suggestions. Any policy that is not made following that principle will likely face criticisms, objections, resistances from those who are put aside during the policy making process. This is definitely another cause of the problems that we have in our sport in Togo. It will be of a great advantage for our sport to adopt this strategy in every single decision or action whose outcomes are to affect various actors in the field.

2.2.2 Internal and External Stakeholders and Work Responsibility

The internal stakeholders in the sport sector in Togo are:

- i- The ministry in charge of sports whose mission is to ensure the implementation of the Government's politics of sports and leisure. It conceives, promotes and coordinates all the programs for the development of sports and leisure. It also cares of the training of officers and technical involved in the field, follows and controls the activities of sports federations and associations. It ensures as well the organization and the control of the whole national sport movement (Abalo, 2016). The ministry basically provides services such as providing financial support to sports' federations (it gets the money from the ministry of finance for that); organizing schools championships, hiring coaches for national teams (this is more applied to all the national teams of football, the most popular sport in the country); providing training programs to specialists involved in sport (officers working for the ministry, coaches, athletes, referees, journalists); conceiving and implementing programs for sport development in the country; managing the existing sports' facilities and building new ones; providing all kind of support to

teams and athletes involved in continental or international competitions and finally organizing the teaching and the exams of Physical Education in schools.

- ii- The National Olympic Committee of Togo whose duties are to develop and promote the Olympic movement in Togo in accordance with the Olympic Charter; to coordinate the activities, the mutual relations and the agenda of all the affiliated sport federations; to encourage and support the activities of national sport and leisure associations not forgetting also to play a conciliation role when disputes arise among them; to represent the national sport in all matters of a general interest for the public institutions in Togo and internationally; to collaborate for the preparation and the selection of Togolese athletes and to ensure their participation in the Olympic and regional games; to contribute to the development of sport encouraging and promoting the athletes socially; to organize and support the development of the capacity of those working in the national sport field and last but not least to promote the development and the construction sport facilities (Comité National Olympique Togolais, 2016).
- iii- The sport federations are a total of 23 federations of which the most popular and active in the national sport movement are the federation of football, basketball, handball, volleyball, cycling, tennis and these days the young federation of badminton. Their role is to organize the sport competitions within their respective sport leagues, to promote their sports nationwide preparing also the national teams for the continental and international competitions.

As for the external stakeholders, we have the international sport federations, the IOC, WADA, FISU and other partners in development that provide all kind of assistance to the sport

organizations in Togo. The next sections will discuss in details about the relationship between Togo and those external stakeholders when it comes to sport cooperation.

III- Sport cooperation with global development partners

When dealing with global development partners, the Togolese government often request support for sectors which are commonly cited as the very top priorities in the country. To mention only some of them, we have health, education, agriculture, economic infrastructures, energy, reforms of institutions and environment (IMF Report, 2014). As we can see it in the listing, sport does not appear. This is an indication of the consideration that is given to the sector of sport. It will take more time for sport to migrate in the priorities' list of the government. The current situation makes it very hard for the sector of sport to benefit sufficient supports from global development partners. Still it is worth to mention that some of the global development partners provide from time to time some assistance to public and private sport organizations which approach them with good projects.

3.1 Support of international organizations

International organizations such as the World Bank, the European Union (EU), the International Monetary Fund (IMF) and the UN Organizations like UNICEF, UNESCO and UNDP support actively in various ways the Togolese government and some local organizations engaged on social, economic and development matters. But as we said it in the introduction note for this section, those supports are more directed to other sectors. For example, over the 23 projects being funded in Togo by the European Union at an estimated total cost of 132.7 Million Euros (M€) in 2016, none is related to sport (European External Action Service "EAAS", 2016). The Poverty Reduction and Growth Facility programs initiated by the government have been supported financially by the International Monetary Fund since 2008 with 84.4 million USD over three years. The World Bank also granted Togo 40 million USD to support the education sector

through a *Resources Initiative Accelerated Implementation* program.

The sport cooperation between Togo and global development partners are limited to few projects implemented with the financial support or technical assistance from the partners. In 2016, the UNESCO granted a financial support to Togo for the elimination of doping in sport it. The total cost of the support was estimated at 280 000 USD. This amount supported 16 national projects in Africa of which is Togo's strategic plan to fight doping in sport 2017-2021 (UNESCO, 2016).

As a French-speaking country, Togo's sport sector benefits the support of the French-Speaking World Conference of Ministers for Youth and Sports (CONFESJES). Founded in 1969, the CONFESJES is an inter-government institution that works to promote Youth, Sports and Leisure within the French-speaking space. In 2005, it has been raised to the rank of an institution of the International French-Speaking World (CONFESJES, 2015). The financial grants of this institution go mostly to programs intended to develop the capacity of sport administrators and technical in Togo.

3.2 Support of Major Donors

Due to the country's colonial history, the most active major donors of Togo are France, United Kingdom and Germany. Add to these countries, we have also U.S, Japan, India and China. Most development aids from these donors got suspended in 1994 due to political violence and serious human rights abuses in Togo. It is only since 2007 that the international donor community reengaged with Togo as the country slowly emerges from years of political and economic stagnation (US Embassy Togo, 2017). The reengagement was a response to the Togolese government's commitment to fully establish and implement democracy in a country which was facing then critical lacks of basic infrastructures, adequate healthcare and education systems and good governance. Here too, only few projects in the sport sector benefit financial

aid? Let us consider one by one each donor and see how their cooperation with Togo is going.

3.2.1 France, Germany, United States, China

France: The cooperation between Togo and France is enabled by the bilateral relationship between both countries. All kind of French assistance or support to Togo is carried out via the French Agency of Development (AFD). The sectors being frequently supported are:

-Health: *Blood bank security and fight against AIDS* programs have been granted 3.85 M€(Euros) over 2006-2012 while 8 M€were given from 2010 to 2014 to support *quality health workers and pharmacy* programs;

-Education: 10 M€in 2003 were offered by the AFD for schools' facilities and equipment and 6M€in 2011 to improve the professional training and to create a training center for industrial labors;

- **The microfinance sector** through the *1 M€ project*. Many microfinance institutions of which WAGES (Women and Associations for Gain both Economic and Social) benefited from this project to strengthen their organization and services' capacities (Agence Française de Développement, 2012).

Among the sectors being supported by the French Agency of Development in Togo over the past 10 years no mention is made about sport.

Germany: The sport cooperation between Germany and Togo is very effective. It is the German Federal Ministry for Economic Development Cooperation (BMZ in German) which opened up a sport cooperation relationship with Togo since 2014 as part of its strategy to promote development in African countries via the financial support to worthy sport projects. Implemented in Togo by the German Organization for International Cooperation (GIZ), the program is entitled '*ProSport*'. Concretely, the ongoing construction of a new stadium in Kara (a city in the north of Togo) is funded by GIZ. The *ProSport* program supports also the

rehabilitation of old sport facilities and the capacity building of sport administrators and technical for a better management and maintenance of sport facilities (GIZ, 2016).

United States: The U.S. and Togo have no bilateral development assistance program and there is no USAID presence in the country. Still the US Embassy's Development Assistance Office manages some assistance programs in Togo. These diverse programs provide grants to development projects designed to promote and support the process of democratization in the country, to increase HIV/AIDS awareness and prevention, to promote human rights, and to improve basic living conditions for the Togolese. Quite often, the Development Assistance Office of the US Embassy donates some sport equipment to sport organizations to support occasionally the organization of sport competitions (U.S. Department of State, 2012).

China: As a new major donor of the country, China's cooperation with Togo relies on a strategy which provides the needed stimulus to revive export industries and to improve Togo's bargaining position in economic cooperation. Components of this strategy is the support to the construction of big infrastructure projects financed by Chinese aid show. Among these we can mention the construction of a new international airport in Lomé, costing \$141million (USD), by the China Airport Construction Group (BTI², Togo country report 2016). The support of China to the sport sector in Togo is materialized by the construction of the stadium of Kégué in the north of Lomé. The 30 000 seats' stadium built in 2000 is the biggest of the country. It is built by Chinese donations and designed by a Chinese architect (Stadium Guide, 2017). In September 2016, both countries have signed an agreement for the renovation of the stadium which will be financially supported by China (Africa Rendez-vous, 2016).

3.2.2 Funding scale, scope, feature of the above donors

The requirements that Togo is expected to meet to keep receiving the support of the

² Bertelsmann Stiftung's Transformation Index

above major donors have a link with the troublesome political history of the country. When presenting about the political context of the country we mention that from 1967 to 2005, the fourth president of Togo stayed in power for 38 years. (The telegraph, 2017). His regime faced a lot of criticisms for the abuses of human rights and the deficit of democracy. The situation got worst in 1993 with a general strife which paralyzed the country. The violent repression and killing of protesters by the army supporting the regime of Gnassingbe Eyadema led to the suspension of international cooperation with Togo in 1993 (Banjo, 2018). The European Union which comprises the main major donors of Togo conditioned the opening of the cooperation with Togo to the respect of democracy in all its forms. While the ban was still on, the country fell into a deep poverty which lasted 14 years. Unanimously the global development partners and the major donors require from Togo to meet some standards in terms of the establishment of democracy, the respect of human rights, the observance of good governance etc. In 2000, the European Union restarts discussions with the government of Togo which agreed to fulfil 22 commitments all related to the enumerated standards (European External Action Service, 2016).

Six years later in 2005, an evaluation meeting of the 22 commitments of the Togolese government got the approval of the European Union which decided to restart the cooperation with Togo. In a country with a very high poverty rate and where all the economic infrastructures are to build up, it became obvious to the major donors to direct the cooperation aids to the sectors of first priority in Togo. As we said it before, these are education, health, economic infrastructures, the reforms of public institutions and the improvement of business climate to mention only these. The financial support provided by the donors is decided based on the development plans that are submitted to them by the government of Togo (European Union, 2005). Of course, along with this, major donors make sure that these development plans are declined into projects that have a rational, are feasible and are assorted with an implementation

plan which guarantees an efficient and transparent use of the allocated resources.

IV- Sport Cooperation between Korea & Togo

The Korea International Cooperation Agency (KOICA) is the institution which coordinates South Korea's foreign aid programs. Established in 1991, KOICA organizes programs designed to provide support for developing countries and to share South Korea's own development experience. In 2015, the Republic of Korea spent 1.9 billion USD net on ODA (OECD, 2016). The support is directed to areas such as education, health, agriculture, forestry, fisheries, public administration, industrial energy etc.

The improvement of governance in developing countries via the training of public officials is one key aspect of South Korea's cooperation with African countries. To meet that end, the country created the Central Officials Training Institute which provides education in many disciplines, including leadership, personnel management, economic and industrial planning, and rural development. The institute is modeled on South Korea's New Community Movement of the 1970s. A total of 1,500 foreign officials have attended these courses since 1984 (Korea International Relations, 2017).

4.1 Current Situation of Korean government support to Togo

The Republic of South Korea and Togo launched officially bilateral relations in July, 23rd 1963. In 1974, both countries signed economic, commercial and cultural agreement. From 1992, Korea has been supporting Togo via ODA programs with a particular focus on the capacity building of public officers. The KOICA scholarships have been a great help in this regard (République Togolaise, 2013).

In 2013 was celebrated the 50th anniversary of the cooperation between Korea and Togo. On the occasion the Korean ambassador in Ghana, His Excellency Mr. Kyun Jaimin came to Lomé to assist the 5th Togo-Korea Cultural festival held on November 13th 2013. The Korean

ambassador has underlined the solid and fruitful cooperation between the two countries by offering 973 soccer balls to the Togolese Ministry of Sports (République Togolaise, 2013).

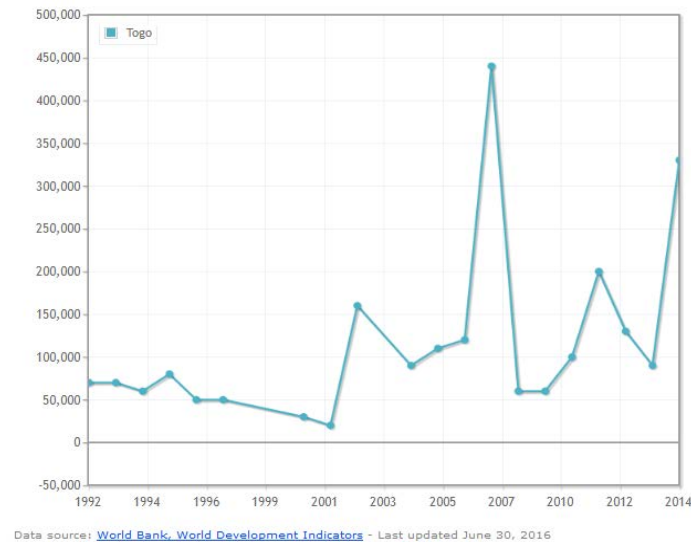
In 2015, Korea provided a technical assistance to Togo as the country was preparing the African Summit on Safety and Maritime Security. An equipment donation of 242 000 USD cost was made by His Excellency Mr. Lyoo Woon-Ki, the newly appointed ambassador of Korea in Ghana. The donation comprises vehicles, computers, printers all intended to support the organization of the summit. So goes the cooperation between Togo and Korea (Pa-Lunion, 2016). Still compared to other African countries, the cooperation between Korea and Togo can grow. As a developing country, we have a lot to learn from Korea in order to impulse and guide the development of our countries.

4.2 Major field, scale and feature

Korea's support to Togo is mainly directed to sectors such as education, sport, culture, energy and economy. The provision of grants to support the implementation of development projects is done according to the following process (Korea ODA, 2014):

- i- Togo as a recipient country identifies a project;
- ii- Korea notifies the acceptance of an official project request from Togo;
- iii- Korea proceeds the feasibility study;
- iv- Then come the selection of candidate projects;
- v- This stage is the confirmation of project details;
- vi- A consultation is held between Korea and the recipient country;
- vii- The selection of the implementing organization and project implementation plan;
- viii- The project evaluation;
- ix- The ex-post management.

The graph on next page pictures the net bilateral aid in USD of Korea to Togo over the period of 1992 to 2014. (Index Mundi, 2016).



4.3 Proposal for Future Sport Development between the Korea & Togo

If Togo was given the opportunity to engage in a future sport development plan with Korea, the following are the three main features that we would like to guide that eventual beginning of official sport cooperation between both countries. Three tables at the end of the section presents in details our proposal.

Feature 1: A diagnostic of the human resources involved in Togo’s sport system revealed that the majority of those working in the sport organizations are PE teachers. Some are from non-sport related background yet they are those leading our sport federations due to their solid political ties or prominent social status. As a result, our sport is confronted to the crucial need of the right capacity building program for those involved in the field. Korea appears then as a good partner whose assistance will definitely be of a precious help to fill the gap.

Feature 2: Developing a strategy to respond to the need of expertise at the management level is good but we have to respond also to the need in terms of sport facilities. That is why we found it worth for Togo to request Korea’s assistance for the construction of street’s workout facilities for elderly people especially (on Korean model) as well as simple-cheap community sport facilities. Such initiative will enable the population to get engaged in sport as people will

have with time nearby sport facilities were they can practice sport and physical activities for their own benefits.

Feature 3: Togo intends to use schools' sport as a mean to detect and develop future sport talents but the field need organizational support that is why we think that Korea's assistance will be very helpful for us.

Feature 1: Korea's assistance for the capacity building of the human capital working in Togo's sport field.					
Objective: Provide the right professional training to those working in the sport field and by that mean making them ready to steer up our sport in their different organizations					
Lead person in Togo: ABALO Houéssouvi					
Beneficiaries	Specific training needed	How can Korea assist?	Projected number of trainees	Time scale	Funding
Officers of the Ministry in charge of sport	1-Sport management with a particular focus on sport marketing, sponsorship, strategic planning, management of sport organizations, sport policy making etc 2- Short practical learning experiences in Korean sport organizations through internships opportunities	Offering scholarship opportunities to valuable candidates from Togo for educational programs in sport field like SNU's Dream Together Master program or others	10	2017-2032	- 100% by Korean government for point 1 in the column 2
Officers of National Olympic Committee and sports federations and associations of Togo					-To be discussed for point 2 in column to 2
Technical, coaches, referees, sport doctors etc	The specific training needed according to the field & sport involved	Training sessions held in Togo for the beneficiaries by Korean experts in the designated fields	Here it is rather the number of training sessions held : 10	2017-2027	-To be discussed by both partners

Feature 2: Korea's assistance for the construction of street workout facilities for elderly people (on Korean model) and simple-cheap community sport facilities

Objective: The construction of such street workout equipment and simple-cheap community sport facilities will boost the participation of people of all age in physical and sport activities as far as a sensitization program on the benefit of an active life style will go along

Lead organization: The Department of Sport Facilities

Beneficiaries	Pursued goal & Outcome	How can Korea assist?	Projected Number of facilities	Time scale	Funding
The general population (all age groups of people)	<p>1-Develop the habit of an active life style within the population</p> <p>2- Promote that good image of physical activity and sport as a mean of socialization and also to improve health and well-being of people</p>	By providing financial grants to support sport facilities' building projects in Togo via Korea's Official Development Assistance (ODA) program.	<p>7 of which :</p> <p>-5 street workout facilities;</p> <p>-2 simple community sport facilities</p>	2017-2027	<p>-Full Korean ODA support for the 5 street workout facilities</p> <p>-To be discussed by both partners</p>

Feature 3: Korea's assistance for the organizations of schools sport championships and the improvement of the training of detected talents

Objective: To improve the organization of the schools and universities' sport competitions in order to make them become a reliable mean to identify and develop future sport talents

Lead organization in Togo: The Department of Sport Facilities + The department of Schools & Universities' Sports

Beneficiaries	Pursued goal & Outcome	How can Korea assist?	Needed assistance	Time scale	Funding
<p>Schools and universities' sport teams</p> <p>-Young schools and universities' athletes</p>	<p>1-Ensure and improve the regular organization of championships in the schools and universities</p> <p>2- Improve the ongoing talent development program within the two Sport Development Centers recently created by the government</p>	By donating sport equipment to support the organization of the competitions via Korea's Official Development Assistance (ODA) program and the eventual future sport cooperation agreement	<p>-All kind of sport equipment (Soccer balls, basketballs, handballs, volleyballs, sport wears)</p> <p>- Gym Training equipment</p>	2017-2022	<p>-Full Korean ODA support for the 5 street workout facilities</p> <p>-To be discussed by both partners</p>

Conclusion

It has been a very tough but rewarding journey when we engaged in this DT Research project. “*Schooling never ends, it continues all our life till the day we die*”: these are the words that came to my mind when I reached this final page of the conclusion. Indeed it was not easy to gather the information regarding many of the points in the research plan especially the one related to various aspects of sport in Togo. This is mainly due to the lack of previous research on related issues. I measure then the huge task that relies on my shoulders. I must definitely engage myself in research in order to provide an insight on many aspects of sport in Togo. Future sport experts or administrators will then walk on my footsteps so that we have with time a very rich, diverse and deepened documentation about our sport. My sport management master degree’s thesis and the current DT Research paper are definitely a good start. Still more is to be done.

Thanks to Korean government which changes completely my life since 2014 as I got selected for the DTM program. When I look back, I have no regret not only for the personal things that I gain in this program but that feeling of being useful to my organization is priceless. I do hope that the current DT Research paper will meet your approval so that the dreamed sport cooperation between Togo and Korea become effective in a near future.

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