

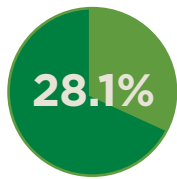


FEBRUARY 2025

TOGO: NATIONAL ROADMAP FOR REDUCING SLCP EMISSIONS IN SOLID WASTE EXECUTIVE SUMMARY



01. Introduction



Togo has ambitious climate change mitigation targets, including a 32% reduction in methane and a 28.1% reduction in overall greenhouse gas (GHG) emissions in the waste sector by 2030, outlined in its current Nationally Determined Contributions (NDCs).



Roundtable validation process of the National Roadmap and the Action Plan. Greater Lomé, October 2024.

These targets are timely and relevant as inadequate solid waste management (SWM) practices, such as open dumping and burning, exacerbate environmental, economic and health challenges, while increasing GHG and short lived climate pollutants (SLCP) emissions. Sub-Saharan Africa, including Togo, faces significant SWM challenges, characterized by rapid waste generation—specifically organic waste—and limited collection and disposal infrastructure. Nearly 60% of households in Togo lack proper waste disposal, and 37% of the waste is dumped in public places, making the sector a critical target for mitigation efforts.

Togo has demonstrated a strong commitment to GHG mitigation through its engagement in the Global Methane Pledge and ambitious waste sector targets highlighted above.

To support these efforts, the **Center for Clean Air Policy (CCAP)** and **ImplementaSur**, under the **Recycle Organics program** and with support from the **Climate and Clean Air Coalition (CCAC)**, collaborated with the Ministry of the Environment and Forest Resources (MERF) to develop two key policy instruments to reduce SLCP emissions from solid waste: The National Roadmap for Togo and The Action Plan for Greater Lomé.

While the Action Plan is exclusive to Togo's capital city, the National Roadmap takes a comprehensive country approach, addressing

the needs of small and medium-sized towns and rural areas.

Complimentary to one another, the documents aim to establish enabling conditions for nationwide SWM improvements, with a strong emphasis on organic waste management. **The strategies prioritize methane mitigation while also enhancing broader SWM systems through infrastructure development, regulatory strengthening and capacity building.** Recognizing the gender disparities in SWM, these policies also seek to promote women's economic inclusion, improve working conditions and dignify daily, informal waste-related activities through financial support, training and institutional backing. By implementing the National Roadmap and the Greater Lomé Action Plan, Togo aims to substantially improve SWM practices, reduce GHG and SLCP emissions and achieve long- term environmental and socio-economic benefits. The National Roadmap has been officially endorsed by the Ministry for the Environment and Forest Resources.

This executive summary outlines the main findings that inform the Roadmap's development. It describes its methodology, and presents proposed measures and recommendations.

The Roadmap's objectives, pillars of change and strategic actions are summarized below:

National Roadmap Summary

Objectives	Pillars of Change	Strategic Actions
Enact and implement an integrated waste management regulation	 1. Strengthen the legislative and regulatory framework	1.1. Establish a steering committee for waste management to ensure coordinated oversight, secure funding, and set priorities for key policies.
		1.2. Formulate and enact an integrated waste management law, decree or order to provide clear guidelines and improve national waste management performance.
		1.3. Develop and promote a national compost market standard and certification system , ensuring product reliability and strengthening consumer and market confidence.
	 2. Strengthen human and institutional capacities	2.1. Develop and deliver a capacity building program for public servants to strengthen their capacity in solid waste management practices . 2.2. Develop and deliver a capacity building program for public servants to strengthen their capacity on defining and implementing MRV methodologies and protocols . 2.3. Develop and deliver a capacity building program for public servants to strengthen their capacity on monitoring and reporting open practices including open burning and dumping .
Promote best practices in solid waste management	 3. Reduce open burning and dumping	3.1. Design and implement a potent national campaign to change behavior towards open burning and dumping. 3.2. Strengthen the Public Sanitation Brigade and enhance its operational deployment on the ground to improve compliance with and enforcement of legislation on open burning and illegal dumping. 3.3. Develop and implement a school curriculum that integrates open burning and dumping topics into primary and secondary education.
		4.1. Design and implement a potent national behavior change campaign to promote effective waste sorting practices and organic waste management . 4.2. Develop and implement a school curriculum that integrates food waste prevention and sorting at source . 4.3. Establish a community of practice to leverage the momentum of municipalities and various stakeholders.
		4.4. Demonstrate public sector leadership in waste reduction and sustainable management by conducting waste audits for public sector agencies and requiring each agency to develop and implement simple waste reduction and management plans.
	 4. Promote waste prevention and sorting at source	5.1. Conduct a baseline assessment of waste management services to provide essential information for improving infrastructure, formalizing operators, and ensuring sustainability. 5.2. Design and implement a program for the closure and rehabilitation of dumpsites , prioritizing the rehabilitation of key dumpsites, establishing new infrastructure, and promoting sustainable waste treatment practices. 5.3. Design and implement a national program for the formalization and integration of informal waste management actors. 5.4. Promote the development of PPPs for waste management services to support municipalities in specific waste management activities. 5.5. Reduce the prevalence of sand in the waste stream to improve the efficiency of waste management systems and lower associated costs. 5.6. Develop a biogas energy recovery project at sanitary landfills to reduce methane emissions and meet climate goals.
		6.1. Develop and implement a national program to promote composting and encourage the adoption of composting practices . 6.2. Develop and implement a national program to replace traditional stoves with biogas digesters . 6.3. Conduct a comprehensive analysis of business models for the adoption of innovative technologies , such as anaerobic digesters, black soldier flies, and animal feed production.
		6.4. Demonstrate public sector leadership in waste reduction and sustainable management by conducting waste audits for public sector agencies and requiring each agency to develop and implement simple waste reduction and management plans.
Improve resource recovery	 5. Improve waste management infrastructure and operations with a significant impact on the mitigation of SLCP emissions	7.1. Establish a national framework for the SWM service delivery and financial sustainability . 7.2. Mobilize existing public investment instruments and identify new domestic sources of financing . 7.3. Develop a tax incentive framework to promote organic waste management and sustainable practices . 7.4. Develop a national program to identify and support private sector initiatives and suppliers involved in SWM services, products, and organic waste management. 7.5. Develop a national recognition and reward program for municipalities and private sector entities that demonstrate leadership in implementing organic waste management initiatives and improving waste management systems within municipalities.
		8.1. Conduct an initial assessment of the current situation regarding data collection and information flow in the waste sector across the country. 8.2. Improve and develop methodologies and protocols to enhance data collection, information flow, traceability, and transparency. 8.3. Develop and deliver training sessions for public servants to test and implement MRV methodologies and protocols .
	 6. Support organic waste recovery initiatives	
Ensure financial sustainability of the solid waste management	 7. Ensure favorable conditions for funding and cost recovery in the waste management system	
Improve data collection and monitoring (MRV) systems for waste management	 8. Strengthen data collection and monitoring systems	

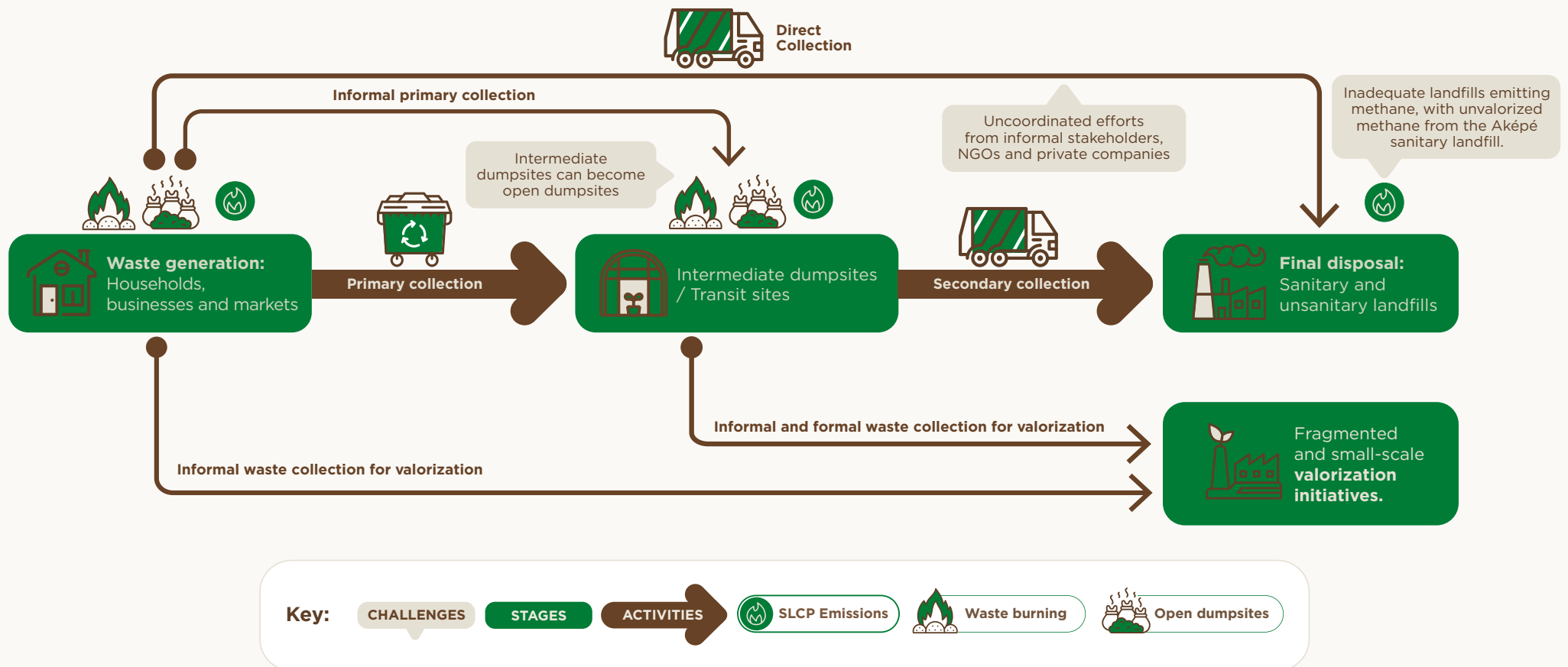


02. SWM Context in Togo

The Recycle Organics team conducted a comprehensive review of the current state of SWM at both the national and municipal levels. The following table summarizes the main findings:

Topic	Key Insights
Institutional and Regulatory Framework	Fragmented institutional responsibilities: SWM is decentralized, involving public, private & civil society actors, but lacks coordination regarding roles and responsibilities. Legislative and regulatory framework: Legal instruments define responsibilities and financial mechanisms but face coordination and enforcement challenges.
Waste Data and Composition	Data limitations: There is no official national waste data, with varying and unreliable estimates, lacking waste and climate data integration. Waste composition: Organics dominate (63.3%) the generated waste, making it critical for recovery and methane mitigation. High sand content in waste: Hinders efficient collection, increases costs, and lowers compost quality.
Waste Generators	Major organic waste generators: These are mainly produce markets, and to a lesser extent hotels, businesses and schools. Rural areas: These areas have an untapped potential for agricultural waste valorization for compost and biogas production.
Collection and Intermediate Disposal	Primary collection of waste: It is unreliable, fragmented and highly variable across municipalities in the country. Greater Lomé: The city has a structured system, with considerable variability among prefectures and municipalities. Intermediate cities: These have underdeveloped systems, with collected waste being mostly dumped at informal sites. Small municipalities: These lack organized waste collection, with open dumping and waste burning being prevalent. Inefficient intermediate disposal in Greater Lomé: There are poorly designed and inefficient intermediate waste disposal sites in some cities, leading to a proliferation of open dumping and burning.
Waste Treatment and Valorization	Minimal waste valorization: Less than 1% of the country's generated waste is composted, far below the 12% NDC target. This is considerably small, considering organics make up 63.3% of the total generated waste. Informal sector dominance: Small private companies, NGOs and informal actors lead valorization efforts, but lack integration into the formal SWM system, as well as technical and financial support.
Final Disposal and Environmental Impacts	Sanitary landfill (Aképé): The main engineered landfill in the country only serves the capital city (around 1/4 of the country's population). Landfill gas energy (LFGE) Project: Planned for the Aképé Sanitary Landfill, but progress has been slow. It would support the country's NDC target of having LFGE with 80% of landfill gas by 2030. Limited regional landfill development: Planned for Sokodé, Atakpamé, Tsévié, Kara and Dapaong, but only Kara's is operational. Persistent waste burning: Nearly 37% of the waste in Greater Lomé is burned. Nationally, 60% of the waste is burned. A lack of monitoring hinders mitigation efforts and planning.
SWM Service in the Municipalities	Unequal development: Substantial disparities exist across the country regarding the development and investments in SWM infrastructure and operations. Major cities (22 municipalities, representing 47% of the national generated waste): Most investments and developed systems exist here. Intermediate cities (38 municipalities, representing 31% of the national generated waste): Limited-service provision and incipient infrastructure development. Small municipalities (57 municipalities, representing 22% of the national generated waste): SWM services are informal and underdeveloped, with little to no investment and infrastructure.

TOGO'S CURRENT SOLID WASTE MANAGEMENT SYSTEM AND ITS CHALLENGES



03. Methodology

The **Reycle Organics team** developed a methodology which has a comprehensive four-stage process:

- **Identifying challenges, opportunities and a vision for the SWM sector** through a participatory approach which included remote and in-person consultations with key experts and stakeholders, a dedicated workshop and recurring engagements with national and local experts, with a focus on assessing existing SWM challenges and needs.
- **Conducting a gap analysis**, including by conducting a thorough review of existing policies, practices and projects at both national and municipal levels to identify discrepancies between the current SWM landscape and the envisioned goals, in line with the identified opportunities.

- **Establishing objectives, pillars of change and actions** to address the identified challenges and opportunities, and propose key interventions, prioritized based on their potential for SLCP mitigation and financial and technical feasibility. The analysis aimed to leverage ongoing efforts, experts' know-how, investments and project pipelines.
- **Validating and refining with key stakeholders** through continued stakeholder engagement, in-person and remote meetings, workshops and iterative feedback mechanisms.

This methodology included the concurrent development of the Greater Lomé Action Plan, ensuring coherence and correlations between both strategic documents.

Reycle Organics consulted and engaged with experts from the following key public, private, and civil society institutions during the development of the Action Plan, to whom the team is grateful for their time and support

Africaine de Gestion d'Investissement & Prestations, Bâtiments et Travaux Publics (AGIP BTP)	Jeunes Volontaires pour l'Environnement (JVE)
Agence de Développement Urbain et Municipal (CITAFRIC)	Marché d'Hanoukopé
Agence Française de Développement (AFD)	Ministère de l'Administration Territoriale, de la Décentralisation et de la Chefferie Coutumière (MATDCC)
Agence Nationale d'Assainissement et de Salubrité Publique (ANASAP)	Ministère de l'Action Sociale, de la Solidarité et de la Promotion de la Femme (MASSPF)
Agence Nationale de Gestion de l'Environnement (ANGE)	Ministère de l'Agriculture, de l'Hydraulique Villageoise et du Développement Rural (MAHVDR)
Biothermica Technologies	Ministère de la Santé, de l'Hygiène Publique et de l'Accès Universel aux Soins (MSHPAUS)
Commune du Golfe 3	Ministre de l'Eau et de l'Assainissement (MEA)
District Autonome du Grand Lomé (DAGL)	Practical Action
Eco-Conscience TV	Science et Technologie Africaine pour un Développement Durable / Green Industry Plast (STADD/GIP)
Écosystème Naturel Propre (ENPRO)	Stockholm Environment Institute (SEI)
Engineering X	Togocom
Établissement Public et Autonome des Marchés (EPAM)	Université de Lomé
Faïtière des Communes du Togo	Usine de Transformation des Déchets en Richesse (UTrader)
Groupe Chretien de Recherche - Actions pour la Promotion Humaine (GRAPHE)	



04. Vision

In the first stage of the project in early 2024, key country and city stakeholders identified the elements of an ideal SWM system for Togo. These were analyzed and condensed into one common vision, which the team refined, presented and validated in an in-

person exercise with key stakeholders in late 2024. This participatory process led to the following collective vision for the SWM sector, which guides the development of the National Roadmap:



The Republic of Togo will transform its waste management sector, investing in proper management for waste to be transformed into a valuable resource, contributing to economic growth, public well-being and improved air quality. This transformation will promote job creation and the development of sustainable products, fostering a circular economy that benefits both the environment and society. As a result, Togo can emerge as a model of waste management in West Africa.

05. Objectives and Pillars of Change

Based on the renewed vision and gap analysis, which included the validation and refined challenges and opportunities identified, the group developed five objectives with eight thematic clusters, referred to as Pillars of Change. These serve as foundations for the actions that will bridge the identified gaps.

Objective 1: Enact and implement an integrated solid waste law, decree or order	Pillar 1: Strengthen the legislative and regulatory framework Pillar 2: Strengthen human and institutional capacities
Objective 2: Promote best practices in solid waste management	Pillar 3: Reduce open burning and dumping Pillar 4: Promote waste prevention and sorting at the source
Objective 3: Improve resource recovery	Pillar 5: Improve waste management infrastructure and operations with a significant impact on the mitigation of SLCP emissions Pillar 6: Support organic waste recovery initiatives
Objective 4: Ensure financial sustainability for solid waste management	Pillar 7: Ensure favorable conditions for funding and cost recovery in the waste management system
Objective 5: Improve data collection and monitoring (MRV) systems for solid waste management	Pillar 8: Strengthen data collection and monitoring systems



06. Institutional Arrangements for Implementation

The successful implementation of this National Roadmap requires a well-structured institutional framework led by MERF. As the coordinating body, MERF will oversee the execution of the Roadmap, ensuring alignment with national waste management and climate objectives.

Furthermore, MERF will establish a Steering Committee for Waste Management as the first key action to facilitate coordination and accountability. This committee will serve as the central governance body, promoting inter-ministerial collaboration, overseeing progress and addressing implementation challenges.

All designated government agencies and ministerial institutions responsible for strategic actions under each pillar must integrate these actions into their annual work plans. Aligning institutional work plans with the Roadmap is critical to prevent implementation efforts from being treated as secondary tasks. Additionally, ensuring that individual performance indicators reflect these strategic actions will help maintain institutional commitment and operational efficiency.

By embedding the Roadmap's objectives into sectoral planning and establishing a dedicated Steering Committee, the government will create a cohesive and accountable framework to drive sustainable waste management reforms.

07. National Roadmap Structure and Summary

The section below summarizes the National Roadmap structure, emphasizing how each Pillar of Change is implemented through individual strategic actions. To help guide its implementation, each action is accompanied by responsible and supporting actors, as well as an indicative five-year implementation timeline and estimated start-up and operating costs.

Cost Estimation Ranges

Amount range (USD)	Amount range (F CFA)*	Category and acronym	
0 - 50,000 USD	0 - 30,000,000 F CFA	Low	L
50,000 - 200,000 USD	30,000,000 - 120,000,000 F CFA	Low - Medium	LM
200,000 - 500,000 USD	120,000,000 - 300,000,000 F CFA	Low - High	LH
500,000 - 1,000,000 USD	300,000,000 - 600,000,000 F CFA	Medium - Low	ML
1,000,000 - 1,500 000 USD	600,000,000 - 900,000,000 F CFA	Medium	M
1,500,000 - 2,000,000 USD	900,000,000 - 1,200,000,000 F CFA	Medium - High	MH
2,000,000 + USD	1,200,000,000 + F CFA	High	H

**The exchange rate used for these estimations, for reference, is 1 USD = 600 F CFA, taken in October 2024. They have been rounded up for clarity and ease.*



Strategic actions	Lead entities	Support entites	Time horizon to 2030 (years)	Start- up cost	Annual operating cost
1. Strengthen the legislative and regulatory framework					
1.1. Establish a steering committee for waste management.	MERF	MUHRF, MATDCC, MSHPAUS	1 2 3 4 5	L	NA
1.2. Formulate and enact an integrated waste management law, decree or order.	MERF, Copil	MATDCC, MSHPAUS, AN, Presidency	1 2 3 4 5	LM	NA
1.3. Develop and promote a national compost market standard and certification system.	MERF, ATN	University of Lomé, ITRA, MSHPAUS, NGOs	1 2 3 4 5	LM	L
2. Strengthen human and institutional capacities					
2.1. Develop and deliver a capacity building program for public servants to strengthen their capacity in solid waste management practices.	MERF, ANFCT, FCT	MUHRF, MATDCC, University of Lomé, MSPC	1 2 3 4 5	L	LM
2.2. Develop and deliver a capacity building program for public servants to strengthen their capacity on defining and implementing MRV methodologies and protocols.					
2.3. Develop and deliver a capacity building program for public servants to strengthen their capacity on monitoring and reporting open practices, including open burning and dumping.					
3. Reduce open burning and dumping					
3.1. Design and implement a five-year national campaign to change behavior towards open burning and dumping.	MESR, MCM, ANASAP, Universities in Togo	MERF, MATDCC	1 2 3 4 5	L	LM
3.2. Strengthen the Public Sanitation Brigade and enhance its operational deployment on the ground.	MERF, ANASAP	MATDCC, ANADEB	1 2 3 4 5	NA	LM

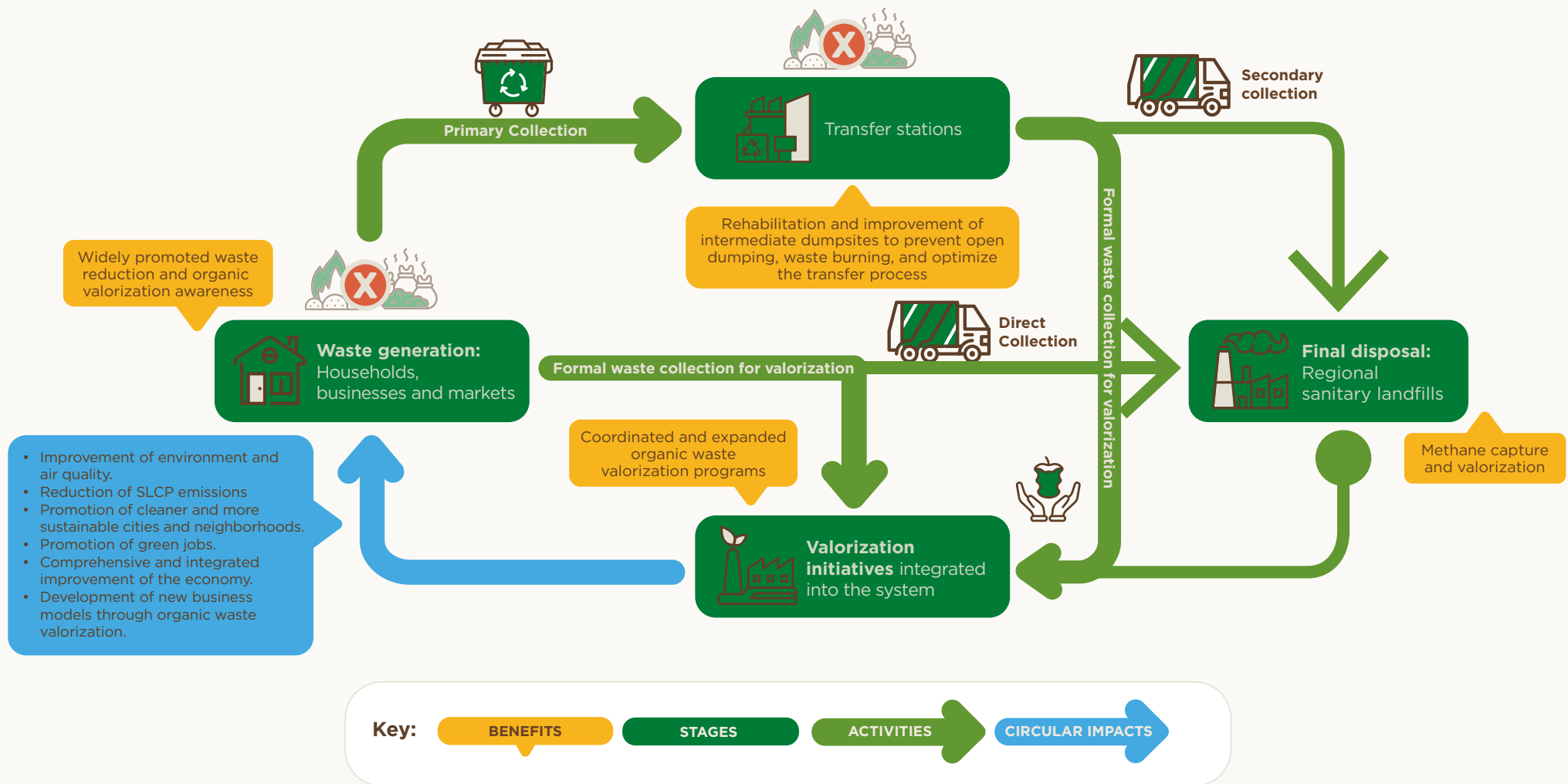
Strategic actions	Lead entities	Support entities	Time horizon to 2030 (years)	Start-up cost	Annual operating cost
3.3. Develop and implement a school curriculum that integrates open burning and dumping topics into primary and secondary education.	MEPSTA	MERF, Universities in Togo, ANASAP, NGOs, Private Sector operators	1 2 3 4 5	NA	LM
4. Promote waste prevention and sorting at source					
4.1. Design and implement a five-year national behavior change campaign to promote effective waste sorting practices and organic waste management.	ANASAP, ANGE	MAHVDR, MERF, MESR, MCM, MATDCC	1 2 3 4 5	L	LM
4.2. Develop and implement a school curriculum that integrates food waste prevention and sorting at the source.	MEPSTA	MERF, University of Lomé, ANASAP, NGOs, Private sector operators, Schools	1 2 3 4 5	NA	L
4.3. Establish a community of practice to leverage the momentum of municipalities and various stakeholders.	Copil	MERF, ANGE, MATDCC, ANADEB, NGOs, Private sector operators	1 2 3 4 5	NA	L
4.4. Demonstrate public sector leadership in waste reduction and sustainable waste management.	MERF	Copil	1 2 3 4 5	NA	LM
5. Improve waste management infrastructure and operations with a significant impact on the mitigation of SLCP emissions					
5.1. Conduct a baseline assessment of waste management services.	MERF, ANASAP	CITAFRIC, FCT, ANGE, MATDCC, MSHPAUS	1 2 3 4 5	M	NA
5.2. Design and implement a program for the closure and rehabilitation of dumpsites.	ANASAP, DAGL	MERF, MUHRF, ANGE, Private sector operators, NGOs	1 2 3 4 5	M	MH
5.3. Design and implement a national program for the formalization and integration of informal waste management actors.	MDBAJEJ	MERF, MATDCC, ANASAP, NGOs, Universities in Togo	1 2 3 4 5	L	L
5.4. Promote the development of PPPs for waste management services.	MERF, ANASAP	MEF, MATDCC, Unité PPP, DAGL, Copil	1 2 3 4 5	L	L



Strategic actions	Lead entities	Support entities	Time horizon to 2030 (years)	Start-up cost	Annual operating cost
5.5. Reduce the prevalence of sand in the waste stream.	ANASAP	DAGL, FCT, ENPRO, NGOs, Private sector operators	1 2 3 4 5	NA	M
5.6. Develop a biogas energy recovery project at sanitary landfills.	MERF, ANGE, AT2ER	University of Lomé DAGL, Eiffage, Coved and GER consortium, Bioénergie Togo	1 2 3 4 5	H	M
6. Support organic waste recovery initiatives					
6.1. Develop and implement a national program to promote composting and encourage the adoption of composting practices.	MAHVDR, ANADEB	MERF, MATDCC, ANGE, NGOS, Private sector operators	1 2 3 4 5	LH	L
6.2. Develop and implement a national program to replace traditional stoves with biogas digesters.	ANADEB	MEM, MERF, MAHVDR, MEF, Unité PPP	1 2 3 4 5	LM	ML
6.3. Conduct a comprehensive analysis of business models for the adoption of innovative technologies.	MERF	ANASAP, ANGE, MEF, NGOS, Private sector operators, Universities in Togo	1 2 3 4 5	NA	L
7. Ensure favorable conditions for funding and cost recovery in the waste management system					
7.1. Establish a national framework for SWM service delivery and financial sustainability.	MERF, ANASAP, DAGL, MEF	Copil	1 2 3 4 5	LH	NA
7.2. Mobilize existing public investment instruments and identify new domestic sources of financing.	MERF, ANASAP	MEF, DAGL, FCT	1 2 3 4 5	NA	L
7.3. Develop a tax incentive framework to promote organic waste management and sustainable practices.	MERF, ANASAP, DAGL	MEF, MCACL	1 2 3 4 5	LM	NA
7.4. Develop a national program to identify and support private sector initiatives and providers involved in SWM services, products and organic waste management.	MERF, Copil	ANADEB, ONG	1 2 3 4 5	NA	L

Strategic actions	Lead entities	Support entites	Time horizon to 2030 (years)	Start- up cost	Annual operating cost
7.5. Develop a national recognition and reward program for municipalities and private sector entities that demonstrate leadership in implementing organic waste management initiatives and improving SWM systems within municipalities.	MUHRF	MERF, MATDCC, DAGL, ANASAP, FCT	1 2 3 4 5	NA	LM
8. Strengthen data collection and monitoring systems					
8.1. Conduct an initial assessment of the current situation regarding data collection and information flow in the waste sector across the country.	ANGE	MERF, MUHRF, MATDCC, University of Lomé, CITAFRIC	1 2 3 4 5	LM	L
8.2. Improve and develop methodologies and protocols to enhance data collection, information flow, traceability and transparency.					
8.3. Develop and deliver training sessions for public servants to test and implement MRV methodologies and protocols.					

TOGO'S ENVISIONED WASTE MANAGEMENT SYSTEM AND ITS BENEFITS



Participating Actors' Acronyms and Abbreviations

AN	National Assembly – Assemblée nationale
ANADEB	National Agency for Local Development Support - Agence Nationale d'Appui au Développement à la Base
ANASAP	National Sanitation and Public Health Agency - Agence Nationale d'Assainissement et de Salubrité Publique
ANGE	National Agency for Environmental Management - Agence Nationale de Gestion de l'Environnement
ANVT	National Volunteers Agency of Togo - Agence Nationale des Volontaires du Togo
CITRAFRIC	Urban and Municipal Development Agency - Agence de Développement Urbain et Municipal
Copil	Steering Committee for Solid Waste Management - Comité de Pilotage
DAGL	Autonomous District of Greater Lomé - District Autonome du Grand Lomé
ENPRO	Clean Natural Ecosystem - Écosystème Naturel Propre
EPAM	Public and Autonomous Market Authority - Établissement Public et Autonome des Marchés
FCT	Association of Togolese Municipalities - Faïtière des Communes du Togo
ITRA	Togolese Institute of Agronomic Research - Institut Togolais de Recherche Agronomique
MAHVDR	Ministry of Agriculture, Village Hydraulics and Rural Development - Ministère de l'Agriculture, de l'Hydraulique villageoise et du Développement Rural
MATDCC	Ministry of Territorial Administration, Decentralization and Traditional Chieftaincy - Ministère de l'Administration Territoriale, de la Décentralisation et de la Chefferie Coutumière
MCACL	Ministry of Commerce, Craft Industries and Local Consumption - Ministère du Commerce, de l'Artisanat et de la Consommation Locale
MCM	Ministry of Communication, Media and Culture - Ministère de la Communication, des Médias et de la Culture
MEA	Ministry of Water and Sanitation - Ministère de l'Eau et de l'Assainissement
MEF	Ministry of the Economy and Finance - Ministère de l'Économie et des Finances
MERF	Ministry of the Environment and Forest Resources - Ministère de l'Environnement et de la Ressource Forestière
MESR	Ministry of Higher Education and Research - Ministère de l'Enseignement Supérieur et de la Recherche
MTRAF	Ministry of Road, Air and Rail Transportation - Ministère des Transports Routiers, Aériens et Ferroviaires
MUHRF	Ministry of Urban Planning, Housing and Land Reform - Ministère de l'Urbanisme, de l'Habitat et de la Réforme Foncière
MSHPAUS	Ministry of Health, Public Hygiene and Universal Access to Healthcare - Ministère de la Santé, de l'Hygiène Publique et de l'Accès Universel aux Soins
MSPC	Ministry of Security and Civil Protection - Ministère de la Sécurité et de la Protection Civile
PPP Unit	Public-Private Partnership Unit - Unité de Partenariat Public-Privé

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