

**COMISSÃO DA CEDEAO**

**ECOWAS COMMISSION**



**COMMISSION DE LA CEDEAO**

Département Agriculture, Environnement et Ressources en Eau

Department of Agriculture, Environment and Water Resources

**ARAA / RAAF**

Agence Régionale pour l'Agriculture et l'Alimentation

Regional Agency for Agriculture and Food

# CALL FOR PROPOSALS

## “INNOVATIVE FOOD AND NUTRITION SECURITY OPERATIONS IN WEST AFRICA”

### APPLICATION GUIDELINES

**Document produced in the  
framework of the Programme  
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**Support:**



**Operators:**



Group:  
IRAM  
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ISSALA  
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LARES

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**ECOWAS/AFD CALL FOR PROPOSALS:  
“INNOVATIVE OPERATIONS FOR FOOD AND NUTRITION SECURITY”**

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## **OVERVIEW**

1. The Economic Community of West African States (ECOWAS), through the intermediary of the Regional Agency for Agriculture and Food (RAAF), based in Lomé, and with the financial support of the Agence Française de Développement (AFD), proposes to fund national, regional or international organizations to conduct innovative projects favoring improved food and nutrition security in West Africa.
2. Three themes are targeted by this Call for Proposals:
  - a. food fortification and the local production of nutritional supplements;
  - b. securing pastoral activity systems; and
  - c. bolstering agricultural credit and insurance systems.
3. The “Innovative Operations for Food and Nutrition Security” initiative falls under the implementation of the ECOWAS common agricultural policy (ECOWAP). It aims, first, to develop the competitive fund management capacities of the RAAF, responsible for ECOWAP implementation, and second, to stimulate the development of innovative practices in the field of food and nutrition security within the ECOWAS region.
4. For this, ECOWAS has an envelope of two million euros (€2,000,000) to finance a certain number of projects in the region to be implemented over a period of 18 months at most. The minimum and maximum amounts of the grants attributed by ECOWAS in each of the three areas targeted by the Call for Proposals are specified in Section II “*Specific Conditions*”.
5. Winning applications shall be selected by the RAAF based on a project brief (see model in Appendix A) accompanied by information on the applicant, partners and banking details (Appendices F, G and H), and a detailed proposals (see model in Appendix B). Applicants are also required to submit a complete administrative dossier prior to the signature of the contract (please refer to the list of administrative documents in Appendix D).
6. Winning applicants shall then be invited to elaborate, in close conjunction with the RAAF and within a one-month period starting from notification of selection results, final proposals integrating any possible additional elements/adjustments suggested by the RAAF.
7. Grant contracts will be signed by ECOWAS.
8. The Call for Proposals (CfP) dossiers shall be available from October 1, 2014, on the following websites:
  - ECOWAS: <http://www.ecowas.int>
  - RAAF : <http://araa-raaf.org>
  - AFD: <http://afd.dgmarket.com>
  - Hub Rural: <http://www.hubrural.org>
  - CILSS: <http://www.cilss.bf>
9. Notices of the Call for Proposals shall also be published in two (2) newspapers of the 15 ECOWAS countries.
10. Proposals are to be drafted in French or English.
11. The paper version of the proposals must be received no later than noon in Lomé on November 21, 2014 at the following address:

*Agence Régionale pour l'Agriculture et l'Alimentation (ARAA)  
128 Bd du 13 Janvier, Immeuble BIDC 3<sup>ème</sup> étage porte 301 D  
– 01 BP 1816 Lomé-Togo.*

For the attention of the Executive Director of the ARAA.

12. The digital version of the proposals must be received in PDF format no later than noon in Lomé on November 21, 2014, at the latest at the following email addresses:

[araa-operationsinnovantes@ecowas.int](mailto:araa-operationsinnovantes@ecowas.int)

[araa-operationsinnovantes@gmail.com](mailto:araa-operationsinnovantes@gmail.com)

The messages must include the notation “For the attention of the Executive Director of the ARAA”.

13. Any proposals arriving after the above deadline shall be rejected.

14. Information requests can be sent by email only to the Executive Director of the RAAF no later than noon on November 10, 2014 to the following addresses:

**To: [Sousseini\\_araa@ecowas.int](mailto:Sousseini_araa@ecowas.int)**

**And CC: [makonate\\_araa@ecowas.int](mailto:makonate_araa@ecowas.int) and [mmartini\\_araa@ecowas.int](mailto:mmartini_araa@ecowas.int)**

15. After this “information requests” deadline, no further questions shall be answered.

## SECTION I – GENERAL TERMS AND CONDITIONS

### 1. General Provisions

16. The initiative aims to fund projects carried by organizations the status of which is specified in Section II “*Specific Conditions*”.
17. These organizations must:
  - prove their capacity to implement large-scale projects: **organizations shall only be eligible if the budget of the submitted project does not represent more than 35% of the average annual resources for the past three years (2011-2012-2013) of the organization submitting the proposal;**
  - have experience implementing development projects; and
  - have previous experience in one of the topic areas described in Section II “*Specific Conditions*”.
18. The organizations targeted to submit proposals are specified in Section II “*Specific Conditions*”.
19. Groups are encouraged, but the projected activities and remunerations of each partner organization must be explicitly listed for the various components of the project.

### 2. Operating Method

20. The RAAF proposes to (co)finance the spending necessary to conduct the projects designed and defined by the organizations for the maximum duration stipulated in Section II “*Specific Conditions*”.
21. International or regional organizations submitting a proposal are encouraged to work in partnership with other national or local organizations from the perspective of meeting the need for local anchorage for the projects and with the aim of building local capacities.
22. The projects must necessarily be designed, defined and implemented in agreement with the appropriate local public institutions and their partners.
23. The maximal contribution of the RAAF to the total project budget is specified in Section II “*Specific Conditions*” of the call for proposals, and in the documents that must be included in the administrative dossier guaranteeing the said co-financing.
24. Expense eligibility is described in detail in Section II “*Specific Conditions*” of the call for proposals. Generally speaking, the following expenses are not eligible:
  - spending not directly linked to the project;
  - services provided as part of an intervention as operator(s) in other projects financed by the RAAF or the ECOWAS, either under study or in the execution phase;
  - spending for which financing was initially granted by another donor;
  - debts and debt charges;
  - provisions for possible future losses or debts;
  - interest paid;
  - exchange losses; and
  - loans to third parties.
25. The financing granted to the selected project operations shall be paid out in installments (two advances and one final payment), the proportions of which are specified in Section II “*Specific Conditions*”. Applicants shall cover all costs pertaining to the preparation and submission of their offers, and the RAAF shall in no way be held responsible for these costs nor obliged to cover these costs.

26. Spending covered by the RAAF shall only be eligible from the date on which the financing agreement is signed.

### **3. Proposal Presentation**

27. The selection shall be done by the RAAF based on:

- **project briefs** (see model in Appendix A) accompanied by information on the applicant, partners and banking details (Appendices F, G and H); and
- **detailed proposals** (see model in Appendix B).

28. Applicants are also required to submit a complete administrative dossier prior to the signature of the contract (please refer to the list of administrative documents in Appendix I).

29. Number of copies to provide for paper applications: two (2) copies of the project brief, two (2) copies of the detailed proposal, two (2) copies of the detailed budget and one (1) copy of the administrative dossier.

30. One of the copies of each document should be clearly labeled “Original” and the other clearly labeled “Copy”.

31. The proposals shall be written in French or English. The project brief and the detailed proposal shall be placed in two separate, closed and sealed envelopes, each envelope carrying an indication of the contents as well as the following notation: “Réponse à l’Appel à Propositions de l’Initiative “Opérations innovantes pour la sécurité alimentaire et nutritionnelle” – A n’ouvrir qu’en séance de dépouillement”. These two envelopes shall be placed in a closed, sealed envelope carrying the ARAA address indicated above and the notation: “Réponse à l’Appel à Propositions de l’Initiative “Opérations innovantes pour la sécurité alimentaire et nutritionnelle” – A n’ouvrir qu’en séance de dépouillement”.

32. The applicants whose proposals are shortlisted shall then be asked to complete, within a period of one month from the date on which they are notified of the selection results, their initial proposals by integrating possible complementary elements suggested by the RAAF. The dossier will finally be validated by the RAAF before being transmitted to the appropriate ECOWAS authorities for the allocation of the grants.

### **4. Auditing, Reporting, Assessment and Capitalization**

33. The RAAF reserves the right to conduct audits and (ex-ante, mid-term, or ex-post) assessments of the co-financed actions, using its own funds or specific financing, starting from the signature of the agreement and throughout the project implementation period.

34. Periodic technical and financial reports covering the activities implemented in the framework of the Project shall have to be transmitted to the RAAF for formal verification prior to the disbursement of the next grant installments. Reporting modalities are specified in the *Specific Conditions*.

### **5. Currency in the Contract and Currency of Payment**

35. Applicants must draw up their proposals in the currency of the financing contract, which is specified in the *Specific Conditions*. The budget must be drawn up inclusive of all taxes, and must be firm and non-revisable. The modalities for calculating the exchange rate(s) to be used in the projects shall be specified in the *Grant Contracts*.

### **6. Knowledge of Local Conditions and the Terms of the Call for Proposals**

36. By the act of submitting their proposals, the applicants are assumed to:

- have read, understood and accepted the terms of the Call for Proposals described herein;
- be fully cognizant of the nature and scope of the actions to undertake, local working conditions, and all other constraints that these actions involve; and
- have read and understood the general and specific terms and conditions (Sections I and II) of the Call for Proposals.

#### ***7. Opening of the Proposals and the Selection Committee***

37. The opening of the proposals and then the selection of winning proposals shall take place in Lomé, at the RAAF headquarters, by a Selection Committee. Proposals shall be opened after the deadline for submissions.
38. The Selection Committee shall then verify the list of proposals received in paper format and compare it with the list of proposals received in digital format:
  - digital format is preferred;
  - where only paper versions of proposals are available, the Selection Committee shall inform the applicants in question, who shall have five (5) days to provide digital versions. After the five days have passed, applicants who have not sent the digital version shall be disqualified; and
  - where only digital versions have been provided by the deadline, the proposals shall be admitted and the applicants in question shall have to submit the paper versions prior to the signature of the grant contract.

#### ***8. Determination of Proposal Compliance***

39. The applicants whose proposals have been determined to not comply with the administrative requirements (in light of the list of documents making up the application dossier) shall be informed of this by the Selection Committee and shall have five (5) days to transmit the missing documents in digital format. They shall also have to transmit the paper version of the missing documents prior to the signature of a grant contract.
40. The Committee can eliminate proposals from applicants who clearly do not have the human, safety and financial capacities to implement a project in the country in question.

#### ***9. Assessment and Scoring of Proposals***

41. The Proposal Selection Committee shall evaluate and compare the proposals that comply with the stated requirements. The assessment criteria and scoring modalities are detailed in Section II “*Specific Conditions*”.

#### ***10. The RAAF’s Right to Reject Proposals***

42. The RAAF reserves the right to reject any and all proposals, and cancel the Call for Proposals procedure as long as ECOWAS has not allocated the grant(s); it may do so without incurring any responsibilities to the applicants concerned and without having to inform them of the reasons why the Call for Proposals has been canceled or why their proposals have been rejected.

#### ***11. Improvement of the Shortlisted Technical and Financial Dossiers***

43. The RAAF shall send the selected shortlisted applicants recommendations and suggestions to improve and finalize their proposals. The applicants shall have one (1) month to integrate these recommendations and suggestions in their proposals.

## *12. Confidentiality*

44. No information on the examination, clarification, evaluation and comparison of proposals or on recommendations in regard to the allocation of the grant(s) shall be divulged to applicants or any person outside the examination and evaluation procedure after proposals have been received and until the allocation of the grant(s) has been announced to the winning organization(s).
45. Any attempt by an organization to influence the Selection Committee during the proposal examination, evaluation and comparison process shall result in the rejection of the application submitted by the organization in question.

## *13. Information on the Selection and Award Process*

46. The list of organizations and proposals whose project briefs have obtained the minimum required score shall be published on the websites indicated above. The organizations whose detailed proposals have been selected for the allocation of grants by the Selection Committee shall be informed by email.
47. Once the technical and financial dossier has been formally validated by the applicant and the grant attributed by the internal decision-making bodies, the RAAF shall inform the organizations by email.

## *15. Signature of the Financing Agreement*

48. The RAAF shall send the organizations receiving grants a letter informing them of the final validation of their projects and then draft financing agreements for approval prior to signature.
49. The financing agreements shall be signed by the organizations carrying the projects and by the appropriate ECOWAS authorities.

## SECTION II – SPECIFIC CONDITIONS

### 15. Available Financial Means

50. The call for proposals aims to finance projects lasting less than 18 months, and has a total budget of two million euros (EUR 2,000,000).

### 16. Thematic Coverage

51. The call for proposals aims to support project proposals in the following three thematic areas:
- food fortification and local production of nutritional supplement products (indicative amount: six hundred and fifty thousand euros (EUR 650,000));
  - securing pastoral activity systems (indicative amount: seven hundred thousand euros (EUR 700,000 euros)); and
  - bolstering agricultural credit and insurance systems (indicative amount: six hundred and fifty thousand euros (EUR 650,000)).

### 17. Nature of Eligible Actions

52. The call for proposals aims to support projects of different natures:
- co-financing of pilot projects:** Given the duration of execution for the available financing (18 months), only projects that already have financing from other sources and are seeking co-financing shall be eligible. For co-financing already secured, the applicants must present the Grant Contracts; for co-financing still in the examination phase, a letter of intent from the potential donor must be presented; in this case, the possibility of a three-party contract must be envisaged. If the co-financing is provided by the applicant, a bank guarantee must be provided; if the co-financing is provided in another form, the applicant's contribution must be clearly shown in the proposal. The proposals must be able to explicitly show how the requested co-financing will strengthen the initial pilot operation (geographic bolstering, thematic expansion, shoring up an experimental scheme, etc.);
  - assessments:** Assessment and meta-assessment projects<sup>1</sup> that aim to document precisely and solidly the immediate and potential effects and impacts of innovative approaches in relation with the priority themes in the Call for Proposals are eligible. The proposals must be able to show in a precise manner the innovative nature and regional interest of the operations to assess; they must also be able to formulate in a precise manner the assessment methodologies proposed, emphasizing the complementarity of qualitative and quantitative processes; and
  - capitalization and dissemination of information:** Projects that make it possible to capitalize on lessons learned from experiences in several countries of the ECOWAS region, possibly bolstered by experiences outside the ECOWAS region, shall be eligible. In addition to the quality of the methodology proposed, the projects of this type shall be evaluated on the quality and feasibility of the method proposed to disseminate the lessons to actors in the ECOWAS region.
53. The nature of projects is not exclusive. Proposals from single-project implementers and combining actions of different natures are encouraged. In this case, the grant ceiling corresponds to the sum of the ceilings for the operations of different natures combined in the proposal. Finally, in this case, the project implementers must identify the material and

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<sup>1</sup> Studies aiming to analyze the results of several available assessments on similar subjects.

financial means necessary to implement each component of the action proposed separately.

#### **18. Nature of Eligible Organizations**

54. The applicant or one of its partners must be a structure provided for in the laws of one of the ECOWAS member states.

#### **19. Target Organizations**

55. The target organizations for each thematic area and for each type of intervention are identified in the summaries presented below in Section III.

#### **20. Maximum Grant Amount**

56. The grant ceilings for each thematic area and for each type of intervention are specified in the summaries presented below in Section III.

#### **21. Operating Method**

57. The proposals submitted must involve different categories of structures such as: universities, research centers, training centers, NGOs, regional professional organizations, local authorities, private companies, etc.
58. Each applicant can only carry one single proposal; however, an applicant may figure as a partner in another (or several other) proposal(s).
59. Applicants must draw up their proposals in euros. The budget must be drawn up inclusive of all taxes, and must be firm and non-revisable. The modalities for calculating the exchange rate(s) to be used in the projects shall be specified in the *Grant Contracts*.

#### **22. Duration of Action**

60. The RAAF proposes to contribute, for a duration of 18 months at most, to the financing of spending necessary to accomplish the projects designed and defined by the applicants.

#### **23. Financing Modalities**

61. The financing of the operations of the winning projects will be the subject of two advances and one final payment, as follows:
- an advance of 40% when the financing agreement is signed;
  - an advance of 40% on the submission of a technical and financial report validated by the RAAF attesting notably to an execution rate of 70%; and
  - 20% on the submission of the final execution report and an audit attesting that the advances received have been utilized.
62. The beneficiary will undertake to return any unused funds to the RAAF within three (3) months of the final date for using the funds. Furthermore, the RAAF reserves the right to request the reimbursement of inadequately justified resources within the same time frame.

#### **24. Evaluation Modalities**

63. The project briefs shall receive a score of up to 100 points based on the criteria listed in the table in Section V.
64. The detailed proposals shall receive a score of up to 100 points based on the criteria listed in the table in Section VI.
65. The process leading to the allocation of the grant(s) shall be conducted in three phases:
- Shortlisting based on the scoring of the project briefs according to the criteria presented in Section V. Only those projects whose briefs receive a score of at least 70

points shall be admitted to the next phase of the selection process. The evaluation of the project briefs is used only to select those proposals that shall be admitted to the following phases of the selection process; the briefs shall not be considered in the final selection.

- Scoring of the detailed proposals based on the criteria presented in section VI. Only those projects whose briefs received a total score of at least 70 points shall be qualified. The proposals with the highest scores shall be financed up to the limit of the funds available for each theme.
- After project selection, the RAAF shall develop dialogue with the applicant(s) to enrich the proposal(s). Applicants that do not integrate the amendments suggested by the Selection Committee shall be disqualified. Applicants are free to decline to continue the proposal examination process.

#### *25. Auditing, Reporting, Assessment and Capitalization*

66. In their financial proposals, applicants must provide for the conducting of an independent financial audit of the use of the advances received. The selected applicants will contract with an auditing firm; the selection modalities and final selection of this firm shall be subject to a declaration of non-objection by the RAAF. The chosen firm shall make all necessary verifications regarding the proper use of project funding. The auditors' reports shall be considered to be public information. The project budget shall include funding for the auditing contract.
67. Half-yearly technical and financial reports covering the activities implemented in the framework of the Project must be submitted to the RAAF in addition to the auditors' reports mentioned above in point 25.1.

#### *26. Complete Administrative Documentation*

68. Prior to the signature of the Grant Contract, the winning applicants shall be obliged to provide all of the administrative documentation listed in Appendix I.

## SECTION III – SUMMARIES OF THE THEMATIC AREAS COVERED BY THE CALL FOR PROPOSALS

	<b>Theme 1 – Food Fortification and Local Production of Nutritional Supplements</b>
<b>Main Objective</b>	The general objective is to stimulate the development of innovative initiatives that foster the emergence, on the regional scale, of local production of high-quality nutritional foods to prevent and treat child malnutrition.
<b>Specific Objectives</b>	<ol style="list-style-type: none"> <li>1. Capitalize (analyze and document) experiences developed in the region by identifying the impediments to and drivers of the development of local production of high-quality nutritional foods to prevent (and treat) child malnutrition.</li> <li>2. Support innovations that aim to lift some of the constraints limiting the impacts of the production of fortified foods on malnutrition.</li> </ol>
<b>Priority Issues</b>	<ol style="list-style-type: none"> <li>1. Quality approach and regulatory compliance.</li> <li>2. Access to adequate products for food insecure populations.</li> <li>3. Partnerships and coordination.</li> <li>4. Optimization of local resources.</li> </ol>
<b>Targeted Stakeholders</b>	<p><u>Co-financing Pilot Projects:</u></p> <ul style="list-style-type: none"> <li>• Private sector involved in the production chains for fortified products and/or supplements.</li> </ul> <p><u>Assessments / Capitalization and Dissemination:</u></p> <ul style="list-style-type: none"> <li>• National, regional or international non-governmental organizations.</li> <li>• Research institutes from the ECOWAS region.</li> </ul>
<b>Partnerships</b>	<ul style="list-style-type: none"> <li>• Partnerships with national or regional public institutions are encouraged and shall be seen as a plus during the examination of the proposals.</li> <li>• Public-private partnerships are encouraged and shall be seen as a plus during the examination of the proposals.</li> </ul>

Nature of Interventions	Co-financing Pilot Projects	Assessments	Capitalization / Dissemination
Available Financial Envelope	<b>€650,000</b>		
Maximum Level of Co-financing per Project by the ECOWAS Window	<b>75% max.</b>	<b>0</b>	<b>75% max.</b>
ECOWAS Grant Ceiling per Project	<b>€250,000</b>	<b>0</b>	<b>€75,000</b>

	<b>Theme 2 – Securing Pastoral Activity Systems</b>
<b>Main Objective</b>	The general objective is to stimulate the development and dissemination of innovations aiming to strengthen public policies supporting the resilience of pastoral livestock systems.
<b>Specific Objectives</b>	<ol style="list-style-type: none"> <li>1. Support innovations aiming to bolster herders’ strategies to safeguard and rebuild their herds during crisis periods.</li> <li>2. Support innovations aiming to improve herders’ access to socio-economic services (animal health, insurance, animal nutrition).</li> </ol>
<b>Priority Issues</b>	<ol style="list-style-type: none"> <li>1. Implement structural and sustainable security measures for the supply of fodder for herders.</li> <li>2. Bolster insurance and socio-professional self-help systems, and perfect complementary systems.</li> <li>3. Effects of the dissemination and extension of veterinary techniques on production.</li> <li>4. Reduction of economic losses during droughts, notably through de-stocking (herders’ practices and innovations in certain projects).</li> <li>5. Joint management and governance of shared resources (water rights and use, land rights) through the emergence of new institutions.</li> <li>6. Improvement of criteria and processes for targeting the pastoral sector during periods of crisis.</li> </ol>
<b>Targeted Stakeholders</b>	<p><u>Co-financing Pilot Projects:</u></p> <ol style="list-style-type: none"> <li>1. Professional organizations.</li> <li>2. Regional or international non-governmental organizations.</li> <li>3. Private sector operators providing services to herders (feed, animal health, insurance, etc.).</li> </ol> <p><u>Assessments; Capitalization / Dissemination:</u></p> <ol style="list-style-type: none"> <li>1. Professional organizations</li> <li>2. National, regional or international non-governmental organizations.</li> <li>3. Research institutes from the ECOWAS region.</li> </ol>
<b>Partnerships</b>	<ul style="list-style-type: none"> <li>• Partnerships with national or regional public institutions are encouraged and shall be seen as a plus during the examination of the proposals.</li> <li>• Public-private partnerships are encouraged and shall be seen as a plus during the examination of the proposals.</li> <li>• Partnerships with international support institutions (NGOs, consultancy firms, research centers) are encouraged and shall be seen as a plus during the examination of proposals.</li> </ul>

<b>Nature of Interventions</b>	<b>Co-financing Pilot Projects</b>	<b>Assessments</b>	<b>Capitalization / Dissemination</b>
<b>Available Financial Envelope</b>	<b>€700,000</b>		
<b>Maximum Level of Co-financing per Project by the ECOWAS Window</b>	<b>Max. 75%</b>	<b>0</b>	<b>Max. 75%</b>
<b>ECOWAS Grant Ceiling per Project</b>	<b>€250,000</b>	<b>€75,000</b>	<b>€75,000</b>

	<b>Theme 3 – Bolstering Agricultural Credit and Insurance Systems</b>
<b>Main Objective</b>	The aim is to stimulate and accompany the development of innovative practices by financial institutions in the sub-region likely to supplement the process of elaborating public policies in connection with food security.
<b>Specific Objectives</b>	The proposals could cover (1) <b>testing innovations</b> , (2) <b>assessing their relevance or effectiveness with an aim to their expansion</b> ; and/or (3) <b>capitalizing on experiences in order to foster their use and in conjunction with regional policies</b> .
<b>Priority Issues</b>	<ol style="list-style-type: none"> <li>1. <b>In regard to financial services suited to vulnerability:</b> Savings products suited to vulnerable households; local credit for the pre-harvest period or to finance family farming; index insurance, financing the installation of young farmers, equipment and land developments for family farming; inventory credit and small agrifood processing, etc.</li> <li>2. <b>In regard to sustainable organization of financial institutions:</b> Guarantee funds; training; sub-regional fund transfers.</li> <li>3. <b>In regard to partnerships between financial institutions and economic or professional stakeholders:</b> Farmers' organizations, agricultural cooperatives or agrifood companies in the upstream and downstream segments of the value chain in order to better reach the target populations; organize the financing supply in a suitable manner, reduce risks by contracting in the upstream and downstream segments of the value chain, co-manage warrantage (warehouse receipt) systems or guarantee funds; expand market access (partnerships with consumers' organizations, as well as food granary, school meal or other such programs).</li> </ol>
<b>Targeted Stakeholders</b>	<p><u>Co-financing Pilot Projects:</u></p> <ul style="list-style-type: none"> <li>• Financial institutions established in the rural financing markets of one or more countries in the ECOWAS region.</li> </ul> <p><u>Assessments; Capitalization / Dissemination:</u></p> <ul style="list-style-type: none"> <li>• National, regional or international non-governmental organizations.</li> <li>• Research institutes from the ECOWAS region.</li> </ul>
<b>Partnerships</b>	<ul style="list-style-type: none"> <li>• Partnerships with national or regional public institutions are encouraged and shall be seen as a plus during the examination of the proposals.</li> <li>• Public-private partnerships are encouraged and shall be seen as a plus during the examination of the proposals.</li> <li>• Partnerships with international support institutions (NGOs, consultancy firms, research centers) are encouraged and shall be seen as a plus during the examination of proposals.</li> </ul>

<b>Nature of Interventions</b>	<b>Co-financing Pilot Projects</b>	<b>Assessments</b>	<b>Capitalization / Dissemination</b>
<b>Available Financial Envelope</b>	<b>€650,000</b>		
<b>Maximum Level of Co-financing per Project by the ECOWAS Window</b>	<b>Max. 75%</b>	<b>Max. 75%</b>	<b>Max. 75%</b>
<b>ECOWAS Grant Ceiling per Project</b>	<b>€250,000</b>	<b>€75,000</b>	<b>€75,000</b>

## SECTION IV – DETAILED JUSTIFICATION FOR EACH THEME COVERED BY THE CALL FOR PROPOSALS

### Theme 1 – Food Fortification and Local Production of Nutritional Supplement Products

#### *Issues and Associated Challenges in Terms of Innovation for and by Public Policies*

##### **Child malnutrition: An Issue for Public Health and Development**

69. Every year, more than 3.5 million women and children under the age of five die from malnutrition worldwide. Child malnutrition also has a lasting impact on the lives of millions of people by irreversibly reducing their physical and mental capacities. Today, there is a consensus that malnutrition is a hindrance to development.

Child malnutrition can take different forms:

- **intrauterine growth retardation** (low birth weight);
- **stunting** or **chronic malnutrition** (low height for age); this may be moderate or severe in function of the severity of the stunting;
- **acute malnutrition** or **thinness** or **emaciation** (low weight for height); this may be moderate or severe in function of the severity of the thinness (it may be treated with therapeutic care);
- micronutrient deficiencies (hidden hunger); and
- **underweight** in children (low weight for age), the indicator for MDG1 (target 3) resulting from growth delays and/or emaciation.

70. Since the 2005 crisis in Niger, the fight against malnutrition has evolved considerably within ECOWAS. The authorities have become aware of the importance of nutrition: fourteen of the fifteen ECOWAS countries have joined the Scaling Up Nutrition<sup>2</sup> (SUN) movement and have vowed to set up, in collaboration with their partners, a policy framework for the implementation of programs with nutritional goals. The countries have established protocols for treating acute malnutrition. National strategies for Infant and Young Child Feeding (IYCF) have been validated. Legal provisions are progressively being adopted to fortify staples (flour and oil).

71. Despite the efforts underway, the situation remains worrisome. Malnutrition is a major constraint for the populations and development in sub-Saharan Africa. West and Central Africa is the region of the world with the highest rate of mortality among children under five worldwide (132/1000). In 13 of the 15 ECOWAS countries, this rate is greater than 100/1000.<sup>3</sup> More than one third of these deaths are linked to malnutrition. Chronic malnutrition rates are high throughout the region, and the prevalence of acute malnutrition in Sahelian countries regularly exceeds international warning thresholds (>10%)<sup>4</sup>. Deficiencies are many and pronounced. WHO estimates for preschool-aged children and women (both pregnant and not) indicate that the highest proportion of people suffering from anemia worldwide is located in Africa, where it affects 170 million women and children.<sup>5</sup>

#### **Recommendations for Interventions: Multi-sectoral Approach and Specific Interventions**

<sup>2</sup> [www.scalingupnutrition.org](http://www.scalingupnutrition.org)

<sup>3</sup> Unicef 2013; improving child nutrition, an essential and achievable objective for child progress [http://www.unicef.org/media/files/nutrition\\_report\\_2013.pdf](http://www.unicef.org/media/files/nutrition_report_2013.pdf)

<sup>4</sup> Ibid.

<sup>5</sup> Worldwide prevalence of anaemia 1993–2005 WHO Global Database on Anaemia, [http://whqlibdoc.who.int/publications/2008/9789241596657\\_eng.pdf?ua=1](http://whqlibdoc.who.int/publications/2008/9789241596657_eng.pdf?ua=1)

72. Malnutrition is the result of multiple factors, which may be immediate or underlying.<sup>6</sup> Fighting malnutrition requires one to adopt multi-sectoral approaches to improve care practices and access to quality food and health. It also requires one to combine direct (nutrition-specific) interventions and indirect (nutrition-sensitive) interventions to attack its underlying causes (poverty, little diversity in agricultural production, poor education among women, etc.). No one isolated approach on its own can guarantee an impact on malnutrition. In this overall framework, recommendations have been issued to encourage the adoption of nutrition-specific interventions. *The Lancet*,<sup>7</sup> in its series on nutrition, has established priorities for specific interventions. In particular, it recommends targeting mothers and children during the “1,000 days” between the conception of the child and its second birthday. This period is thought to be a window of opportunity to fight malnutrition and child mortality. The recommended interventions consist of improving the vitamin and mineral intake of women and children through supplements, as well as:
- promoting good breastfeeding practices from birth, and foods supplementing maternal breast milk for children starting at age 6 months;
  - ensuring therapeutic care for cases of (severe and moderate) acute malnutrition; and
73. Starting at 6 months of age, breast milk no longer provides all of the infant’s nutritional needs. Solid food must be introduced progressively in addition to breast milk. During this period, babies are highly exposed to de-nutrition. In West Africa, complementary foods are rarely introduced at the appropriate time, but rather are introduced either too soon or too late. In addition, children rarely receive specialized complementary foods; they may be given a simple cereal gruel or initiated in sharing the family meal directly. The rations are low in essential micronutrients and not very nutritionally dense. These practices favor the worsening of children’s nutritional status: the prevalence of acute malnutrition requiring care is highest between the ages of 6 and 24 months.

#### “Foods” to Prevent and Treat Malnutrition

74. Promoting a diversified diet including products naturally rich in nutrients is one focus area for contributing to the prevention of malnutrition.
75. At the same time, many stakeholders have taken an interest in formulating and producing fortified foods that can prevent and/or treat malnutrition. Research and development programs have multiplied and a range of “food products” has grown, in particular to meet the needs of nutrition interventions during crisis situations. In early 2012, the Global Nutrition Cluster (GNC) identified<sup>8</sup> existing products and categorized them based on their intervention goals:
- treatment of severe acute malnutrition, treatment of moderate malnutrition; and
  - prevention of acute malnutrition, prevention of chronic malnutrition.

And depending on their nature:

- ready-to-eat foods (therapeutic or supplements);
  - nutritional supplements (lipid based or vitamin and mineral powders); and
  - fortified blended foods and fortified biscuits.
76. Many of the companies mentioned by GNC in its document are from the north. However, within ECOWAS, the local production of foods that target young children and have

<sup>6</sup> UNICEF’s conceptual framework on malnutrition.

<sup>7</sup> See *The Lancet*, January 2008 – *The Lancet* 2013; [www.lancet.com](http://www.lancet.com)

<sup>8</sup> Global Nutrition Cluster MAM Task Force – MODERATE ACUTE MALNUTRITION: A DECISION TOOL FOR EMERGENCIES PRODUCT SHEET, VERSION 1– January 1, 2012. <http://www.unscn.org/layout/modules/news/documents/MAM%20DecisionTool%20July%202012%20with%20Cover.pdf>

nutritional goals has developed under the impetus of private operators, associations, NGOs, international organizations, etc. These may be:

- therapeutic foods used by health care systems to treat acute malnutrition as part of national treatment protocols;
- fortified foods of diverse types sold on the local market; and/or
- foods used to prevent malnutrition as part of (crisis) food aid operations.

### Therapeutic Foods

77. The therapeutic treatment of **Severe Acute Malnutrition** (SAM) in children used to require systematic hospitalization. Today, it can be treated on an outpatient basis according to a medical protocol validated by the WHO and UNICEF,<sup>9</sup> which includes the consumption of a ready-to-use therapeutic food (RUTF). RUTFs are energy-dense foods that do not require any preparation. Included in a treatment protocol administered by trained medical staff, these foods can facilitate efficient treatment of the SAM without medical complications. Outpatient treatment combined with the major efforts undertaken by states and their partners have also made it possible to considerably increase coverage of SAM treatment.<sup>10</sup> Progress must still be made in regard to coverage and, subject to the financing allocated to treatment programs, the need for RUTFs will continue to grow. Despite the existence of RUTF production units in West Africa, the supply system depends heavily on international purchases. In addition to developing an economic activity that utilizes local produce, local production can potentially lower the cost of producing RUTFs and in so doing lower the cost of treating SAM, and a more fluid supply of which can limit harmful gaps in treatment programs.
78. Children suffering from **Moderate Acute Malnutrition** (MAM) have higher nutritional needs than children in good health. However, treating MAM does not necessarily require the introduction of therapeutic foods. According to the WHO: “The dietary management of moderate acute malnutrition should normally be based on the optimal use of locally available nutrient-dense foods to improve the nutritional status of children and prevent them from becoming severely acutely malnourished [...]. Intake of nutrients present in inadequate amounts in the habitual diet can be increased through a number of approaches, including dietary diversification and fortification of certain staple foods with vitamins and minerals. [...] [W]here some nutrients are not sufficiently available through local foods, [...] in emergencies, droughts and/or displacement situations [...] specially formulated supplementary foods are usually required to supplement the regular diet [...]”<sup>11</sup>
79. In regard to the products recommended in emergency situations to treat MAM, there is not as clear a consensus as for the treatment of SAM with RUTFs.
80. The Global Nutrition Cluster recommends:
- fortified blended foods that have the advantage of resembling foods traditionally eaten by children but that are logistically impractical due to their volume; and
  - ready-to use supplementary foods (RUSFs), developed along the model of RUTFs (but less dense, intended to supplement the normal diet), are more practical from the logistical standpoint than fortified blended foods but much further from local dietary habits.

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<sup>9</sup> [http://www.who.int/nutrition/topics/Statement\\_community\\_based\\_man\\_sev\\_acute\\_mal\\_eng.pdf](http://www.who.int/nutrition/topics/Statement_community_based_man_sev_acute_mal_eng.pdf)

<sup>10</sup> The DG ECHO estimates that more than 900,000 children suffering from SAM were treated in the Sahel Belt in 2012.

<sup>11</sup> WHO. *Technical note: supplementary foods for the management of moderate acute malnutrition in infants and children 6-59 months of age*. Geneva, World Health Organization, 2012. [http://apps.who.int/iris/bitstream/10665/75836/1/9789241504423\\_eng.pdf](http://apps.who.int/iris/bitstream/10665/75836/1/9789241504423_eng.pdf)

81. The use of new nutritional products to treat the MAM is still another line of research. A good therapeutic food must show convincing results when it comes to the treatment of malnutrition, and must also be inexpensive, not pose any logistical problems and not have any counterproductive effects.
82. MAM treatment programs using therapeutic foods depend, as do MAS treatment programs, on imported products.
83. The market for therapeutic foods is conditional on the existence of programs and donors funding the treatment of acute malnutrition. The United Nations agencies, key actors in this treatment, are in favor of local procurement but demand guarantees regarding quality and compliance with production standards. Building regional capacities to produce therapeutic foods to treat acute malnutrition in West Africa is a challenge.

### **Marketing and Sale of Fortified Food Products to Prevent Malnutrition**

84. Fortification is defined as adding one or more essential nutrients to a food, whether normally contained in the food or not, with the aim of preventing or correcting a deficiency in one or more nutrients in the population or in specific groups of people. Fortification can be done on staples destined for the entire population or on foods preferentially eaten by those groups deemed to be at risk.<sup>12</sup>

#### Fortification Programs within ECOWAS

85. Large-scale fortification programs have been conducted in the region to fight the main micronutrient deficiencies. In 1994, ECOWAS made salt iodization mandatory in all member states. More recently, considerable efforts have been devoted to fortifying oils with vitamin A and (wheat) flour with iron. Progress was made possible by the establishment of a regional regulatory framework,<sup>13</sup> which resulted in mandatory decrees in some countries, and by the involvement of the private sector through the support of public and private donors and with the commitment of NGOs. “National Alliance for Food Fortification” forums have been set up in most countries to monitor progress in fortification programs. They bring together ministers of health, trade and industry and finance, the agencies in charge of food regulations, the United Nations agencies concerned (UNICEF, WFP, WHO, FAO), NGOs, research institutions, industry, food importers, consumers’ associations, and the media. Of the fifteen (15) ECOWAS member countries, twelve (12) fortify wheat flour with micronutrients and ten (10) fortify cooking oil with vitamin A.
86. These initiatives have lessened the burden of malnutrition. However, they do not meet all the needs of the population, and in particular fall short for young children (6 to 24 months of age), who eat small quantities of food. Improving the availability of and access to fortified foods designed especially for this target population is one possible strategy to prevent child malnutrition.

#### Fortified Food Sold for Children

87. Grain-based gruel (pearl millet, sorghum, corn, etc.) is the dish most frequently served to children to supplement maternal breastfeeding. In order to improve the nutritional quality of this food, many operators (industry, artisans, groups, projects, etc.) are currently developing local flours fortified with vitamins and minerals in ECOWAS countries. These products use local ingredients, fit naturally in the local food culture, and are more accessible than imported infant flours. Production and consumption situations vary greatly from one country to the next; the level of development of the local private sector,

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<sup>12</sup> Fortification is different from supplementation, which consists of providing relatively high doses of micronutrients (for example, iron or folic acid supplements for pregnant women, or vitamin A supplements).

<sup>13</sup> ECOWAS Assembly of Health Ministers (2006) *7th General Assembly Resolution on Mandatory Fortification of Cooking Oil and Wheat Flour*. ECOWAS Assembly of Health Ministers (2008) *9th General Assembly Resolution to Implement Mandatory Fortification of Cooking Oil and Wheat Flour*.

urbanization, technical project support and NGOs impact the vitality of the fortified infant flour sector. Production capacity and product quality can vary from one operator to another. However, some operators may develop products that meet international health quality and nutritional standards.

88. In addition to flours, other initiatives have enabled the production and marketing of fortified food products: biscuits, food supplements, etc.
89. Sold locally, these fortified products for children can help prevent malnutrition. However, numerous constraints limit the performance and impact of this sector. These constraints involve:
  - operators' limited capacities: low investment capabilities, access to credit and access to certain inputs (packaging, micronutrients) and equipment and, for some, limited knowledge of technologies; and a lack of organization among operators who tend to work in isolation without coordination;
  - limited market demand, linked to the economic poverty of the population that is largely not used to spending specifically on infant foods, and poor knowledge of these products (little promotion and small, inefficient distribution networks) and of children's nutritional needs; and
  - A global context little conducive to the adoption of quality processes (lack of knowledge among consumers, lack of specific regulations, little oversight).

#### Interventions During Crises

90. ECOWAS countries and those in the Sahel Belt in particular are subject to recurrent crises. Emergency interventions are regular occurrences to help populations in affected zones. In these situations, particular attention is paid to the individuals most vulnerable to malnutrition, and operations targeting young children often include the distribution of supplementary foods for children. For operators selling fortified foods in these zones, humanitarian action may lead to the cessation of activities.
91. In the case of crises requiring assistance or food aid interventions, the *Charter for Food Crisis Prevention and Management in the Sahel and West Africa*<sup>14</sup> recommends favoring local purchases in function of availabilities and mobilizing in preference (except in extreme emergencies) products that fit the food habits of recipient communities. Local fortified food products for children must be able to be mobilized for actions during crisis situations.

#### *What Innovation Challenges for Public Policies?*

92. Child malnutrition is a public health concern in ECOWAS, which is a matter for state responsibility. Initiatives carried by private operators or NGOs, aiming to make foods to prevent and treat malnutrition available, are a potential asset to improve the nutritional status of the population. Public policies must be able to **support** such initiatives. They must also ensure **oversight** over these initiatives to protect people's health and ensure regulatory compliance. In addition, the production of fortified foods mobilizes different stakeholders (public, private, technical and financial partners, consumers' associations) and different sectors (health, foodstuff regulations and control, trade, etc.). **Coordination** among stakeholders is crucial and may be facilitated by institutional provisions contained in public policies.

#### **Overseeing initiatives to fortify foods for children**

93. Suitable regulations that take into account international standards and recommendations must guide the production and promotion of foods with nutritional aims destined

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<sup>14</sup> <http://www.oecd.org/swac/publications/41276585.pdf>;  
[http://www.cilss.bf/IMG/pdf/FR\\_CharteAideAlimentaire\\_VersionFinale\\_Juillet\\_2010.pdf](http://www.cilss.bf/IMG/pdf/FR_CharteAideAlimentaire_VersionFinale_Juillet_2010.pdf)

specifically for children. Establishing and disseminating standards and setting up (or strengthening) functional oversight and control mechanisms help optimize investors' quality efforts and investments. In some countries, specific standards for foods that supplement maternal breastfeeding are being established. The lessons learned from these initiatives could enable progress on the sub-regional scale.

### **Supporting commercial fortified food value chains**

94. Public policy involvement can facilitate the access of targeted children to local fortified products that comply with national standards and stimulate demand.
95. *Through the creation and promotion of a specific national or regional label:* compliance with a quality charter could enable an appellation or label that could be supported by the public authorities. Promoting the label makes it possible to educate:
  - consumers to improve child feeding practices and stimulate demand;
  - operators, who may be able to initiate production activities and develop local production capacities; and
  - technical and financial partners who may provide assistance by supporting the training of private operators, by facilitating their access to funding, input supply (packaging, micronutrients, equipment, etc.). The technical and financial partners can also support marketing and sales by relaying products sold under the label and by purchasing products for interventions in the framework of malnutrition prevention (or treatment) assistance programs so as to stimulate local production.
96. *Through fiscal measures:* the public authorities can lower the tax burden affecting the sale price of these products in order to facilitate access for a wider population (for labeled products: tax exemptions for the importation of micronutrients, lower VAT, etc.).

### ***General Objective of the Call for Proposals in Conjunction with Theme 1***

97. The general objective is to stimulate the development of innovative initiatives that foster the emergence, on the regional scale, of local production of high-quality nutritional foods to prevent and treat child malnutrition.

### ***Specific Proposal Objectives in Conjunction with Theme 1***

- OS1: capitalize (analyze and document) experiences developed in the region, identify the impediments to and drivers of the development of local production of high-quality nutritional foods to prevent (and treat) child malnutrition.
- OS2: support innovations that aim to lift some of the constraints limiting the impacts of the production of fortified foods on malnutrition.

### ***Priority Issues***

#### **Quality Approach and Regulatory Compliance**

98. The approaches proposed must fit into the national policies in force in the intervention zone. They must take into account regulatory frameworks and comply with current dietary recommendations for infants and young children. In particular, they must respect the:

#### **Sanitary Quality of the Products**

99. Malnutrition is closely associated with food-borne diseases. Eating a food that contains toxins or pathogenic germs can cause diarrhea, which represents a major risk factor for malnutrition. The interventions proposed must explain how this risk is taken into account, through measures taken in the selection of ingredients, the production process, packaging,

transport and storage, and in the conservation and preparation advice to consumers for the product(s).

#### Nutritional Quality of the Products

100. The innovation must fit into national and/or regional strategies to fight malnutrition. In regard to the products promoted by the innovation, the proposal must:

- specify the nutritional composition of the products in macro- and micronutrients and the products' compliance with existing recommendations (based on the targeted goal, prevention/treatment). The bioavailability of nutrients and the presence of anti-nutrients (absorption inhibitors) must be discussed; and.
- take into account the nutritional transition context: in developing countries, urbanization and changes in the socioeconomic environment and in the ways of life that accompany a nutritional transition characterized by the progression of overweight, obesity and the associated chronic illnesses (diabetes, cardiovascular diseases).

#### Promotion of Breastfeeding

101. Special attention must be paid to respecting the International Code of Marketing of Breast-milk Substitutes. Breastfeeding practices in ECOWAS countries are far from optimal: late initiation of breastfeeding and the early introduction of liquids and semisolid foods are frequent practices in ECOWAS countries and harm child nutrition. The promotion of nutritional foods for young children must not be done to the detriment of breastfeeding practices. Complementary foods in addition to breast milk must not be introduced before the 6th month of the child's life, and must not be accompanied by the cessation of breastfeeding. The proposal must specify how the intervention will take into account overall new-born and young child feeding strategies and take care to contribute to good breastfeeding practices.

#### Access by Target Populations

102. Fighting malnutrition implies the ability to reach the most vulnerable populations. Children from the poorest households, who are often most exposed to malnutrition, may be unable to access fortified food products to prevent or treat malnutrition. Financial constraints, geographic distance, lack of access to information, mode of life, etc. may limit the benefits that the target population can draw from the proposed innovations. The proposed interventions must specify how they favor access to these products for the majority of the target population.

#### Partnerships and Coordination

103. The proposal must specify which actors (public services in the sectors of health, trade and industry, oversight services, private operators, international organizations, NGOs, consumers' representatives, etc.) will be directly involved in the intervention and describe the mechanisms utilized to coordinate the intervention.

#### Optimization of Local Resources

104. The optimization of local agricultural produce and local stakeholders is a challenge when it comes to rural and economic development. Utilizing local agricultural resources is also a way to inscribe the innovation in framework of sustainable feeding practices compatible with the environments and food cultures of the populations. The proposals must specify which strategies have been adopted to optimize local produce and insert the innovation into the existing economic fabric, and what results are expected in terms of the impact on the local economy. Interventions that plan to establish partnerships with producers' groups must specify how the terms of the contract will be negotiated to not shortchange contracted producers.

#### Crosscutting Issues

105. **Gender** is a central issue in pro-nutrition interventions. The proposals must ensure that women are involved in the interventions and that women's specific needs are taken into account, both as partners in the implementation of the projects and as indirect beneficiaries.

#### *Nature of Interventions to Be Privileged*

106. The interventions must allow for the development of innovative actions in the field of food fortification in order to ultimately help fight child malnutrition throughout ECOWAS. They must take into account the priority issues mentioned above. Innovations that aim to **test the relevance of an intervention and capitalize on regional experiences** shall be privileged.
107. Regional dissemination of innovations is not excluded, but comprehensive capitalization (analysis and documentation) seems to be a vital prerequisite to building a coherent regional approach.
108. The relatively short timeframe allocated for the intervention and the size of the available budget are not appropriate to envisage measuring an innovation's impact on nutritional status. However, interventions of this type carried by recognized research structures and supported by a primary donor could be supported through co-financing.

#### **Testing the Relevance and Effectiveness of One (or More) Intervention(s)**

109. Innovative pilot projects aiming to improve the involvement of local value chains, production capacities, the quality of products developed, marketing methods and promotion shall be supported. These may concern:
- technical innovations: formulation of new products, use of new production or marketing processes, etc.;
  - institutional innovations: adjustment of the regulatory framework, involvement of public authorities in promoting local fortified foods, etc.; and
  - targeting innovations: the development of innovative methods to facilitate the poorest people's access to fortified products.

#### **Capitalize on Regional Experiences in Implementation at Different Scales**

110. Capitalization (analysis and documentation) on the regional scale may be supported. This work must make it possible to take stock of experiences with the local production of fortified foods for therapeutic or preventive purposes: regulatory situation in countries, characteristics of the actors involved, products developed, production processes and marketing methods. This work may include detailed case studies on specific and innovative experiences developed countrywide. This stage is, a priori, a necessary prerequisite before thinking about disseminating the innovation on the regional scale.

## Theme 2 – Securing Pastoral Activity Systems

### *Issues and Associated Challenges in Terms of Innovation for and by Public Policies*

#### **The Importance of Pastoralism as an Activity System Within the Region**

111. Pastoral zones make up more than one quarter of the territories of Sahelian countries (Mali, Mauritania, Niger, Senegal, Chad and Burkina Faso), or even three quarters of the territories of these countries if one includes Saharan ecosystems (less than 100 mm of annual rainfall). Because of their low population density, these pastoral zones in the Sahel are often deemed marginal (less than one inhabitant per sq. km).
112. And yet, this is the living environment of diverse populations, from the southern edge of the Sahara to the Sudanese agro-pastoral zones, where rainfall – limited to less than 400 mm per year and highly unpredictable – makes rain-fed farming extremely risky. The principal mode of land use in these zones is still, because of this, dominated by pastoralism. Pastoralism can make optimal use of high-quality but highly irregular fodder resources, forcing herders and their livestock to stay almost constantly on the move.

#### Social Importance

113. Pastoral societies have long integrated mobility in their way of life as a strategy to adapt to the hazards and variability of natural resources. This mobility relies on a network of relationships and agreements that makes up a social capital unique to pastoral communities. Today, this social capital – mobility – is intelligently built and maintained by communities but must adapt to the development of many vulnerability factors linked to human pressure, common resource privatization dynamics and public policies that do not always recognize this way of life.

#### A Diversity of Systems

114. Pastoral populations practice livestock rearing systems able to adapt to the recurrent droughts and dryness in the milieu. These pastoral communities have long been able to develop and reproduce livestock rearing systems that wisely combine several species of very hardy local breeds of ruminants adapted to the severe environmental conditions. Herders manage family herds that generally combine zebu oxen with sheep or camels with goats in the northernmost zones.
115. Sahelian pastoralism has been built over time on a wide diversity of livestock systems relying on strategies that have allowed it to survive in environments where hazards are frequent. From a sometimes symbolic implantation fulfilling the role of home base (deep well, permanent pond, cement well) based on land rights acquired progressively over a long period of time, herders range over a vast pastoral area of land accessible through mobility. Itineraries are determined by the paths' fodder and water resources, which from year to year depend on rainfall in Saharan-Sahelian zones. These range lands include diverse pastoral areas that vary in magnitude from a few dozen kilometers in systems evolving around water sources to more than 1,000 km for the large transhumant systems in Chad, Niger and Mali.

#### Ecological Importance

116. For all this, access to these areas is not a free-for-all, despite appearances. Access is negotiated and regulated by groups holding priority but non-exclusive usage rights to permanent water sources and the adjacent pastures.
117. For a few months, the rainy season allows very wide dispersion of herds utilizing vast expanses of pastures of temporary grasses at the edges of the Sahara. The long dry

season that follows leads, for its part, to a concentration of human and animal activity around permanent water sources made up of wells and boreholes.

### Economic Importance

118. Pastoralism-based economic activity in Sahel-Saharan zones is considerable and largely underestimated. Indeed, because of the wealth of fodder that grows when rain is present, these pastoral zones are an exceptional magnet for all herders.
119. In addition to the Sahelian herders there or agro-pastoralists from agro-pastoral zones, these areas welcome livestock farmers from farming zones. We then see massive seasonal transhumance that spills into these areas viewed as marginal that suddenly become attractive. This is accompanied by a stepping up of cattle market activity, showing the seasonal economic vitality of these regions.
120. The productivity of these spaces was long poorly known and underestimated as pastoralism was seen as extensive because of the magnitude of movements and the land areas exploited. As livestock is regularly decimated by drought, policies preferred agriculture in the south or “modern” intensive sedentary systems that need to use artificial fodder resources.
121. However, a large number of scientific studies have shown that in these zones, the most mobile systems offer greater productivity per head, both for dairy production and the fertility and growth of animals, than sedentary modes of rearing or intensive livestock attempts (ranching), most of which have failed.
122. Recent knowledge acquired from studies and the monitoring of cattle sales also show that traders favor animals from pastoral systems for export because of their quality and the quality of animal products. This enthusiasm explains the intense activity of seasonal cattle markets in Sahelian zones where sales are dictated by the presence of transhumant herders.
123. Locally, pastoral livestock systems are indispensable as an instrument to densify and diversify economic activities. Transhumant movements and the implantation of many herders’ establishments have enabled the spread of many cattle markets. The operation of these markets procures sometimes substantial incomes for local governments in the form of fees. In recent years, we have seen a shift in the operation of these cattle markets and a tendency to make them the best structured in local value chains for animal and crop products in the region. Direct buyers, notably herders and local governments, increasingly work together to promote “self-generated” markets. These are occasional markets with minimal infrastructures where intermediaries take their simplest form.
124. This approach allows herders to maximize their incomes and allows local governments not only to obtain better statistics on transactions but above all to collect substantial taxes to fund their budgets. Several markets are already operating on this model, notably in Benin. Pastoral cattle marketing activities are magnified by the sale of dairy products, notably fresh milk and above all traditional cheeses—activities run mainly by women.
125. On the macroeconomic level, pastoral livestock systems account for more than 5% of the gross domestic product of ECOWAS and CEMAC states. This percentage can reach, or even exceed, 10% to 15% in some countries such as Mali, Burkina Faso, Niger, Chad and the Central African Republic (24%) – countries with a pastoral vocation. Pastoral livestock products account for approximately 25% of the regional agricultural GDP in West Africa. This contribution is much higher in Sahelian countries: 35% of the agricultural sector GDP in Burkina Faso, 28% in Mali, 30% in Niger, and 32% in Chad. Among other things, it generates important sources of export revenue.
126. Pastoral livestock systems also mobilize a large number of workers in all links of the value chain: herders, traders, transporters, cattle drivers, lodgers, intermediaries, butchers, etc. Because of this, it is a huge source of jobs in both rural and urban areas.

127. Pastoral livestock rearing has major economic impacts on the sub-regional level and has imposed itself, particularly in West Africa, as a powerful factor of integration; however, it can also be a source of conflict. Indeed, it enables multiform exchanges between regions, territories and stakeholders. Thus, within the ECOWAS zone from its Sahel-Saharan fringe to the Sudanese zones, harbor some 60.5 million head of cattle and approximately 160 million small ruminants. Live animal transactions make it possible to optimize agro-ecological complementarities between Sahelian and forest zones. The sale of live animals, notably large cattle and small ruminants in all circuits, represents in these two zones more than 1.7 million head every year; and Nigeria is the largest regional live animal market with nearly one million head of cattle imported.
128. In addition to these flows between Sahelian and coastal countries, there are northern circuits now facilitated by satellite telephones that make it possible to organize the export by lorry of camels from Chad, Niger and Mali over very long distances through the Sahara towards the neighboring markets in the Maghreb or even further in the Middle East.
129. Even though at a crossroads, due to the serious difficulties pastoral livestock systems face in West and Central Africa, it is still – due to its huge potential and advantages (favorable natural conditions, an increasingly solvent and demanding regional market of some 440 million consumers) – an important lever for the economic and social development of many states and locations.

### **Vulnerability Factors**

130. Today, Sahelian pastoralism is confronted with growing vulnerability factors in areas where it operates that threaten its sustainability and adaptability within these marginal zones.
131. The vulnerability factors with which these systems are confronted fall under the major trends marked by climate change, population growth and the fragility of state/nation building (insecurity, rebellions, armed movements and trafficking).
132. The variability of natural resources (water, pastures) in time and space in function of rainfall is a hazard inherent in Sahelian ecosystems and the backdrop to pastoral production. In this regard, monitoring herder households in the Sahelian pastoral zone has shown the decisive weight of drought in their socioeconomic trajectories. In particular, the droughts of 1973-1974 and then 1984-1985 were short-term climate shocks that had a very strong impact on herder families, with losses often exceeding 50% of cattle herds. The droughts in the 1990s and 2000s, which were less severe but recurrent, highlighted the issue of the impact of climate change on pastoralism.
133. In addition, constraints linked to the agricultural occupation of pastoral lands are increasing:
- the socioeconomic constraints on mobility are the result of growing agricultural pressure trends (population growth, dropping soil fertility, farmers' strategies of conquering pastoral lands) from saturated zones in the south. In Niger, a true agricultural pioneer front is developing and encroaching on a very large portion of land along the northernmost part of the cultivation line drawn in the 1950s;
  - this agricultural pressure is particularly aggressive in lowlands and former dune pastures. Farming on pastoral lands is often the only way of acquiring land for a large majority of landless farmers in the southernmost agro-pastoral zones or for herders hit by disasters. Another related threat that weakens the resource is linked to the early exploitation of pastures at the start of the rainy season because of the increasingly early return of herds from recently saturated agricultural and agro-pastoral zones; and
  - we can see the development of exclusionary and custodial practices in regard to access to resources, which take the form of socio-ethnic territorialization movements

in pastoral areas that sometimes lead to exclusion and forms of non-reciprocity or even the private appropriation of public infrastructures (wells, monetarized access, rents). In some regions of the Nigerien Azaouak, we can also see private appropriation of pasture lands by commercial herders with tanker lorries enabling them to pasture lands that are inaccessible in the dry season to a large share of small herders. Generally speaking, the inadequacy and degradation of the public infrastructure stock, notably public pastoral wells, make the most mobile herders more vulnerably by lessening access to fodder resources and by increasing the risk of conflicts.

134. For several years, the growing insecurity within areas of the Sahel has been for herders another factor in their vulnerability on the same footing as the other factors (drought, exclusionary practices, agricultural occupation, etc.). This factor is tending to become more and more characteristic of Sahelian pastoral zones, in Mali and Niger, but also in eastern Chad and northern Nigeria. Herders are often the first victims of brutalities and pastoral production is very heavily disturbed by this insecurity along transhumant corridors.
135. In some places in eastern Chad, herders respond by grouping their herds to pool guard duties, limit their movements or, on the contrary, speed up their movements over certain areas. Groups of herders are arming themselves safeguard their herds and respond to possible attacks. But by so doing, they help worsen the climate of insecurity during massive groupings to cross risky zones. Local communities can then see them as a risk.
136. Overly “risky” routes are abandoned for other routes that are less well known and along which their social relationships with farming communities may be weaker: these situations are sometimes the origin of local conflicts with local farming communities. For example, some of the hydraulic developments in eastern Chad are now inaccessible because of the insecurity. As a result, these areas have been abandoned and have become true gray zones serving sometimes as refuges for groups of Sudanese and Central African rebels.
137. Pastoral stock farming and the trade of livestock represent vital occupations for a large majority of the population in the Sahel. In the areas concerned, these activities – which are both legal and peaceful in their occupation of the land – represent an essential line of defense against insecurity. During the international conferences held in N’Djamena and Nouakchott, the link between pastoral activities (through the mobility of the herds and herders) and the security of Sahelian areas was underlined. In this respect, emphasis was placed on the need for states and farmers to work together in the context of a real threat to Saharan-Sahelian security.

### **The Importance of Public Policy Renewal to Better Support Resilience**

138. In this context of increasing vulnerability and insecurity in pastoral zones in the Sahel, the institutional and policy context seems decisive.
139. In most countries in the Sahel, national governments are gaining a better appreciation of pastoralism and the importance of mobility for herd productivity. Innovative policies now recognize and take into account the vital role played by pastoralism in local, national and regional economies and new activities put these policies into practice.
140. Cross-border mobility is becoming easier and several international institutions advise national governments. Policy and legislative reforms now better formalize the herders’ rights and are tending to make the situation fairer for all. The organizational context is marked by the emergence of herders’ associations that are more representative and more skilled in the defense of herders’ fundamental rights.
141. They are finding new ways to stay mobile, adopting new technologies, and adapting to social changes. Physical infrastructures (corridors and water sources) can make it

possible to shore up their right to move, while the legal and civic training of herders and non-herders generate better mutual understanding. Private sector experiments in financing and asset insurance are identifying realistic upcoming options.

142. There are, however, considerable challenges still to overcome to strengthen and expand initiatives developing strategies to support more secure pastoral mobility, namely:

- securing mobility;
- securing access to common pastoral resources;
- providing technical support to limit cattle losses;
- providing support for the quantitative and qualitative rebuilding of herds; and
- improving the targeting of emergency interventions to take into account herders during crisis periods.

### *What Innovation Challenges for Public Policies?*

#### **The Promotion of Structural Actions Able to Lessen the Vulnerability of Pastoral and Agro-Pastoral Family Livestock Operations**

143. The aim is to secure pastoral mobility so as to make it possible to adjust usage-related pressure on routes with the variable availability of fodder and thereby develop flexible and efficient adaptation tactics during dry periods. This improved security is accomplished by the elaboration and effective roll out of suitable legislation in the area of pastoral land tenure, pastoral hydraulics and territorial development.

144. States and local governments also need to reinvest in the development and expansion of the public infrastructure stock. This effort concerns the restoration of old pastoral infrastructures (public pastoral wells, regular maintenance of borehole pumps, preservation of secured pasture lands, blazing herding corridors in dense agricultural zones). This investment also implies adapting the stock of public pastoral infrastructures to the new constraints weighing on pastoralism in the Sahel: spread of crops, development of ponds, extension of the range of movement linked to the increased frequency of extreme events, etc.

#### **Limiting Losses During Crises to Facilitate Herd Rebuilding**

145. Analysis of the experience in the Ferlo (Senegal) shows the interest of early availability of cattle feed to reduce losses during periods of drought. The example is particularly interesting inasmuch as a cattle feed supply chain was set up following the droughts in 1973 and 1984. Starting from temporary availability at the start, linked to relief interventions, sustainable supply systems were set up. Herders were thus able to make their herds less vulnerably by investing in the regular purchase of cattle feed. Simultaneously, the Senegalese government also took on a large degree of responsibility for preventing pastoral crises by also subsidizing cattle feed.

### *General Objective of the Call for Proposals in Conjunction with the Theme*

146. The general objective is to stimulate the development and dissemination of innovations aiming to strengthen public policies supporting the resilience of pastoral livestock systems.

### *Specific Objective(s) of the Proposal*

- OS1: foster innovations aiming to bolster herders' strategies to safeguard and rebuild their herds during crisis periods.
- OS2: foster innovations aiming to improve herders' access to socio-economic services (animal health, insurance, animal nutrition).

### *Priority Issues*

#### **Q1: Set up Sustainable Structural Ways to Secure the Supply of Cattle Feed for Herders**

##### Access to animal feed

147. The issue must no longer be approached solely from the angle of crisis management. In other words, the restrictive conception of networks facilitating herders' access to cattle feed during periods of fodder shortfall must be overcome by setting up viable, permanent and sustainable systems that anticipate the availability of cattle feed to prevent losses during periods of drought.

##### Creation of food banks

148. The purpose of creating cattle feed banks that are physically and financially accessible to herders and providing structural support for the establishment of cattle feed supply chains is ultimately to move beyond temporary availability linked to relief efforts toward lasting supply systems.

##### Investment

149. Herders must be able to make their herds less vulnerably by investing in the regular purchase of cattle feed. This requires a system that involves communities, professional organizations and the private sector along with significant investment from the public authorities by subsidizing cattle feed in crisis prevention.

#### **Q2: Studying the Feasibility of a Pooled Insurance System for Transhumant Herders to Guarantee Against Sudden Losses to Their Herds Caused by Exogenous Climate or Health Shocks**

150. Some large livestock-rearing countries (Kenya, Mongolia) have begun by implementing pilot "cattle death" index insurance products operating on the national scale. These systems are suited to countries where livestock accounts for a large share of agricultural GDP and that have large, often nomadic, herder populations living mainly from production linked to climate hazards.

151. These experiments, which seem promising, push for the creation and implementation of cattle index insurance adapted to the specificities of Sahelian countries. They could be designed along the same principles as the experiments in Asia and East Africa, with risk transfer mechanisms that include herders, insurers and re-insurers, and governments whose strong political will is of course a prerequisite.

152. However, these innovative systems being developed in East Africa and Asia must be assessed to grasp their impacts and the extent to which they can be reproduced in Sahelian Africa. For all that, this must not preclude one from including the optimization and formalization of existing socio-community systems to withstand crises in the analysis and reflections on the subject.

#### **Q3: Reducing Economic Losses During Droughts, Analyzing Herders' Practices and Project Innovation (Impact Assessment and Experience Capitalization on Commercial Destocking)**

153. Destocking is an alternative developed in Ethiopia and Niger during the 2010 drought in order to facilitate the sale of livestock weakened by dietary deficiencies and allow their owners to ensure the food security of their households and protect the remaining core of their herds. It also aims to lessen pressure on natural resources. Different alternatives exist and may be developed as a preventive measure during normal times or crises. Destocking may be purely commercial by supporting traders or be accomplished through slaughtering and processing (biltong dried meat).

154. Many questions have been raised in regard to targeting beneficiaries and setting prices. Today, we do not have enough hindsight on destocking, whether commercial or emergency-related, to judge its validity; and the heavily supervised systems have not yet proven that they are sustainable and replicable.
155. These experiments must be the object of deeper study, assessment and capitalization; and the economic and social benefits of their various options and technical implementation systems must be demonstrated before considering their dissemination in Sahelian Africa.
156. Reflections on setting up systems to reduce economic losses in herds during droughts must be accompanied by prior detailed analysis of herders' practices and strategies in this area during crises.

**Q4: Analysis of the Effects of the Dissemination and Extension of Techniques Combining Veterinary Care and Dietary Supplementation on Production**

157. During periods of drought or as a preventive measure, the goal is to foster access to veterinary care to help protect herds (or at least the reproductive and dairy-producing core) by combining veterinary care with the provision of supplementary rations of good nutritional value so as to increase animals' production and productivity (fertility, dairy output) by improving their nutritional status.
158. They must be simple protocols to protect and cure animals before, during and after crises through basic care (internal and external parasite control, purges, supplementation, etc.) that can be standardized and extended (kits) to the benefit of reviving (public, private and community) health coverage networks.
159. Prior to this, the technology used to produce dense multi-nutritional cattle feed blocks using local fodder, agro-industrial by-products and minerals must be improved using simple, replicable and inexpensive procedures.
160. The goal is truly to mitigate or prevent the impact of food crises on cattle by making available to herders nutritious feed that is optimized to preserve the health status, production and productivity of livestock by improving its nutritional status.

**Q5: Joint Management and Governance of Shared Resources (Water Rights and Uses, Land Rights) by Supporting the Emergence of New Institutions for Joint Management**

161. The aim is to promote joint management and development of pastoral lands that includes transhumant groups and other local institutional stakeholders (land authorities, local governments and the state).
162. In some countries of the sub-region, these actions have already led to favorable advances in land laws and joint fair natural resource management systems. In this regard, the examples of Niger and Chad provide a good illustration of the impacts of these policies on securing access to pastoral resources and the main lessons to draw from these experiences with the aim of supporting the resilience of the pastoral societies concerned.
163. Yet, there is room for improvement in the harmonization of the pastoral land estate approach across Sahelian countries and their sub-regional bodies; and different land management trends in individual countries (integration or not of customary rules, liberalization or central management, etc.) are still a strong constraint on transhumance and cross-border mobility that harms the resilience of pastoralism.

**Q6: Improvement of Criteria and Processes for Targeting the Pastoral Sector During Periods of Crisis**

164. During periods of food crisis, a certain number of social safety net systems of diverse natures are generally activated: food aid, resource transfers, support for basic services (education, health, nutrition), and securing and supporting the revival of activity systems. Beyond adapting these social safety nets for pastoral populations (see, for example, questions 1 and 3), a recurrent question is the effective targeting of pastoral populations

by these systems. The mobility and dispersion of pastoral populations are of course constraints on targeting them. However, these systems aiming to secure all people must continue to innovate to cover everyone effectively and efficiently. The challenge here is to draw lessons from the many experiences with targeting pastoral populations during food crises so as to inform public policies on the implementation of social safety nets aiming to prevent and mitigate food crises.

### Theme 3 – Bolstering Agricultural Credit and Insurance Systems

#### *Issues and Associated Challenges in Terms of Innovation for and by Public Policies*

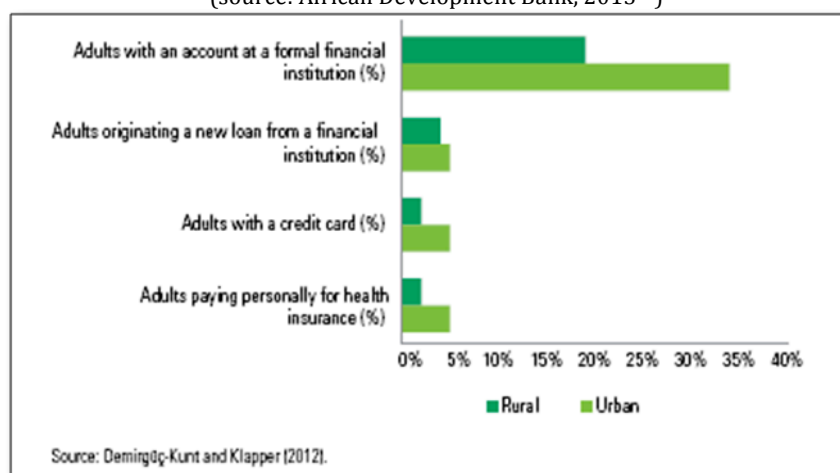
165. From Independence to the 1980s, financing and insuring agriculture were primarily conceived around the state. The near absence of private financial institutions and the lack of available funds justified the creation of state development banks in most ECOWAS countries. These institutions add to market regulation mechanisms through public price support and stabilization bodies, as well as through direct intervention via budgetary instruments, notably in the form of development projects. After the liquidation of most development banks under the effects of financial liberalization, the resulting reforms have not been accompanied by better coverage of demand. On the contrary, most rural people have been excluded from access to credit and insurance. Local initiatives—ranging from rotating savings and credit groups (tontines) to private lenders—meet some self-help, solidarity and/or emergency needs. They are sometimes very dynamic; in general, however, they are not enough to meet needs because of their limited resources and the cost of their credit.
166. Various attempts have endeavored to eradicate the drop in agricultural finance: reform of public banks, lines of credit through value chains or subsidies for the acquisition of fertilizer or equipment by small farmers, etc. But, it was the formation of an intermediary sector, between local initiatives and the banking system, that bolstered rural access to financial services. Inspired by cooperative savings and credit experiments such as Grameen Bank’s solidarity loans in Bangladesh, this new micro-finance sector—known throughout WAEMU under the name of decentralized financial services – flourished in the 1990s. It has progressively become structured through national systems and specific laws. Breaking with previous models, savings and credit cooperatives make use of locally collected savings and associative management independent from the state. However, the loans are “open”, freely available and accessible based on debt capacity but not conditional on production targets or techniques; this sometimes has a tendency to distance it from agricultural uses, which are too risky.
167. Despite these transformations, the horizon of this financial landscape is still limited and its overall outreach is limited in the face of the magnitude of needs and the demand for financial services, especially in rural areas.
168. In some regions such as in the WAEMU zone, rural financial inclusion – less than 10% of rural households – is even dwindling because of regulatory transformations, notably in the micro-finance sector.<sup>15</sup> Other complementary modes of financing are progressively becoming structured. Financing through certain agricultural value chains allows banks to finance farmers’ associations and the supply and sale of agricultural produce, notably cotton, coffee and cocoa. Local governments in rural areas – through funds and development projects then through decentralization arrangements – have also taken on a growing role in financing infrastructures and other investments that are profitable indirectly or over the very long term that credit cannot cover.

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<sup>15</sup> See the New Uniform Act regulating decentralized financial systems (DFSs) of the Central Bank of West African States (BCEAO), 2010.

*Figure 1: Urban and Rural Financial Inclusion Indicators in Sub-Saharan Africa*

(source: African Development Bank, 2013<sup>16</sup>)



169. Rural financial institutions face several difficulties when it comes to becoming involved in an innovative way in the field of food and nutrition security in the ECOWAS region. Among the most frequent difficulties, the following are often evoked:

- **the accessibility of financial services** for vulnerable populations, especially rural populations, because of their distance and dispersion that, for institutions, makes the necessary infrastructure near demand costly;
- **the financial solvency of vulnerable households**, which causes them to be evicted from financial institutions;
- **the high risk involved in financing the projects** of vulnerable implementers (the climate-related, economic and/or social risks of activities and economic units); and
- **the constraints related to the adaptability of financial services** to the overall demand of agricultural and rural households, taking into account financing consumption or access to savings, migrants' remittances and insurance, beyond credit needs linked solely to the economic cycle of income-generating activities.

170. Innovating in the field of food and nutrition security presupposes different areas of action for which access to financial institutions amounts to as many challenges. Indeed, it is a matter of:

- **first, supporting the lasting increase in agricultural production.** Because of growing demographic pressure, an agricultural worker must feed more non-workers with an increasingly limited access to resources (including land, water and fertility), hence the challenge of institutions and agricultural development policies, farmer training and farmer support;
- **second, strengthening management of marketing and, faced with growing instability in agricultural prices, market operations.** How can one actually regulate agricultural markets and ensure—through insurance, protection, storage and price stabilization policies—that African farmers receive remunerative prices? These challenges, located on the level of how agrifood value chains and regional economic spaces are organized, must coordinate both national and international scales and support the adaptation of products to the new consumption standards that accompany the urbanization of a growing proportion of the population; and
- **third, expand the accessibility for vulnerable, notably rural, populations of foodstuffs.** In particular, this involves strengthening risk mitigation systems (savings, etc.) and supporting income diversification and therefore rural economic activities. Faced with the deterioration in the situations of small farmers who lost assets (selling

<sup>16</sup> Trikki T. & Faye I., 2013: *Financial Inclusion in Africa*, ADB, 74 p.

cattle, mortgaging land), it also involves establishing social safety nets and conditional transfers.<sup>17</sup>

171. In regard to these various challenges, financial institutions innovate to overcome the constraints mentioned. For instance, within the ECOWAS region, we see:

- when it comes to **accessibility**, innovations endeavor to bring financial institutions closer to their target publics (credit agents or community-based approaches, such as local banks or village contracts<sup>18</sup>) and institutions are taking an interest in developing technological solutions to facilitate financial transactions (payments and transfers via mobile telephones or other digital devices<sup>19</sup>);
- with regard to the **solvency** of agricultural households, innovations are supporting agricultural investments (e.g. support for the installation of young farmers, medium-term financing of land and hydro-agricultural developments;<sup>20</sup> rent-to-own or leasing schemes for the acquisition of agricultural equipment; diversification support for economic activities and food value chains,<sup>21</sup> etc.);
- in terms of **risk reduce** with regard to financing, we can see the development of experiments with agricultural insurance,<sup>22</sup> warehouse receipt (warrantage)<sup>23</sup> and guarantee funds;
- with regard to **adaptability to the demand** of agricultural and rural households, demand can be bolstered through innovations in the local savings and migrant remittance supply,<sup>24</sup> the increasing of financial institutions' professionalism in regard to agricultural credit methods,<sup>25</sup> and their internal organization in order to better manage the diversification of their offerings (information and management systems, human resources, etc.); the management of their resources to balance assets and liabilities over time (long-term resources to finance agricultural investments) and space (transferring resources from one region or country to another in function of agricultural or economic cycles), etc.; and
- all of these challenges can be **addressed in a cross-cutting manner** through innovative partnerships between financial institutions and other economic or professional stakeholders: with farmers' organizations,<sup>26</sup> agricultural cooperatives or agrifood companies in the upstream and downstream segments of the value chain in order to better identify the target populations; organize the financing supply in a suitable manner, reduce risks by contracting in the upstream and downstream segments of the value chain, co-manage warrantage (warehouse receipt) systems or guarantee funds; expand market access (partnerships with consumers' organizations, as well as food granary, school meal or other such programs).

172. Nevertheless, these innovations comport different risks that need to be managed as well as possible:

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<sup>17</sup> This challenge, linked more generally to social protection mechanisms and the subject of specific work within ECOWAS, shall not be addressed in this call for proposals.

<sup>18</sup> See, for example, the village agricultural contract systems set up by Crédit Rural de Guinée (CRG-SA) to make agricultural credit accessible in isolated villages.

<sup>19</sup> There are many experiments in mobile banking underway in the sub-region.

<sup>20</sup> See the partnerships between micro-finance institutions (KafuJiginew, Nyesigiso) and farmers' organizations in the Office du Niger zone of Mali.

<sup>21</sup> See the Réseau des Caisses Populaires du Burkina Faso's Centre Financier des Entrepreneurs Agricoles et Commerciaux (CFE-AC, agricultural and commercial entrepreneurs' financial center).

<sup>22</sup> See the ILO's Microinsurance Innovation Facility.

<sup>23</sup> See the FUCEC's experience in Togo around the grain value chain.

<sup>24</sup> See the study *Réduire les coûts des transferts d'argent des migrants et optimiser leur impact sur le développement*, Epargne sans frontière, supported by the African Development Bank, 2009.

<sup>25</sup> See KafuJiginew's program to professionalize agricultural credit financing methodologies in Mali.

<sup>26</sup> See the capitalization document by SOS Hunger, 2014: *Réponses des organisations paysannes aux besoins de financement des exploitations familiales en Afrique de l'Ouest*

- the risk, well-known in micro-finance circles,<sup>27</sup> of mission drift that, due to inadequate targeting and adaptation of supply, shifts the supply of services towards more consolidated agricultural companies and away from the most vulnerable farming households;
- the focus on financing high added value agricultural value chains,<sup>28</sup> often built around export products<sup>29</sup> and poorly inclusive for vulnerable farmers little able to take risks and achieve minimal quality standards;
- the imbalance in partnerships between financial institutions and professional organizations when it comes to sharing margins and pooling risks, to the detriment of producers with limited negotiating power.
- the availability of suitable financial resources: mobilization, appropriate provision<sup>30</sup> in link with agricultural and rural activity cycles; duration (medium- and long-term); costs, etc.; and
- the lack of economic, financial, social or environmental viability of innovations being tested at the pilot scale and, beyond this, their incapacity to scale up and institutionalize.

### *What Innovation Challenges for Public Policies?*

173. For roughly twenty years, we have seen the landscape of agricultural and rural financial institutions opening to new stakeholders. In addition to banks, we see: micro-finance and decentralized finance institutions, financing through agricultural commodity chains and value chains, partnerships between financial institutions and professional agricultural organizations, and finally agricultural development funds in some local governments.
174. The composite nature of agricultural finance is increasing, among other things, public authorities' difficulties in shoring up the overall coherence of a sector sometimes described as an "orphan".<sup>31</sup> Indeed, is situated at the crossroads of many ministries and public institutions (Agriculture, Finance, Central Bank, etc.), it covers a wide diversity of institutions and financial intermediation channels. The financial services concerned are very diverse, starting with savings the securing of which is a crucial challenge, and pertains, even before credit and agricultural investment, to the consolidation of financial intermediation and institutions.
175. In order to bolster innovations underway in the sector, there are several fields of action to consider on the level of regional institutions and public policies. Among the latter, we can mention:
- **the adaptation of legal and regulatory frameworks** in function of current innovations in the field of agricultural and rural finance. This adaptation also concerns the support systems set up (BCEAO micro-finance regulations, warrantage, etc.);
  - **support for the development of suitable financial instruments** on the regional scale and the shoring up of mechanisms to improve fund transfers, territorial compensation, risk pooling through the emergence of guarantee fund, insurance or re-insurance schemes on this scale;

<sup>27</sup> Notably in Latin America where this issue has been covered by CGAP.

<sup>28</sup> See, as a counterpoint, the work done by the African Rural and Agricultural Credit Association, notably CTA-AFRACA: *Strengthening smallholder-inclusive value chain finance in Africa*, Partnership Contract, 22 p.

<sup>29</sup> Off-season market gardening, ingredients for cosmetics, etc.

<sup>30</sup> That is to say, when producers really need it and not only a few weeks or months later, thereby forcing them to take out often costly short-term loans.

<sup>31</sup> See Roberts R. & Rothe M., 2011: *Agricultural Finance Policy Support*, GIZ, MFW4A presentation (February 2011).

- **support for innovation**, experience exchange and the capitalization (analysis and documentation) of these experiences in order to enrich stakeholders' practices and support them in their dynamics of change to improve the quality of supply and its suitability to demand. This support can concern different themes that are more or less specialized, such as inclusive value chain financing, partnerships between financial institutions and professional stakeholders, "1<sup>st</sup> tier" inventory credit systems, etc. It can also take the form of systems adapted to manage and support "smart subsidies" around these innovations; and
- initiatives must be undertaken to **sustainably organize targeting mechanisms** in the financial services and non-financial services (financial education, training, support-advice, studies and capitalization, etc.) that need to be set up to ensure better results in regard to reducing vulnerability. This reflection must be accompanied by the mobilization of sustainable resources and the study of the most relevant systems to set up (contribution to transaction costs, subsidizing long-term resources, offsetting territorial inequalities through taxation, etc.).

### *General Objective of the Call for Proposals*

176. The primary aim is to **stimulate and accompany the development of innovative practices by financial institutions** in the sub-region likely to supplement, at one stage or another (experimentation, analysis, generalization and adoption) the process of elaborating public policies in connection with food security.

### *Specific Objective of the Proposal*

177. In conjunction with this rural finance theme, this Call for Proposals falls under the following three objectives:

- OS1: support and encourage the testing of innovations (in finance or insurance products, organizational modes, and partnerships) that make it possible to meet the needs of populations that are food insecure or at risk of becoming food insecure;
- OS2: foster the assessment of the relevance and effectiveness of such innovations with an eye to their expansion;
- OS3: encourage the analysis and documentation (capitalization) of current and past experiences with the aim of fostering their use, doing so in conjunction with regional policy challenges.

178. In network or partnership, financial institutions must therefore demonstrate the relevance, coherence and feasibility of the objective or combination of objectives selected.

### *Priority Issues*

179. The proposals shall examine in priority interventions in the following areas:

**What innovations in services suited to agricultural and rural vulnerability can be expanded to the regional scale?**

180. Savings products suited to vulnerable households; local credit for the pre-harvest period or to finance family farming; financing the installation of young farmers, equipment and land developments for family farming; inventory credit and small agrifood processing, agricultural index insurance or mutualized insurance for herders practicing transhumance, etc.

**What new sustainable modes of organization and systems correspond to regional scope within financial institutions (guarantee funds, training, fund transfers)?**

181. Modes of organization for financial institutions: guarantee funds; training and financial education adapted to the target audience; sub-regional fund transfers.

**What sustainable partnerships between financial institutions and other stakeholders must be promoted to, also, be expanded to the regional scale?**

182. Involvement of farmers' organizations, agricultural cooperatives or agrifood companies in the upstream and downstream segments of the value chain in order to better identify the target populations; organize the financing supply in a suitable manner, reduce risks by contracting in the upstream and downstream segments of the value chain, co-manage warrantage (warehouse receipt) systems or guarantee funds; expand market access (partnerships with consumers' organizations, as well as food granary, school meal or other such programs).

183. These priority issues are accompanied by two cross-cutting questions:

- the first deals with gender and the consideration of female heads of household around these issues; and
- the second deals with the environment and guiding of innovations through reflection on a “double green” mode of agricultural production—that is to say one that takes into account environmental challenges in addition to the economic challenges related to productivity.

184. At this stage, one should keep in mind the principles of subsidiarity and complementarity around which the ECOWAP is organized. The Call for Proposals should therefore not replace national systems but aims to foster actions whose implementation on the regional scale is a key element in their relevance. In addition, synergies are sought, both with actions financed on the national level and equally with other initiatives supporting the same objectives. Regarding innovations carried by regional financial institutions, the proposals shall be complementary with facilities set up by other ECOWAS partners and notably:

- the ILO's Micro-finance Innovation Facility;
- the African Development Bank's Migration and Development Fund;
- support for the targeting and assessment initiatives of the Social Performance Task Force supported by the Consultative Group to Assist the Poor (CGAP);
- the European Union Micro-finance Facility;
- calls for partnerships with telephone operators or philanthropic foundations to develop mobile banking or the use of NICTs in agricultural and rural finance;
- the calls for proposals on agricultural value chain financing by the African Rural and Agricultural Credit Association (AFRACA) in conjunction with its various partners (MFW4A, CTA, IFAD, FAO, etc.); and
- the call for proposals by the African Micro-finance Week on the subject of “accelerating innovative rural finance in Africa”.

## SECTION V – PROJECT BRIEF SCORING CRITERIA

HEADING	Scoring	Weighting	Maximum Score
<b>1. Project Coherence</b>	<b>1 to 5 points</b>	<b>sub-total</b>	<b>40</b>
1.1. Clear presentation of the issue. Defined link between the issue and the needs of the region and the target group	5	2	10
1.2. Clear definition of the objectives of the action and their link to the objectives of the chosen theme	5	3	15
1.3. Innovative nature of the proposal	5	3	15
<b>2. Approach and Management</b>	<b>1 to 5 points</b>	<b>sub-total</b>	<b>40</b>
2.1. Coherence among the proposed hoped-for results, planned activities, approach and methodology	5	3	15
2.2. Applicant's experience with project implementation and financial management	5	2	10
2.3. Expertise in the Cfp's areas of focus with the aim of attaining the hoped-for results	5	3	15
<b>3. Results and Impact</b>	<b>1 to 5 points</b>	<b>sub-total</b>	<b>20</b>
3.1. Precision and concrete nature of the hoped-for medium-term results	5	2	10
3.2. Long-term impact on target groups and end beneficiaries	5	2	10
<b>Total Score</b>			<b>100</b>

### Scoring

1. The project brief shall be scored on a scale of 20 to 100 according the scoring matrix above.
2. The assessment criteria are divided into different heading and sub-headings. For each sub-heading, a score of 1 to 5 is assigned according to the following assessment scale: 1 = very inadequate ; 2 = inadequate ; 3 = average ; 4 = good ; 5 = very good.
3. Only those project briefs that receive a total minimum of 70 points shall be shortlisted.
4. The detailed project documents of shortlisted applicants only shall be studied.

## SECTION VI – CRITERIA AND SCORING FOR THE DETAILED PROPOSALS

HEADING	Scoring (1 to 5 points)	Weighting	Maximum Score
<b>1. Project Relevance</b>	<b>1 to 5 points</b>	<b>sub-total</b>	<b>20</b>
1.1. Is the issue addressed presented in a clear manner? Has the link between the issue and the needs of the region and the target group(s) adequately explained and justified?	5	1	5
1.2. Are the objective of the action and their link to the chosen theme well defined?	5	1	5
1.3. Is the innovative nature of the proposal relevant to the chosen theme? Is it presented well?	5	2	10
<b>2. Methodology</b>	<b>1 to 5 points</b>	<b>sub-total</b>	<b>25</b>
2.1. Does the overall structure of the project reflect the	5	1	5

analysis of the basic issues?			
2.2. Are the proposed activities appropriate, practical and coherent with the objectives and hoped-for results?	5	2	10
2.3. Is the action plan clear and achievable?	5	1	5
2.4. Is the partners' level of involvement and participation in the activities satisfactory? (Note: if there are no partners, the score is automatically 1).	5	1	5
<b>3. Operational and Financial Capacity</b>	<b>1 to 5 points</b>	<b>sub-total</b>	<b>25</b>
3.1. Do the applicant and partners have adequate experience managing projects?	5	1	5
3.2. Do the applicant and partners have sufficient technical expertise? (notably, knowledge of the issues to address)	5	2	10
3.3. Do the applicant and partners have sufficient management capacity? (notably in regard to staff, equipment and the ability to manage the budget for the action)	5	1	5
3.4. Does the applicant have stable and adequate sources of financing?	5	1	5
<b>4. Impact // Sustainability</b>	<b>1 to 5 points</b>	<b>sub-total</b>	<b>15</b>
4.1. Is the action likely to have a tangible impact on the target groups?	5	1	5
4.2. Will the project have multiplying effects? (notably the possibility of repeating and expanding the project results and disseminating information)	5	1	5
4.3. Are the project's expected results sustainable? Financially (how will the activities be funded after the end of the financing)? Institutionally (Will there be structures enabling the continuation of the activities? Will there be local ownership of the project results?); On the policy level (if applicable) (What structural impact will the project have? Will it help improve the legal framework, codes of behavior, methods, etc.?)?	5	1	5
<b>5. Budget and Cost Efficiency</b>	<b>1 to 5 points</b>	<b>sub-total</b>	<b>15</b>
5.1. Are the proposed expenditures necessary to implement the project?	5	1	5
5.2. Is the ratio of cost to expected results satisfactory?	5	2	10
<b>Total Score</b>			<b>100</b>

## Scoring

1. The detailed proposals shall be scored on a scale of 20 to 100 according the scoring matrix above.
2. The assessment criteria are divided into different heading and sub-headings. For each sub-heading, a score of 1 to 5 is assigned according to the following assessment scale: 1 = very inadequate ; 2 = inadequate ; 3 = average ; 4 = good ; 5 = very good.
3. Only detailed proposals that receive a minimum total score of 70 points shall be eligible for selection.
4. Proposals shall be ranked based on the scoring of the detailed proposals.

## APPENDIX A – MODEL PROJECT BRIEF

The information listed below must be given on the envelope containing the project brief:

Réponse à l'Appel à Propositions de l'Initiative: "OPERATIONS INNOVANTES POUR LA SECURITE ALIMENTAIRE ET NUTRITIONNELLE"

Thématique: ... (See Section III "*Summaries of the Thematic Areas*")

### *The project brief dossier must include the following documents:*

- the single project brief that complies scrupulously with the model below, provided in two (2) paper copies clearly labeled "Original" and "Copie");
- every page of the project brief must be initialed;
- the project brief cover page (model in Appendix E) signed by someone authorized to seek co-financing for the organization;
- the applicant information form filled out (model form in Appendix F);
- the applicant information form(s) filled out for the project partner(s) (model form in Appendix G); and
- the bank information form (model form in Appendix H).

### *Content of the Project Brief*

The project brief must present the following elements:

- General information: short presentation of the institution presenting the project, its field of intervention, status, activities and capacity;
- Project characteristics: overview and analysis of the problems to solve, short description of the target groups, demonstration of the project's importance in relation to the objectives of the chosen theme in the "INNOVATIVE OPERATIONS FOR FOOD AND NUTRITION SECURITY" Initiative;
- Project description: description of the project to accomplish, including its objectives, expected results, indicators, sources of verification, principal activities, human and physical means, etc.;
- Approach and management methodology: overview of the approach and methodology proposed to attain the project objectives and produce the hoped-for results.
- Logical framework for the proposal using the model provided in Appendix D;
- Proposal budget (model in Appendix C); and
- Project timetable.

## APPENDIX B – DETAILED PROPOSAL MODEL

The information listed below must be given on the envelope containing the detailed proposal:

Réponse à l'Appel à Propositions de l'Initiative: "OPERATIONS INNOVANTES POUR LA SECURITE ALIMENTAIRE ET NUTRITIONNELLE"

Thématique: ... (See Section III "Summaries of the Thematic Areas")

### *The detailed proposal dossier must include:*

- the single technical proposal, the content of which must follow the schema presented in this model, provided in 2 paper copies (clearly labeled "original" and "copy");
- every page of the project brief must be initialed; and
- the detailed proposal cover page signed by someone authorized to seek co-financing for the organization.

### *Content of the Detailed Proposal*

#### *a) Short Description of the Project Proposed*

- Innovation: what innovation is at the heart of the project?
- Geography and context for project implementation
- General objective of the project
- Partners and beneficiaries
- Expected results – project impact
- Main elements of the proposed budget

#### *b) Framework for the Innovation Approach*

- **What needs does the innovation seek to meet / what issue does it seek to resolve?**

Specify how the proposed innovation meets current and future needs.

- **Report on what already exists in the field and explanation of the innovative nature.**

Establish a rapid report on what already exists in the area of innovations that the project intends to explore and, based on this, demonstrate the innovative nature of the proposal.

- **Presentation of the elements in the ex-ante assessment of the innovation.**

Specify how the innovation is a relevant response to the needs discussed, and how it is a response that could be seen as effective, efficient, acceptable and ultimately controllable by the parties concerned, and coherent with the social, economic, environmental and cultural context. Mention its possible impacts.

- **Description of the innovation process and how the project is positioned.**

Situate the project in a process of innovation that may contain stages such as the precise definition of the problem for which an innovative solution is being attempted; the design or identification of innovations; networking stakeholders, skills and organizations that will carry the innovation; small-scale testing; assessment and validation of the innovation; capitalization (analysis and documentation) and dissemination of the innovation; etc. Specify which stage(s) of the innovation process is (are) concerned by the project, what

has been done upstream from the project and what is envisaged downstream from the project.

- **Presentation of partnerships envisaged around the innovation.**

Present the partners involved in the innovation process and the project (direct beneficiaries, grassroots organizations, companies, NGOs, research institutes, public partners, etc.) as well as how one intends to consolidate these partnerships (each partner's role, dialogue bodies, envisaged expansions, etc.).

- **Propositions regarding assessment and capitalization.**

Present what is envisaged to assess with precision the results of envisaged experiments, and what is envisaged for capitalization and dissemination (how, to whom?)

- **Link with public policies.**

Present how the project could fuel reflection on existing public policies, or even inspire policies, and what has possibly been planned for this.

*c) The Project: Relevance, Objectives, System, Methodology, Interventions, Risks, Consideration of Gender Issues*

- **Description of the relevance of the proposal in regard to the local situation.**

Notably, answer the question: How is it relevant to conduct this innovation process in this place and with these local stakeholders?

- **Results expected locally, possible impacts.**

Present the results expected for direct beneficiaries as well as the potential impacts on the intervention zone.

- **Organizational schema.**

Notably answer the questions: With whom shall the project be implemented? Who are the project partners? What bodies and mechanisms shall be set up to pilot the project and manage relations with the partners?

- **The project's mode of operations.**

Describe the overall methodology envisaged and the modes of operation for the actions that are particularly decisive for the success of the project.

- **Description of the principal interventions.**

The project shall be broken down into interventions to envisage simultaneously or in the order in which they are presented.

- **Implementation costs.**

Elaborate a one-page budget inclusive of taxes that clearly shows each component of the project and the different financing. The largest spending items may be the subject of brief explanations. The organization may use the model in the financing plan made available by the RAAF.

- **Probable risks and means to remedy them.**

Explain the contextual risks to be considered, the risks specifically linked to the innovative nature of the project, and the measures envisaged to remedy the risks.

- **Gender/vulnerable groups.**

Specify how the project may have positive effects on gender and specific vulnerable groups and how they guarantee the absence of possible negative effects.

*d) Project Implementation Capacity, Expertise*

- Project implementation capacity (organization and partners)
- Expertise mobilized
- The organization's capacity to lead an innovation process

*e) Proposal Budget (model in Appendix C).*

*f) Logical Framework for the Proposal Using the Model Provided in Appendix D.*

*g) Project Timetable.*



## APPENDIX C – MODEL BUDGET

### I. Project title

Budget (currency) (1)	Year 1				Year 2				Totals		
	Unit	Quantities	Unit cost	Total	Unit	Quantities	Unit cost	Total	Total years 1 & 2 (2)	Contribution of the applicant	Subsidy requested
<b>1. Human resources</b>											
1.1 Wages (gross amounts including social security contributions and other corresponding costs, local staff)											
1.1.1 Technical	Per month				Per month						
1.1.2 Administrative / support staff	Per month				Per month						
1.2 Wages (gross amounts including social security contributions and other corresponding costs, expatriate / international staff)	Per month				Per month						
1.3 Per diems for missions / travel (3)											
1.3.1 Abroad (personnel assigned to the project)	Per diem				Per diem						
1.3.2 On-site (personnel assigned to the project)	Per diem				Per diem						
1.3.3 Participants in seminars / conferences	Per diem				Per diem						
<b>Sub-total, human resources</b>											
<b>2. Travel</b>											
2.1. International travel	Per flight				Per flight						
2.2. Local travel	Per month				Per month						
<b>Sub-total, travel</b>											
<b>3. Equipment and supplies (4)</b>											
3.1 Vehicle purchase or rental	Per vehicle				Per vehicle						
3.2 Furniture, computer equipment											

3.3 Machines, tools, etc.											
3.4 Spare parts/equipment for machines, tools											
3.5 Other (please specify)											
<b><i>Sub-total, equipment and supplies</i></b>											
<b>4. Local office</b>											
4.1 Cost of vehicle(s)	Per month					Per month					
4.2 Office rental	Per month					Per month					
4.3 Consumables – office supplies	Per month					Per month					
4.4 Other services (phone/fax, electricity/heating, maintenance)	Per month					Per month					
<b><i>Sub-total, local office</i></b>											
<b>5. Other costs, services (5)</b>											
5.1 Publications											
5.2 Studies, research											
5.3 Verification costs											
5.4 Evaluation costs											
5.5 Translation, interpreting											
5.6 Conference/seminar costs											
5.7 Communication and visibility actions (6)											
<b><i>Sub-total, other costs, services</i></b>											
<b>6. Other</b>											
<b><i>Sub-total, other</i></b>											
<b>7. Sub-total, eligible direct costs of the action (1 to 6)</b>											
8. Provisions for unforeseen expenditure											
<b>9. Total, eligible direct costs of the action (7+8)</b>											
10. Administrative costs (as % of total eligible direct costs)											

<b>11. Total eligible costs (9+10)</b>											
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- (1) The description of the articles must be sufficiently detailed and must indicate each of their main components. The number of units and the unit price must be specified for each component according to the indications supplied. Where relevant, the unit costs can be based on average costs. The costs are calculated inclusive of tax
- (2) This is the total taking account of all the years of the project. This total includes the subsidy and the share of co-financing
- (3) Indicate the country where the per diems are incurred and the applicable rates. The per diems cover accommodation, meals, transport costs for the mission on-site and out-of-pocket expenses.
- (4) Purchase or rental costs.
- (5) To be indicated in detail. Lump sums are not accepted.
- (6) Communication and visibility activities should be planned and budgeted at each stage of the project implementation.

NB: the beneficiary is solely responsible for the accuracy of the financial information supplied in these tables.

## APPENDIX D – MODEL LOGICAL FRAMEWORK

	<b>Rationale of intervention</b>	<b>Objectively verifiable indicators</b>	<b>Sources and means of verification</b>	<b>Hypotheses</b>
<b>General objectives</b>	What are the general overall objectives to which the action will contribute?	What are the key indicators linked to these general objectives?	What are the sources of information for these indicators?	
<b>Specific objective</b>	What specific objective should the action achieve to contribute to the overall objectives?	Which indicators show in detail that the objective of the action has been achieved?	Which sources of information exist and can be collected? What are the methods for obtaining this information?	Which factors and conditions outside the responsibility of the beneficiary are necessary to achieve this objective? (external conditions) Which risks must be taken into consideration?
<b>Desired results</b>	The results are the actions which will enable the specific objectives to be achieved. What are the desired results? (Number these results)	Which indicators can be used to check and measure that the action achieves the desired results?	What are the sources of information for these indicators?	Which external conditions must be achieved to obtain the desired results within the given time frame?
<b>Activities to be developed</b>	What are the key activities to be implemented and in what order in order to produce the desired results?  (Group the activities per result)	Means: What means are required to implement these activities, for example personnel, equipment, training, studies, supplies, operational installations, etc.?	What are the sources of information concerning the progress of the action? Costs What are the costs of the action? Their nature? (details in the action budget)	Which pre-conditions are required before the action begins? Which conditions outside the direct control of the beneficiary must be created to implement the planned activities?

## APPENDIX E – COVER SHEET (FOR THE PROJECT BRIEF AND DETAILED PROPOSAL)

### Details about the Applicant and Project

<b>Title of the Call for Proposals Theme</b>	
Applicant	
Acronym	
Nationality	
Legal Status	
Address	
Telephone Number	
Fax Number	
Organization Email Address	
Organization Website	
Project Contact	
Email Address for the Project Contact	
Project Name	
Local Partners	
Location(s) (country, region(s), city/cities)	
Total cost of the action	
Contribution Requested from the RAAF	
Contribution(s) of Other Possible Partners	
Duration of the Action	

## APPENDIX F – APPLICANT INFORMATION FORM

**The applicant confirms that all the partners involved in this proposal have been consulted and have agreed to participate.**

Specify the total number of partners involved in the project:

<b>Full Name of the Organization:</b>	
<b>Acronym:</b>	
<b>Mailing Address:</b> (where all correspondence regarding this project should be sent)	
<b>Location of headquarters:</b> (if different from the mailing address)	
<b>Telephone:</b>	
<b>Fax:</b>	
<b>Email:</b>	
<b>Website:</b>	

<b>Purpose of the Organization:</b>	
<b>Zone(s) of Intervention:</b>	
<b>Sector(s) of Intervention:</b>	
<b>Membership in Groups, Networks, Platforms:</b>	
<b>Principal Publications by the Organization:</b>	
<b>Contact Person(s) for this Project:</b>	
Technical Contact: (name, telephone number and email address)	
Financial Contact: (name, telephone number and email address)	
Administrative Contact: (name, telephone number and email address)	
<b>Last name, first name and job title of the person in charge of the co-financing application dossier<sup>32</sup></b>	
<b>Last name and first name of the executive director (or equivalent):</b>	

<b>Date Founded:</b>	
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<sup>32</sup> Include in the administrative dossier a list of the people authorized to sign agreements and other official documents for the association.

<b>Legal Status:</b>			
<b>Prefecture Registration Information:</b>			
<b>No.</b>		<b>Date</b>	<b>Department</b>
<b>Date published in the Official Journal:</b>			
<b>If appropriate, the date on which public interest status was obtained:</b>			
<b>If appropriate, the date certified by a ministry and which ministry:</b>			

<b>Last name and first name of the President:</b>	
<b>Last name and first name of the Secretary General:</b>	
<b>Last name and first name of the Treasurer:</b>	
<b>Number of members making up the Board of Directors<sup>33</sup>:</b>	
<b>Date of the General Assembly during which the members of the current BoD and bureau were elected:</b>	
<b>Date on which the terms of office of these members ends:</b>	
<b>Planned date of the next General Assembly:</b>	

	2011	2012	2013
<b>Number of Members:</b>			
<b>Number of Dues-Paying Members:</b>			
<b>Amount of Dues:</b>			

<b>Staff at Organization Headquarters</b>	Total (FTE <sup>34</sup> )	Full-Time	Part-Time
Salaried Staff			
Unpaid Volunteer(s)			
Total			
<b>Staff in Other Countries:</b>	Total (FTE)	Full-Time	Part-Time
Salaried Expatriate(s)			
Local Staff			
Volunteer(s)			
Unpaid Volunteer(s)			
Total			

<sup>33</sup> Include a detailed list in the administrative dossier

<sup>34</sup> Full-time equivalent

Budget Categories by Expenditure Line	Total Amount of Funds Allocated over the Past Three Years					
	2011	%	2012	%	2013	%
<b>Functioning of the Organization</b>						
Staff costs (salaries of headquarters and field staff [expatriates and local hires])						
Rental fees						
Financial fees, taxes and levies						
Communications and fund raising costs						
Sub-Total						
<b>Interventions (10 budget lines max.)</b>						
..						
..						
..						
Sub-Total						
<b>TOTAL</b>						

## APPENDIX G – PROJECT PARTNER INFORMATION FORM

**The applicant confirms that all the partners involved in this proposal have been consulted and have agreed to participate.**

Specify the total number of partners involved in the project:

<b>Full Name of the Organization:</b>	
<b>Acronym:</b>	
<b>Mailing Address:</b>	
<b>Location of headquarters</b> (if different from the mailing address):	
<b>Telephone:</b>	
<b>Fax:</b>	
<b>Email:</b>	
<b>Website:</b>	

<b>Contact person(s) for this project:</b>	
<b>Last name and first name of the executive director</b> (or equivalent):	

<b>Date Founded:</b>	
<b>Legal Status:</b> (include the registration certificate or equivalent in the technical dossier; if the structure is informal, specify this here)	
<b>Last name and first name of the president</b> (or equivalent):	
<b>Number of members making up the board of directors (BoD):</b>	
<b>List of BoD members:</b>	

<b>Purpose of the organization:</b>	
<b>Principal fields of intervention:</b>	
<b>Association's human resources:</b>	
<b>Total annual budget in euros:</b>	
<b>Primary donors:</b>	
<b>Membership in networks, federations, groups, etc.:</b>	
<b>Background on and nature of the cooperation with the partner(s):</b> (institutional and contractual links)	
<b>Role and involvement in the preparation of the proposed project:</b>	
<b>Role and involvement in the implementation of the proposed project:</b>	
<b>Experience with similar actions according to</b>	

<b>the partner(s) role in the implementation of the proposed action:</b>	
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**APPENDIX H – BANK INFORMATION FORM**

Account Name <sup>35</sup>	
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**Contact at the bank**

Contact	
Job Title	
Address	
City	
Postal Code	
Country	
Tel.	
Mobile Phone	
fax	
Email	

**Bank**

Name of the Bank	
Address	
City	
Postal Code	
Country	

**Account**

Account Number	
IBAN <sup>36</sup>	
Comments:	

<b>BANK STAMP + SIGNATURE OF THE BANK'S REPRESENTATIVE (both mandatory) (3)</b>

<b>DATE+ SIGNATURE OF THE ACCOUNT HOLDER (mandatory)</b>

<sup>35</sup> Name or title under which the account was opened, not the name of the authorized agent.

<sup>36</sup> If International Bank Account Number (IBAN) Codes are in use in the country where your bank is located.

## APPENDIX I – COMPLETE ADMINISTRATIVE DOSSIER

The complete administrative dossier must be sent to the address below by the organization applying for funding prior to the signature of the grant contract:

*Agence Régionale pour l'Agriculture et l'Alimentation (ARAA) /  
Regional Agency for Agriculture and Food (RAAF)  
128 Bd du 13 Janvier, – 01 BP 1816 Lomé-Togo.*

The proposals must be addressed to the attention of the Executive Director of the RAAF.

One paper copy of the dossier shall be provided, consisting of:

- a certified true copy of the articles of association;
- a copy of the declaration of registration with the prefecture and a copy of the notice published in the *Official Journal* (or the equivalent in function of the laws in force in the country where the organization is based);
- dated list of the governing bodies and their contact information, including the date of the most recent elections and the members' names;
- organizational chart dated and signed by the Director;
- the minutes of the most recent General Assembly (GA) meeting, or at minimum the agenda of the most recent GA meeting and the main resolutions as well as any other document showing activities undertaken and done and a real associative life;
- the balance sheets and profit and loss statements for the past three (3) years (with appendices and explanatory notes), approved by the GA, and showing the origin (public or private) of financial resources. This information shall then need to be updated every year;
- projected budget for the current year, showing the list of public financing approved by the body responsible for setting and approving the organization's accounts (also indicating, if possible, if the financing is granted, requested or to request); and
- list of private financial backers contributing more than 15% of the organization's latest approved annual budget and the composition of these backers' Boards of Directors