



ECOWAS COMMISSION
COMMISSION DE LA CEDEAO
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CALL FOR PROJECT PROPOSALS

Project Title: "West Africa Milk Offensive Support Project (PAOLAO)"

CfP Title

PROMOTING LOCAL MILK COLLECTION IN WEST AFRICA AND THE SAHEL

GUIDELINES

CfP No.: ARAA/PAOLAO/2025/AP/02

Countries covered: sixteen (16) States in West Africa and the Sahel (Benin, Burkina Faso, Cape Verde, Chad, Côte d'Ivoire, The Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Niger, Nigeria, Senegal, Sierra Leone, Togo, Mauritania) and Northern Cameroon

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Owner: Economic Community of West African States (ECOWAS)



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Acronyms

AFD	Agence Française de Développement
AIBP	Agro-industrial by-products
APESS	Association for the Promotion of Livestock in the Sahel and Savannah
AWPB	Annual Work Plan and Budget
BN	Brief Note
BMN	Billital Maroobé Network (network of pastoralists' organizations in Africa)
CFP	Call for Project Proposals
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
COFENABVI-AO	Confederation of National Federations of the Livestock and Meat Sector of West Africa
COSEL	Selection Committee
DMNB	Densified Multi-Nutrient Block
DP	Detailed proposal
ECOWAP	ECOWAS Agricultural Policy
ECOWAS	Economic Community of West African States
NAIP-FSN	National Agricultural Investment Plans and Food Security and Nutrition
NGO	Non-Governmental Organizations
NNO	Notice of No Objection
OECD	Organisation for Economic Co-operation and Development
PACBAO	Livestock Marketing Support Program in West Africa
PRIDEC	Regional Investment Program for Livestock Development in West African Coastal Countries
RAAF	Regional Agency for Agriculture and Food
RAIP-FSN	Regional Agricultural Investment Plan and Food Security and Nutrition
ROPPA	Network of Farmers' and Producers' Organisations in West Africa
SDC	Swiss Agency for Development and Cooperation
SWAC	The Sahel and West Africa Club
VAT	All taxes included

General Information

In 2005, ECOWAS adopted a Common Agricultural Policy (ECOWAP), which is implemented through two main instruments: a Regional Agricultural Investment Plan and Food Security and Nutrition (RAIP-FSN) and a National Agricultural Investment Plan and Food Security and Nutrition (NAIP-FSN), on the one hand, and major initiatives, on the other. ECOWAP is part of a perspective of "food security and sovereignty" of the region in order to ensure the essential coverage of the food needs of a population expected to double over the next 25 years (from 290 million inhabitants in 2008 to more than 500 million in 2030). It is broken down into several specific objectives, ranging from the food security of populations to the integration of farms into the market, including job creation, intensification of production, reduction of the vulnerability of national agricultural economies and the implementation of appropriate mechanisms for agricultural financing.

Milk is one of the five strategic products¹ for food security and sovereignty identified by the regional agricultural policy (ECOWAP), given their economic and socio-cultural importance, their development potential and their contribution to the food production of the region. Indeed, West Africa is highly dependent on imports of these products from the international market. By way of illustration, the value of milk imports amounts to more than one billion US dollars each year, imports mainly consisting of low-end products, including fat-enriched milk powder. Yet the region has enormous untapped potential.

In 2020, ECOWAS adopted a regional strategy to promote local milk value chains in West Africa ("Milk Offensive") and, at the same time, a Regional Priority Investment Plan to address the specific challenges facing the milk sector. This strategy aims to promote "a West Africa that emerges as one of the African continent's dairy basins and gradually increases its contribution to regional trade in dairy products of Community origin." It aims **to double the volume of local milk production (from pastoral and agro-pastoral production systems) by 2030**, bringing it to 10 billion litres per year compared to about 5 billion litres in 2017. It also aims **to increase the incorporation of collected milk into the dairy process from 5% to 20%**. The development of this regional strategy for the promotion of local milk value chains in West Africa was supported by the European Union (through the PREDIP project) and Swiss Cooperation (PRAOP2).

The Milk Offensive was given a Regional Priority Investment Plan, which was broken down into National Plans in all ECOWAS Member States, plus Mauritania, Chad, and northern Cameroon. A regional platform for stakeholders in the milk sector in West Africa, covering these three countries, has been set up under the auspices of ECOWAS and regional professional organizations (RBM, APRESS, ROPPA, and CORET). The estimated cost of the required investments and the management **of the regional priority investment plan over a 10-year period is 2,844 billion FCFA** (a little over 4 billion euros). There is a strong commitment from all stakeholders directly involved in the development of the local milk sector (see the promotion campaign "**My milk is local**" in West Africa and its counterpart in Europe, the campaign "**Let's not export our problems** "). The private sector is becoming increasingly active in this area, as evidenced by the

¹ The five strategic products for ensuring food security and sovereignty of **the region are: rice, maize, cassava, meat and milk**. For each of these products, major initiatives are planned to make the most of the region's potential and reduce dependence on supplies from the international market

initiatives led by the WASU project supported by the MasterCard Foundation, on the one hand, and those of multinational companies (Arla, Danone, etc.), on the other.

To operationalize the Milk Offensive, ECOWAS relies on initiatives led by countries, the private sector, and other socio-professional organizations, on the one hand, and regional projects and programs subsidized by development partners, on the other: PRAPS 2, PRAOP3, and PAOLAO.

- a. The regional project to support pastoralism in the Sahel (PRAPS), funded by the World Bank, integrates in its component 3 devoted to the development of value chains, activities specifically oriented towards the development of "local milk" sectors through the construction of infrastructure (collection centres, mini-dairies, etc.). This project operates in six countries in the Sahel (Mauritania, Senegal, Mali, Burkina Faso, Niger and Chad) and focuses on camel milk,
- b. PRAOP3 is funded by Swiss cooperation to the tune of 7,648,651,200 CFA francs. In addition to strengthening the advocacy capacities of Producers Organizations, PRAOP3 combines the operationalization of two strategies adopted by ECOWAS: (i) youth employability in the agro-sylvo-pastoral and fisheries sector and (ii) the promotion of local milk value chains known as "Milk offensive". PRAOP3 allocates more than 4 million euros to calls for proposals for grassroots initiatives aimed at exploiting the potential for youth employment in local milk value chains. Currently, 25 initiatives selected on a competitive and commissioned basis and led by grassroots actors and producers' organizations are being implemented.
- c. PAOLAO is the second, but most important initiative led by ECOWAS. This project will focus its efforts on targeted, useful and effective actions at the regional level. PAOLAO will not provide direct support for milk production, nor explicitly for processing that requires large investments for which the project does not have sufficient resources. It focuses its efforts on promoting an investment-friendly environment by supporting the implementation of structural reforms, on the one hand, and supporting the structuring of the local milk sector, on the other. Finally, it will support advocacy efforts and the rollout of initiatives to distribute and promote the consumption of products made from or containing local milk. With this in mind, PAOLAO will promote pilot projects focusing on local milk collection and quality labels for local dairy products. Collection and consumption are major bottlenecks in the development of local milk value chains. A single call for projects will be launched on the two major themes mentioned above.

PAOLAO will harmonize and coordinate its actions and work in synergy with other projects and programs that affect livestock systems in general and pastoralism in particular such as PRAPS2, PRAOP3, PACBAO, PEPISAO2, PRADEP, MOPPS, etc. and with other projects such as the World Bank-funded FSRP, which works to promote value chains. PAOLAO will ensure that it fulfills its role as a lever project to support or trigger other initiatives. In this regard, PAOLAO will finance workshops and "high-level" meetings to mobilize resources for regional dairy sub-sector stakeholders to make investments in the sub-sector.

To be both useful and effective, PAOLAO will focus its actions on (i) the sovereign powers of ECOWAS, particularly in regulating and controlling imports of MGV blends, (ii) supporting the

operationalization of the regional platform, and (iii) informing and raising awareness among consumers. PAOLAO will mobilize resources to support advocacy efforts with decision-makers and consumers. It will target its efforts both on the Sahelian countries, which provide more than 40% of regional milk production, and on the countries located in the Sudanese and Guinean zones, which are net importers of dairy products, in order to facilitate the harmonization of stakeholders' positions on the reforms to be implemented.

In order to promote local dairy industries and reduce the region's growing dependence on imports of milk powder and dairy products, PAOLAO aims to:

- **Support ECOWAS in the management and implementation of its regional "local milk sector" strategy** through: (i) harmonizing and regulating the region's trade and tax policy (revision of the Common External Tariff (CET) applicable to milk powder; exemption for equipment needed to develop local milk production; VAT exemption for dairy products made from local milk); (ii) developing a directive promoting the incorporation of local milk; (iii) mobilizing resources and developing significant investments at the regional, state, and private sector levels;
- **Support the structuring of the local milk sector** through: (i) the operationalization of the regional platform for stakeholders in the milk sector; (ii) the dissemination of knowledge on dairy technologies and economic models; (iii) the implementation of pilot actions to promote milk collection;
- **Promote the consumption of local milk** through: (i) the deployment of a communication and information program for the general public on the consumption of local milk; (ii) the development of institutional purchases – through school canteens in particular;
- **Initiate a dialogue for increased mobilization and commitment from technical and financial partners in favour of this sector.**

Finally, PAOLAO will contribute to the implementation of the ECOWAS Milk Offensive and will cover the 16 States of West Africa and the Sahel (Benin, Burkina Faso, Cape Verde, Chad, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Niger, Nigeria, Senegal, Sierra Leone, Togo, Mauritania and Chad). However, certain specific activities could be implemented in northern Cameroon as part of capitalizing on the benefits of certain experiences in Sahelian countries and the area of influence of the regional dairy sector platform.

The direct beneficiaries of the initiative's results will be stakeholders in the local milk sector. They will seize the opportunities offered by the implementation of the priority program to expand the market outlets for their products in domestic and regional markets. This will particularly concern producers, collectors, collection centers, mini-dairies, dairies, and multinationals that promote local milk and offer local dairy products. Distributors and consumers of dairy products made from local milk will also benefit.

The PAOLAO project will also support best practices and innovations promoted by socio-professional, public, private, or international organizations working to improve one or more links in the local dairy chain, provided that the actions are implemented in the target countries in accordance with the objectives of the Milk Offensive.

The objective of this call for project proposals is twofold: (i) to capitalize on good practices promoted by grassroots actors that could be scaled up under specific conditions, and (ii) to amplify the effects and impacts of actions carried out by certain key actors in the local milk value chain in the area of collection. The aim is to support and document good practices that improve the

production, productivity, and competitiveness of local milk value chains in West Africa and the Sahel. This includes the development of inclusive, economically and socially viable and efficient technical and economic models that provide income and decent jobs, taking into account the specific gender issues that exist at different levels of the value chains.

The call for proposals aims to competitively select fifteen (15) initiatives in the area of local milk collection in West Africa and the Sahel. These are pilot projects with a minimum budget of one hundred and twenty-five thousand (125,000) Euros and a maximum budget of one hundred and fifty thousand (150,000) Euros.

This call for project proposals aims to attract applications on innovations around local milk collection.

The total amount of funds allocated, the countries concerned, the implementation period and the minimum and maximum amounts of grants awarded by ECOWAS under this call for project proposals are specified in the "Special Conditions" section.

The call for proposals is open for a period of eight (8) weeks.

Bidders will submit their project proposals in a single stage including the brief note, the detailed proposal and the required administrative documents (Appendices E to K). These administrative documents shall be sent by post or delivered by hand. In addition, a scanned version shall be sent by email.

Brief notes will be presented according to the form in Appendix A. Detailed projects will be presented using the template in Appendix B. Projects will be accompanied by a detailed budget (Appendix C) and a logical framework (Appendix D).

The selection of project proposals will be carried out in a first stage by the evaluation of the brief notes by a committee of consultants contracted by the RAAF. An initial list of selected applications will be forwarded by the said Committee to the RAAF for validation. Subsequently, on the basis of the validated list, an evaluation of the detailed proposals will be carried out by the Committee of consultants appointed by the RAAF.

Successful bidders will also be invited where applicable, to finalize their revised project documents incorporating the RAAF's comments within two (02) weeks of the date of notification of the selection results, prior to the signing of the grant agreements.

The grant agreements will be signed by ECOWAS and the project promoters.

The Call for Project Proposals (CfP) will be available on the following websites:

- ECOWAS website: www.ecowas.int
- CILSS website: www.cilss.int
- SWAC/OECD website: www.food-security.net
- RAAF website: <https://www.araa.org/>
- DARD website: <https://www.ecowap.ecowas.int>

The ministries responsible for livestock farming in the 16 West African and Sahelian states and Cameroon will be invited to widely disseminate information about this call for project proposals.

The main components of the call for proposals will also be disseminated in at least one official journal of each of the targeted countries.

The guidelines of the call for proposals will also be disseminated electronically to various actors involved in local milk value chain development initiatives in West Africa and the Sahel, and Cameroon, pre-identified by the RAAF and the regional platform.

Proposals will be written in one of the three (3) ECOWAS working languages, French, English or Portuguese. The call for project proposals will be published in these three (3) languages.

The brief note and detailed project document should be submitted via an online submission platform at **<https://appels.araa.org>**.

Bidders are strongly encouraged to strictly follow the instructions provided on the platform. The deadline for submitting brief notes and detailed projects is set for 10/11/2025 (DD/MM/YYYY) at 23:59'59" GMT. Any submission after this date will not be accepted.

Any project submission by any means other than the platform will be automatically rejected.

Frequently Asked Questions (FAQs): The RAAF maintains a list of frequently asked questions for all bidders seeking a better understanding of the call for proposals process and guidelines.

Therefore, requests for information may be submitted via the platform's FAQ section up to **15 days before the closing date of the call for proposals**. After this deadline, new questions will no longer be answered.

All answers to the questions asked by the bidders and the answers provided by the RAAF will be available within **08 days before the closing date of the call for project proposals** on the platform's FAQ section. This site will be updated regularly and bidders are encouraged to visit it

Section 1: Instructions to Bidders

Terms and Conditions

1.1. General terms

The call for proposals (CfP) aims to finance initiatives led by operators in the local milk sector focused on collection models in the value chain of that sector. The status of the operators targeted is specified in the "Special conditions" section.

Bidders must:

- Have proven experience in implementing development projects at various stages of the local dairy industry, specifically in area of collection;
- Demonstrate the ability to implement projects of a financial scale approved by the CfP;
- Demonstrate a capacity to collect at least 150 to 200 liters of local milk per day;
- Demonstrate a capacity to increase the volume of milk collected in their region;
- Demonstrate a capacity to consolidate and/or create direct and indirect jobs for young people (aged 18 to 35), both men and women.
- Have proven experience in project management in partnership with other local actors on similar initiatives (state technical services, private sector);

- Demonstrate proven experience in collaboration/contracting with farmers, dairies, and/or distributors.

The categories of actors invited to submit proposals are specified in the “Specific Conditions” section.

The target of the proposed actions is specified in the “Specific Conditions” section.

1.2. Procedure

ECOWAS co-finances projects designed and defined by actors mobilizing complementary functions and skills, for a period specified in the “Special Conditions” section.

Professional organizations submitting a proposal must work in partnership with other national or local organizations in order to meet the requirement for local anchoring of projects and to enable local capacity building.

Projects must be designed, defined, and implemented in agreement with the relevant local public institutions and their partners.

The maximum share of the total project budget that can be subsidized by ECOWAS is specified in the “Special Conditions” section of the call for project proposals, as are the documents that must be included in the administrative file as a guarantee of such co-financing.

The various forms of co-financing available are specified in the “Special Conditions” section of the call for project proposals.

ECOWAS's participation will cover eligible costs only. Eligible and ineligible costs are described in the “Special Conditions” section of the call for project proposals.

Funding for the selected projects will be provided in three (3) installments, the proportions of which are specified in the “Special Conditions” section. Bidders shall bear all costs related to the preparation and submission of their bids, and the RAAF shall in no way be held liable for these costs or required to pay them.

Expenses covered by ECOWAS will only be eligible from the date of signature of the grant agreement between ECOWAS and the project promoter.

1.3. Presentation of proposals

Only one call for project proposals will be launched, unless it proves unsuccessful, with the aim of selecting the best proposals and allowing sufficient time for the selected operators to take action on the ground and for the actions to generate measurable effects and feed into capitalization efforts.

The bidder is required to check and compile the checklist in Appendix I before sending the file to the RAAF via the platform. The checklist is an integral part of the file to be sent to the RAAF. The selection of proposals will be carried out by the RAAF by evaluating the brief notes and detailed proposals in three stages:

1. Stage 1: Eligibility of proposal
2. Stage 2: Evaluation of the **project’s brief note** (see Appendix A);
3. Stage 3: Evaluation of the **detailed proposal for bidders whose brief notes have been selected** (see Appendix B, C, D).

The submission of the brief note as well as that of the detailed project proposal will be done via the platform at <https://appels.araa.org>.

1.4. Audit, reporting, evaluation and capitalisation

The RAAF reserves the right to conduct audits on each grant tranche and evaluations (ex-ante, mid-term, ex-post) of co-financed actions, whether funded from its own resources or from specific funding, from the date of signature of the contract and throughout the project implementation period.

Periodic technical and financial reports as well as capitalization note relating to the activities implemented within the framework of the Project must be transmitted to the RAAF to allow the monitoring of the technical and financial execution. These three documents (technical reports, financial report, capitalization note) will be formally verified before the disbursement of the following grant tranches on the basis of an audit report carried out by an audit firm selected by the RAAF and whose services will be financed by PAOLAO.

The reporting modalities are specified in the "Special Conditions" section of the call for project proposals.

1.5. Contract currency and payment currency

Bidders must submit their proposals in euros. The budget must be established excluding taxes, be firm and non-revisable, on the understanding that taxes and customs duties are not eligible in the budget of the agreement signed by ECOWAS.

1.6. Conditions of the call for project proposals

By submitting their proposals, bidders are deemed to:

- Have read and accepted the conditions of the call for project proposals described herein;
- Have full knowledge of the nature and scope of the actions to be carried out, the local working conditions as well as all the constraints that these actions entail and;
- Have read and understood the general and special conditions (Sections II and III) of the call for project proposals.

1.7. Opening of proposals and selection committee

The opening of proposals will take place in Lomé, Republic of Togo, at the headquarters of the RAAF, by a committee specially created by the procurement department and composed of the head of the procurement unit, the head of the administration and finance division, the director of technical operations, and the PAOLAO coordinator or his representative. Proposals will be opened no later than 24 hours after the deadline for the call for project proposals. The proposal opening session is public, and bidders will receive instructions on how to participate in person or online.

For the evaluation of proposals, the RAAF will set up a subcommittee that could be supported by resource persons.

1.8. Determination of proposals compliance

Proposals that do not meet the eligibility criteria will be systematically rejected.

1.9. Evaluation and ranking of proposals

The evaluation of bids will be carried out by a pool of independent consultants recruited by the RAAF. The RAAF will have the final say on the outcome of the evaluations. The evaluation criteria and the scoring and ranking methods are specified in the “Special Conditions” section.

Fifteen (15) pilot projects for local milk collection are expected to be funded.

RAAF’s right to cancel the call for project proposals

The RAAF reserves the right to cancel the call for project proposals as long as ECOWAS has not awarded the grants, without incurring any liability towards the bidders, and without having to inform them of the reasons for the cancellation of the call for project proposals.

1.10. Improvement of technical and financial records

After selecting the detailed proposals, the RAAF will send the provisionally selected bidders comments to improve and finalize the operational contents of their proposals. These changes may result in a revision, without increasing the budget of the initially proposed action.

1.11. Confidentiality of the project selection process

No information relating to the review, evaluation, comparison of project proposal evaluators' ratings, or comments on the award of the grant may be disclosed to bidders or any other person not involved in the review and evaluation process.

Any attempt by an organization to influence the committee during the review and evaluation process of its proposal and the comparison of evaluators' ratings will result in the rejection of its proposal.

1.12. Information on the selection and award process

The list of project proposals whose brief descriptions have obtained the minimum required score and which have been selected after application of the geographical key indicated in the “Special Conditions” section will be published on the RAAF website. Successful and unsuccessful operators will be notified by individual email.

1.13. Signing of the grant agreement

After notifying the successful bidders and, where applicable, finalizing the detailed proposals taking into account the comments, the RAAF will send the draft co-financing agreement for approval prior to signing. The financing agreements will then be signed by the project promoter and by the RAAF on behalf of ECOWAS.

Special conditions

1.1. Available financial resources

The call for project proposals has a total grant budget of 2,250,000 Euros. It is anticipated that this total budget will be distributed among 15 funded projects, with grants ranging from a minimum of 125,000 Euros to a maximum of 150,000 Euros.

Bidders will contribute at least 20% of the grant amount, regardless of the nature and scope of their initiatives, including 15% in kind and 5% in cash. Consortia or bidder units led and composed mainly of women will contribute 17.5%, of which 15% in kind and 2.5% in cash.

2.2. Project duration

In order to ensure sufficient time for the actions to generate measurable, significant effects and to feed into capitalization and consultation processes, projects will be implemented over a minimum period of 24 months and a maximum period of 36 months.

2.3. Geographical and territorial conditions

The countries eligible under the call for project proposals to carry out the actions of the proposed projects are those of West Africa and the Sahel: Benin, Burkina Faso, Cabo-Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Niger, Nigeria, Senegal, Sierra Leone, Togo, Mauritania, Chad plus northern Cameroon.

The scope of a project may extend to one or more countries.

2.4. Target audience

The call for project proposals targets only actors and territories belonging to West Africa States and the Sahel as well as northern Cameroon. Actors involved in the collection chain are concerned by this call for projects.

In addition, each proposal should contribute to increasing the volumes of milk collected.

2.5. Expected actions

The proposals covered by this call for proposals aim to provide financial, technical, and methodological support to professionals in the local dairy sector who are associated with operators committed to developing milk value chains in general and to promoting good practices in local milk collection in particular.

The aim is to support the development of inclusive local milk value chains that operators have decided to initiate. The initiative could be implemented in partnership with other actors or structures. This approach is strongly recommended.

Four (4) principles should underpin the expected actions, namely:

- i. The participation and empowerment of operators in the local milk sector (producers, collectors, processors, traders, distributors, other service providers, etc.). These operators are the main targets of the project and therefore form the basis of interventions;
- ii. The consideration of potential environmental and social risks so that project actions do not negatively impact the environment and take into account gender and youth inclusion issues existing in the value chains;
- iii. The collective proposal must adopt a co-design approach to the actions undertaken, and with this in mind, provide for mechanisms and approaches that promote their adoption (consultation framework, multi-stakeholder innovation platform, etc.); and
- iv. The capitalization of achievements and lessons learned from successes and failures should be the subject of various products that facilitate exchanges at the local, national, and even regional levels. This capitalization and these exchanges will provide useful information to decision-makers for developing public policies.

2.6. Nature of projects

The call for proposals aims to co-finance projects to scale up technical and economic models that offer the possibility of developing inclusive, environmentally friendly local milk value chains based on technological, commercial and institutional innovations that increase the collection of quality local milk. They will be able to combine different actions and mobilize various skills; which implies multi-stakeholder assemblies and varied intervention scales.

2.7. Grant Amount

The amount of project subsidies may range from a minimum of one hundred and twenty-five thousand euros (€125,000) to a maximum of one hundred and fifty thousand euros (€150,000), excluding taxes and customs duties.

2.8. Nature of eligible bidders

To be eligible, project promoters must be actors in the local milk sector (producers, collectors, processors, retailers/distributors, service providers, etc.), professional organizations: groups, professional associations, cooperatives, economic interest groups, inter-professional organizations and national federations. Partnerships between these industry players are encouraged.

They must also meet the following conditions:

- i. Be financially sound and able to make their own contributions to the project and demonstrate the ability to scale up the project where it is proven to be economically and socially viable;
- ii. Have a good management capacity to effectively manage and implement the project; appreciable capacity through the: current organisational quality of the bidder, the skills and expertise of its staff;
- iii. Be able to collect between 150 and 200 litres of local milk on average per day, i.e. between 52,500 and 70,000 litres/year;
- iv. Be able to meet health, social and environmental standards related to the collection, processing and distribution of dairy products.
- v. Ensure that the project is well aligned with existing activities and the long-term strategy of the bidder and its partners; and
- vi. Be able and willing to share lessons learned with relevant stakeholders at sector level, and document them for the benefit of the sector.

The bidder must be an entity governed by the law of one of the West African and Sahel countries and Cameroon.

A bidder can only submit **one project proposal**. However, it may be listed as a partner in one (or more) other proposal(s).

2.9. Consortium of eligible actors

Field projects are strongly encouraged to rely on a partnership comprising **at least three of the categories of actors in the local milk sector, recognised by the technical services and regulations in force in the implementing country (ies)**. These are:

- A professional organization engaged in one or more of the chains of milk production, collection, processing, and distribution of milk and dairy products;
- A development operator (Association, semi-industrial unit, etc.) with sound experience in supporting and advising actors in the local milk sector;
- Economic Interest Groups;
- A local/territorial authority;
- A public or private company in the agri-food/agribusiness sector, contracting with actors in the local milk sector, aiming to process or market local milk or derived products; or
- A public or private company engaged in the provision of financial or insurance services.

2.10. Associates and contractors

The associates and contractors are neither applicants nor partners. They do not have to sign the declaration of partnerships.

a. Associates

Other organizations or individuals may be involved in the action. The associates actually participate in the action, but are not eligible for the grant, with the exception of daily allowances and travel expenses. These associates must not meet the eligibility criteria. The associates (public or private entities) must be mentioned in part B (detailed proposal).

b. Contractors

Beneficiaries and their affiliated entities may award contracts. Associates or affiliated entity(ies) cannot be both beneficiaries/affiliates and contractors of the project. Contractors are subject to the stated procurement rules.

2.11. Intended operation in the case of consortia of actors

Each project may be led by a consortium of stakeholders whose activities will be coordinated and overseen by the local milk sector operator (see III.8) or development operator (NGO, association, etc.) vis-à-vis ECOWAS. These actors, if brought together in a consortium, will work collectively during the formulation phase to ensure that the proposal is well aligned with the needs and capacities of each party in terms of implementation. The local dairy sector operator, as the project bidder, must be able to maintain the partnership between these actors from the design phase to the completion of the project activities.

The concept of a consortium of project members will require the detailed project proposal to specify the provisions and mechanisms designed to ensure: (i) the effective participation of each member in the formulation of the project proposal; (ii) balanced project governance (coordination and decision-making); (iii) a concerted distribution of grant funds; and (iv) shared ownership of references and capitalization products resulting from the project.

2.12. Procedure

The maximum grant share granted by ECOWAS is between 80 and 82.5% of the total budget of each funded project and does not exceed the maximum amount specified in 2.7. The bidder operator and/or its partners must provide a minimum co-financing of 17.5% for bidder groups or

units led or mainly composed of women and 20% of the total project budget for the other project promoters.

The co-financing required aims to increase the impact of field projects, empower operators in the implementation of projects, and promote interactions between different types of actors for the mobilization of funding. This co-financing of 17.5% to 20% may be totally in cash or partially in kind and in cash. In the latter case, the minimum required in cash is 2.5% for women's groups (cooperatives, groups, etc.) and 5% for others and 15% in kind, all other things being equal.

The project budget presented in the detailed proposal will include the ECOWAS grant (maximum of 80% to 82.5% excluding taxes and customs duties) and the co-financing of the consortium of project promoters from 17.5 to 20% (minimum) all taxes included (including VAT).

Some non-eligible expenses from the grant budget may be eligible for co-financing expenses incurred by the project promoter and its partners (taxes, customs duties, etc.).

According to the budget headings and lines, any amount entered in the grant column requested from ECOWAS will be "excluding taxes and customs duties".

Detailed project proposals must include co-financing that can take several forms and must be precisely costed:

- Co-financing by other financial partners (donors, public structures such as municipalities or regions, local development funds, etc.) allowing the financing of specific activities and infrastructure and/or to increase the scope of the project;
- Additional funding from development support projects financed by AFD that may be mobilized in certain countries;
- The provision of field staff on a permanent or temporary basis: the modalities of provision must be set out in the project document and will be the subject of an agreement between the project promoter and the organization that provides the staff;
- The contribution in kind from professional organizations in the local milk sector (provision of labour and materials for collective actions, promotion of advisors or technical agents involved in the project, provision of premises);
- Taxes, customs duties and other costs not eligible for the grant, but necessary and provided for in the co-financing budget of the project promoter and/or its project partners.

ECOWAS' contribution will cover eligible costs only.

Eligible costs are the costs actually incurred by the beneficiary(ies) and affiliated entity(ies). They can take the following forms:

- Unit costs: cover all or part of the specific categories of eligible costs that are clearly determined in advance by reference to an amount per unit;
- Lump sums: cover globally all or part of the specific categories of eligible costs that are clearly determined in advance; and
- Flat rate funding: covers specific categories of eligible costs that are clearly determined by the application of a percentage set in advance.

Amounts or rates should be estimated using objective information such as statistical data or any other objective means. It is also possible to refer to certified or verifiable historical data. The methods used to determine unit cost amounts or rates, lump sums or flat rates shall be verifiable. The cost estimate must be reasonable taking into account the costs already incurred by the

beneficiary(ies) and their partners; that they are in accordance with their accounting practices; that no profit is made and that they are not already covered by other sources of funding (no double funding).

The following are considered **ineligible** costs for the grant:

- Costs relating to the preparation and transmission of bids;
- Expenses not directly related to the project;
- Services carried out as part of an intervention as operators in other projects funded by the RAAF or ECOWAS, during appraisal or execution;
- Expenses for which funding was initially provided by another donor;
- Debts and debt charges;
- Provisions for potential future losses or debts;
- Interest expense;
- Foreign exchange losses;
- Loans to third parties; and
- Taxes and customs fees.
- Ineligible activities listed in each of the themes.

Funding of the selected projects will be disbursed in three instalments as follows:

- 50% at the signing of the grant agreement;
- 40% upon submission of a technical and financial implementation report; an external audit report on the first tranche commissioned and validated by the RAAF, certifying in particular an implementation rate of at least 70% of the first advance payment; and;
- 10% upon submission of the technical and financial implementation report; an external audit report commissioned and validated by the RAAF, certifying to an implementation rate of 100% for the first tranche and 70% for the second tranche.

A third and final audit, commissioned by the RAAF, will take place after the technical completion date of each project.

The Bidder undertakes to return any unused funds to the RAAF within 3 months of the deadline for using the funds. Furthermore, the RAAF reserves the right to seek reimbursement of insufficiently justified resources within the same timeframe (i.e., within three (3) months of the deadline for using the funds) in accordance with the conclusions of the final audit.

2.13. Project selection

In the first stage, brief notes that have obtained an evaluation score of at least 80/100 will be shortlisted. A geographical distribution will be made to ensure fairness in the allocation of field project grants among West African countries, Mauritania, Cameroon, and Chad. This distribution will also aim to enable capitalization and consultation activities around the development of local milk sector value chains in various agro-ecological contexts.

In the second stage, the detailed proposals submitted by the candidates whose brief notes have been selected will in turn be evaluated. Detailed proposals that have obtained an evaluation score of at least 80/100 will be shortlisted and ranked by country. The final selection will be made in order of merit by country, depending on the available funding.

In the event that two proposals from the same country are selected, they should not address the same theme. The selection committee will take into account the diversity of the industry chain links covered by the project proposals from each country. The aim of this diversity is to promote exchanges between industry players in the countries concerned and cross-capitalization by marketing corridor.

The selection committee also has the power to make decisions in the event of a tie between two proposals, in the absence of proposals from a country, or in the event that none of a country's project proposals are selected. In the event of a tie between project proposals from the same country, the analysis for the selection will take into account the themes addressed, considering the distribution of themes across the entire geographical area of the project in order to give attention to the least represented theme, thereby contributing to capitalization.

2.14. Evaluation methods

The project brief notes will be scored on a 100-point scale according to the scoring grid presented later in **Table No.3** (see Section 3).

The scoring of the detailed proposals will be based on 100 points according to the scoring grid presented later in table No.4 (see section 3). The evaluation results of the brief notes will then no longer be taken into account in the ranking of detailed proposals.

2.15. Summary of clauses on the inadmissibility of proposals

The elements presented below will result in the inadmissibility of a project proposal:

i. Inclusion in the budget of ineligible expenses:

- Expenses not directly related to the project;
- Services carried out as part of an intervention as operators in other projects funded by the RAAF or ECOWAS, during appraisal or execution;
- Expenses for which funding was initially provided by another donor;
- Debts and debt charges;
- Provisions for potential future losses or debts;
- Interest expense;
- Foreign exchange losses; and
- Loans to third parties.

ii. Other elements making proposals inadmissible:

- The amount of the grant requested does not comply with the minimum-maximum ranges indicated in the corresponding section;
- The duration of the proposed project is less than the minimum duration indicated or greater than the maximum duration indicated in the corresponding section;
- The project does not have the potential to improve collection systems; create jobs for young people (men and women) in the local milk value chain;

- The project promoter is not an actor in the local milk sector as defined in the corresponding section;
- The project is not based on a consortium consisting of at least two of the types of eligible actors indicated in the corresponding section, including necessarily a professional organization of the local milk sector;
- The consortium of actors does not include a professional organization of the local milk sector formally constituted;
- The administrative costs related to the requested grant exceed 7% of the amount of said grant;

2.16. Audit, reporting, monitoring, evaluation and capitalisation

An audit firm will be recruited by the RAAF to audit field projects based on disbursement tranches and purchase orders in the 17 countries covered by the call for proposals during the project implementation period. The aim will be to certify the expenditure of field projects in situ. To this end, project promoters will be required to make the original expenditure documents available for audit purposes.

The selection of this firm will be subject to AFD's Notice of No Objection (NNO).

Audit reports will be publicly available. The funds required to finance the audits will be borne by RAAF from the PAOLAO budget and are not to be included in the project budget.

Each project must identify a person responsible for monitoring and evaluation and have an internal results-based monitoring and evaluation system in place, enabling progress in the implementation of planned actions and changes in indicators (results indicators, effect indicators, and impact indicators) to be tracked. Generic indicators aimed at informing the description of the overall and specific objectives and expected results of PAOLAO “III.18 Objectives and expected results” will be included in each project mechanism. Bidders undertake to report quarterly on implementation indicators and to cooperate fully with the RAAF teams responsible for monitoring and evaluating the projects that have been funded.

Capitalization actions will be planned by the operators throughout the project and will be the subject of periodic reports.

2.17. Complete administrative documentation

Prior to the signing of the grant agreement, successful bidders will be required to provide the documentation contained in the complete administrative file set out in Appendix K for verification of their eligibility.

Section 2: Thematic Coverage

1. Definition of the theme

The theme of this call for proposals is the collection of local milk.

Collection is one of the bottlenecks in the local milk value chain in West Africa and the Sahel. According to available data, between 5 and 7% of domestic production volumes are collected for processing by industrial units located in the region. There are many reasons for this low collection rate:

- (i) The extreme fragmentation of supply, which is mainly the result of livestock farming systems dominated by pastoralism;
- (ii) Infrastructure failures in the main production areas;
- (iii) Low investment due to the ease of access to substitute raw material by industrial units, particularly milk powder,
- (iv) Competition from dairy imports and
- (v) The lack of trust and mutual understanding between the actors and stakeholders involved.

However, innovative efforts have been made in recent years to improve local milk collection. Some of the most notable initiatives include:

- (i) The promotion of multi-service collection centres, a kind of complex that offers livestock feed and sometimes other social services in exchange for milk,
- (ii) Collection agencies connected to dairies by service contracts,
- (iii) The digitization of collection, which encourages the involvement of a large number of producers, at the same time as facilitating quality control operations and the compilation of reliable statistical data.
- (iv) There is also a renewed interest in local products among consumers and a political discourse that re-appropriates the concepts of food sovereignty and localization of food systems.

Collection involves organizing milk production and transporting it to a storage or processing center equipped with the appropriate equipment. It is often carried out by milk producers organized into cooperatives who maintain dairy animal herds (most often in peri-urban areas or near hydro-agricultural facilities) while the other animals in the herds are taken to pasture. The operation includes (i) quality control of the milk collected, (ii) cooling of the raw milk, (iii) short-term storage (morning), (iv) sale to milk processors, (v) possible processing of milk into yogurt, (vi) related services: advances on livestock feed, advice to farmers, and other services (veterinary health, etc.).

The technical and economic models of collection centres range from cooperatives and other multi-stakeholder platforms, to economic interest groups, including inter-professional organisations, establishments, and even limited liability companies, etc.

2. Objectives and nature of the interventions targeted

<p>Overall objective</p>	<ul style="list-style-type: none"> • The overall objective is to substantially increase the volume of milk collected to supply local milk processing units, while contributing to the structuring of stakeholders and the integration of young people (men and women) into the various links of the value chain in the different dairy basins in each country
<p>Specific objectives</p>	<ul style="list-style-type: none"> • Improve the local milk collection and storage system to significantly increase the available supply volumes for domestic industries; • Strengthen collection systems with adequate equipment (collection means, cans, refrigeration, etc.); • Strengthen quality control of local milk, • Strengthen the provision of services to production systems and agricultural households to improve the attractiveness of collection systems • Strengthen the skills of collectors,
<p>Priority issues</p>	<ul style="list-style-type: none"> • Development of collection system models, including multi-service collection centers, • Development of contractual agreement between key stakeholders in value chains (livestock farmers’ associations and manufacturers), (collection and industrial centres), (collectors and individual or cooperative mini-dairies), (manufacturers and distributors), on the one hand, and between public technical services and financing institutions and other service providers, on the other hand. • Profitability of operations and improved competitiveness of local milk in local and regional markets.
<p>Cross-cutting issues</p>	<ul style="list-style-type: none"> • Adaptation to climate change and environmental and social protection, • Gender equality and working conditions, • Human nutrition, one health, • Youth employment (men and women).

Targeted stakeholders	<ul style="list-style-type: none"> • Breeders and agro-breeders' organizations, • Economic interest groups (youth, men and women) • Cooperatives and processing units (mini-dairies and dairies), • Dairy products aggregator associations or companies • Dairy product distributors
Fostered Partnerships	<ul style="list-style-type: none"> • Partnership between collection centres and breeders' associations, between collection centres and mini-dairies or dairies, mini-dairies, dairies and distribution centres, mini-dairies and public institutions (institutional markets, product certification), financial and insurance services • Partnership with suppliers of equipment, inputs and services.
Nature of the intervention	<ul style="list-style-type: none"> • Scaling up or strengthening an inclusive and efficient technical economic model for milk collection
ECOWAS grant per project	<ul style="list-style-type: none"> • 80% to 82.5% of the project amount varying between 125,000 and 150,000 Euros
Leading co-financing	Between 17.5% and 20% of the grant including a minimum of 2.5 to 5% in cash
Duration of project implementation	Twenty-four (24) months minimum and Thirty-six (36) months maximum

Eligible activities

Several models of milk collection systems operate in the region.

Capitalization work has shown that the most functional and efficient systems are those whose activities include related functions, on the one hand, and which have been able to remove institutional, organizational, and infrastructural bottlenecks, on the other. The main constraints facing collection systems relate primarily to: (i) inadequate equipment for collecting, storing, packaging, and transferring products to processing units, (ii) the low level of competence of collectors (in organizing collection, quality management, data recording, etc.), (iii) poor management of collection centers due to the low organizational capacity of stakeholders, (iii) the absence of contracts for certain centers or systems, and (iv) the seasonality of collection, which limits the amount of milk processed over the year.

In this context, the model of multi-service collection centers or systems that the project seeks to promote can include:

- Construction of infrastructure (reception room, storage room, sanitary facilities, office, etc.)
- Purchase of equipment for fresh milk collection and storage (cans, tanks, etc.)
- Purchase of vehicles suitable for the areas (carts, bicycles, motorcycles, vans, etc.)

- Purchase and distribution of consumables (packaging, milk testing products, etc.)
- The creation and networking of collection points
- Training of beneficiaries (producers and collectors) on good practices
- Purchase and resale of livestock feed.
- Establishment of a well-structured management committee
- Purchase of instruments for measuring and controlling milk quality
- Digitalisation of quality control and transaction payment processes
- Etc.

Ineligible Activities

The following actions are not eligible:

Research, capitalization, advocacy and policy dialogue activities, public policy measures.

The same applies to the implementation of insurance systems for collectors, processors and distributors.

Section 3: Criteria and scoring grids for proposals

Prior to the scoring of the brief notes, the following eligibility criteria will be applied. (Table No.1).

TABLE N°1: ELIGIBILITY CRITERIA

Criteria	Indicators
Type of bidder	<ul style="list-style-type: none"> Correspondence with one of the types of development operators eligible for project proposal submission
Establishment of the consortium or group of operators responsible for the implementation of the project	<ul style="list-style-type: none"> Effective presence of at least three types of eligible members in consortia or group of operators Presence of a professional organization of the local milk sector formally constituted within the consortium Project promoter subject to the law of one of the West African States and the Sahel as well as northern Cameroon
Quality of project stakeholders' commitment	<ul style="list-style-type: none"> Minimum level of co-financing from the project promoter and partners is between 17.5% and 20% The nature of the co-financing (and the convertibility into explicit monetary value of the co-financing in kind) with documents certified by an audit firm
Budget and duration of proposals	<ul style="list-style-type: none"> Grant budget (80% to 82.5% of total) between 125,000 and 150,000 Euros Minimum duration 24 months and maximum duration 36 months
Consistency between the objectives and activities of the project proposal and the objectives and types of eligible activities under PAOLAO	<ul style="list-style-type: none"> Actors in the local milk value chain Consideration of eligible activities (major types of activities listed)
Quality of risk mitigation measures proposed by the consortium or group of operators	<ul style="list-style-type: none"> Measures to mitigate or mitigate environmental effects Social protection plan

The specific criteria for PAOLAO have been incorporated into the scoring grids for brief notes and detailed proposals, and are presented in Table 2.

TABLE N°2: SCORING CRITERIA SPECIFIC TO PAOLAO

Criteria	Indicators
Relevance of the proposal to the purpose of the CfP	<ul style="list-style-type: none"> ● Presentation and justification of the levers of action to engage/support the development of the local milk sector in general and the increase in the volumes of local milk collected, in particular ● Collected volume and target increase
Establishment of the consortium or group of operators responsible for the implementation of the project	<ul style="list-style-type: none"> ● Level of integration of the consortium or group of operators in the project area, ● Previous experiences of collaboration justified by a certificate of good performance, ● Modalities of operation of the consortium or group of operators (formulation of the proposal, governance, distribution of the budget, ownership of the references and capitalization products generated)
Experience of development operators who are members of the consortium or group of operators (NGOs, Association)	<ul style="list-style-type: none"> ● Experience in the local milk value chain: collection, processing, marketing, distribution; ● Experience in multi-stakeholder project management justified by a certificate of good performance; ● Capitalization experience;
Experience of other members of the consortium or group of operators	<ul style="list-style-type: none"> ● Prior knowledge of the problems of the sector; and the obstacles and levers to the adoption of good practices and innovations in value chains; ● Participation in national, sub-regional networks and/or the sector.
Technical and methodological quality of the proposal	<ul style="list-style-type: none"> ● Alignment between the proposed activities and the expectations of the target audience; ● Explanation of the innovative nature of the proposal (in particular in terms of system, methods, models, mechanisms) for the development of local milk value chains and derived products; ● Relevance of the proposed combination of themes and activities; ● Consistency between the territory of intervention considered and the objectives and results of the proposal; ● Robustness of the monitoring and evaluation system; ● Specificity of the capitalisation process; ● Explanation of the proposed approach and system of internal capitalization for the project.

Consideration of cross-cutting issues	<ul style="list-style-type: none"> • Gender equity aspects; • Environmental and energy-related aspects; • Conflict prevention; • Labour and working conditions.
Ability to scale up and continue actions already underway	<ul style="list-style-type: none"> • Explanation of the modalities for the continuation of the actions undertaken by the project at the end of the financing; • Demonstration of the ability to mobilize technical and financial resources in the post-project phase; • Justification of the sustainability of the project actions;
Consistency between stated objectives, activities and identified resources	<ul style="list-style-type: none"> • Consistency between objectives, results and activities, and budget; • Time required to achieve the advertised effects and impact.
Complementarities and synergies with other interventions in areas close to those targeted by the project	<ul style="list-style-type: none"> • Complementarities and possible synergies with other actions of the Agence Française de Développement on the one hand, and with the actions of other donors and development operators around the development of local milk value chains on the other hand.

TABLE N°3: PROJECT BRIEF SCORING GRID

Headings	Score	Weighting	Maximum score
1. Project consistency	1-5 points	Subtotal	40
1.1 Clear presentation of the issue of promoting local milk value chains in the project area	5	2	10
1.2 Clear definition of the objectives and expected results of the action and their link with the objectives of the call	5	2	10
1.3 Consistency of the proposed combination of activities with the objective of the proposal and the objective of the CfP	5	1	5
1.4 Relevance of the partnerships envisaged for the implementation of the project	5	1	5
1.5 Innovative nature of the proposal (added value of the action)	5	2	10
2. Approach and management	1-5 points	Subtotal	40
2.1 Consistency between expected results, planned activities and proposed methodologies	5	1	5
2.2 Experience of the bidder and its partners in implementing similar projects	5	3	15
2.3 Clarity of the distribution of responsibilities and roles of the consortium partners or group of operators (complementarity, synergies between consortium actors)	5	1	5
2.4 Experience(s) of collaboration between partners of the consortium or group of operators	5	1	5
2.5 Project management system	5	2	10
3. Results and impact	1-5 points	Subtotal	20
3.1 Accuracy and feasibility of expected results in the medium term	5	1	5
3.2 Impact on target groups and long-term end beneficiaries	5	1	5

3.3 Degree of sustainability of the expected generated processes	5	1	5
3.4 Ability to scale	5	1	5
Total score			100

Evaluation of brief notes

- 1) The project brief note will be assigned a score between 20 and 100 in accordance with the evaluation grid above.
- 2) The evaluation criteria are divided into headings and sub-headings. For each sub-heading, a score between 1 and 5 is assigned, according to the following scoring scale: 1 = very insufficient; 2 = insufficient; 3 = average; 4 = good; 5 = very good.
- 3) Only project brief notes that have achieved a minimum score of 80 points will be shortlisted.

TABLE N°4: SCORING GRID FOR DETAILED PROPOSALS

HEADING	Score	Weighting	Max Score
1. Relevance of the project	1-5 points	Subtotal	25
1.1 Are the issues addressed clearly presented? Has the link between the issues and the proposed activities, and the needs of the value chain in question, the beneficiaries and the target group (s), been adequately explained?	5	1	5
1.1.1 Has the link between the issues and the proposed activities, and the needs of the value chain in question, been adequately explained?	2	1	2
1.1.2 Has the link between the issue and the proposed activities, and the needs of the final beneficiaries and the target group (s), been adequately explained?	3	1	3
1.2 Are the objectives of the action and the levers for action to initiate/support the development of the sector, and their link with the needs of the beneficiaries and the target group(s), well defined?	5	1	5
1.3 Is the innovative nature (added value) of the proposal relevant to the themes selected? Is it well presented?	5	1	5
1.3.1 Is the innovative nature (added value) of the proposal relevant to the themes selected?	2	1	2
1.3.2 Is the innovative nature of the proposal well presented?	3	1	3
1.4 Does the consortium or group of operators formed meet the challenges of the action (intervention scales, functions and skills of the various actors involved)?	5	1	5
1.5 Is the value chain considered consistent with the objectives and expected results of the action?	2	1	2
1.6 Are cross-cutting issues related to essential needs for adaptation to climate change, gender equity aspects, possible local conflicts, labour and working conditions and environmental preservation addressed?	2	1	2
1.7 Are the effects and impact announced consistent with the duration of the project?	1	1	1

2. Methodology	1-5 points	Subtotal	20
2.1 Does the general structure of the project reflect the analysis of the basic problems?	5	1	5
2.2 Is the action plan clear and achievable? Are the proposed activities appropriate, practical and consistent with the objectives and expected results?	5	1	5
2.2.1 Is the action plan clear and achievable?	1	1	1
2.2.2 Are the proposed activities appropriate, practical and consistent with the objectives?	2	1	2
2.2.3 Are the proposed activities appropriate, practical and consistent with the expected results?	2	1	2
2.3 Is the level of involvement and participation of consortium or operator group partners in decision-making and activities satisfactory?	5	1	5
2.4 Is the internal monitoring and evaluation system of the project satisfactory?	3	1	3
2.5 Are the proposed communication and internal capitalization approach and mechanism for the project clearly explained and relevant?	2	1	2
3. Operational and financial capacity	1-5 points	Subtotal	25
3.1 Does the bidder have sufficient experience in managing multi-stakeholder projects?	5	1	5
3.2 Do the bidder and its partners have sufficient technical expertise in the development of value chains in the sector?	5	2	10
3.3 Do the bidder and its partners have sufficient financial management capacity?	5	1	5
3.4 Do the bidder and its partners have sufficient capitalization experience?	5	1	5
4. Impact / Sustainability	1-5 points	Subtotal	15
4.1 Is the action likely to have a tangible impact on final beneficiaries and target groups?	5	1	5
4.2 Are the possibilities and modalities for continuing the actions undertaken and the results obtained by the project at the end of the funding sufficiently explained?	2	1	2

4.2.1 At the institutional level, will there be structures or organizations allowing the continuation of activities?	1	1	1
4.2.2 Will there be local ownership of the project results?	1	1	1
4.3 Would the project have multiplier effects? (In particular, possibility of repetition and extension of project results and dissemination of information).	5	1	5
4.3.1 Are there opportunities for repetition and extension of project results?	1	1	1
4.3.2 Are there possibilities for disseminating the references and information generated?	1	2	2
4.3.3 At policy level (if applicable), what will be the structural impact of the project? Will it contribute to the improvement of the legal framework, the application of regulations, etc.	1	2	2
4.4. Are complementarities and possible synergies with the actions of other donors and development operators around the development of the value chains of the sector possible and envisaged?	3	1	3
5. Budget and cost-effectiveness	1-5 points	Subtotal	15
5.1 Is the relationship between resources (human and technical) and expected results satisfactory?	5	1	5
5.2 Are the proposed resources (human and technical) necessary for the implementation of the project?	5	2	10
Total score			100

Evaluation of Detailed Proposals

- 1) The detailed proposal will be assigned a score between 20 and 100 in accordance with the evaluation grid above.
- 2) The evaluation criteria are divided into headings and sub-headings. For each sub-heading, a score between 1 and 5 is assigned, according to the following score scale: 1 = very insufficient; 2 = insufficient; 3 = average; 4 = good; 5 = very good.
- 3) Only detailed proposals that have achieved a minimum score of 80 points will be shortlisted.
- 4) A ranking of the detailed proposals will be established on the basis of the score obtained, following the descending order of the ranking, and according to the country where the action is proposed.
- 5) The detailed proposal by country with the highest evaluation scores will be selected.

- 6) If there are more than two good proposals in a single country, the third will be awarded to the next country with a project score of at least 80 points.

Appendices

A. Project brief note form

Applications deadline: **10/11/2025 (DD/MM/YYYY) at 23:59'59" GMT**

WARNING

Please complete this form carefully, in order to facilitate its use by evaluators.

The evaluation of your project brief note will only be done if your proposal is deemed eligible.

The project brief file must include:

- Single brief proposal document, the content of which must follow the diagram presented in this template (Appendix A)
- Cover page (template in Appendix E) of the project brief note signed by the person authorised to apply for co-financing for the organisation.
- Completed project partner (s) information sheet (s) (template sheet in Appendix G)
- Declaration of partnership (Appendix H)
- Checklist of documents to be sent (Appendix I)

Format and content of the summary note

The project brief note should follow the outline below (font and size should be Arial 10). Any project brief note that does not meet these requirements will be rejected without evaluation.

Please provide the following information using the questions below.

1. Summary of the action. (1 page)

1.1 Brief description of the proposed action

2. Relevance: (1 page)

2.1- How relevant is your proposal to the needs and constraints of the target country and corridor in terms of developing the local milk sector?

2.2- Who are the final beneficiaries and target groups considered, and according to what criteria?

2.3- Who are the partners involved in the proposal, with what objectives and on the basis of what joint experience(ies)?

2.4- What are the objectives pursued and the expected results (effects and impact)?

2.5- What is the added value of the action: what does the action bring in relation to the various development initiatives of the local milk sector being implemented in the target corridor?

3. Methodology and Sustainability: (1.5 pages)

3.1 What are the main activities of the project?

3.2 What are the main methodologies considered for the implementation of the action?

- 3.3 What are the considered functions of your organisation and the partners of the consortium or group of operators formed?
- 3.4 What are the modalities of operation of the consortium or group of operators (formulation and implementation of the project)?
- 3.5 How will the project achieve its sustainability goal?
- 3.6 Would the project have multiplier effects?

4. Operational capacity and expertise: (1 page)

- 4.1 What experience does your organization have in supporting actors in the local milk sector, managing multi-stakeholder project(s) (coordination, financial management, monitoring and evaluation) and capitalization?
- 4.2 What experience does your organisation and your partners have in developing the local milk sector?

5. Budget (*template in Appendix C*)

6. Logical Framework (*template in Appendix D*)

B. Detailed proposal form

Application deadline : 10/11/2025 (DD/MM/YYYY) at 23:59'59" GMT.

WARNING

Please complete this form carefully, in order to facilitate its use by evaluators.

Verification of the eligibility of the detailed proposal will only be carried out for proposals that have been provisionally selected following the evaluation of the brief notes. This verification will be done on the basis of the documents required by the RAAF, the list of which is given below.

Any detailed proposal that does not meet these requirements will be rejected without evaluation.

The detailed proposal file must include:

- Single detailed proposal document, the content of which must follow the diagram presented in this template (Appendix B);
- Proposal budget (template in Appendix C);
- Logical framework of the proposal (template in Appendix D);
- Cover page of the detailed proposal signed by the person entitled to apply for funding for the organisation (Appendix E);
- Information sheet relating to the bidder (applicant) completed and signed by the person authorised to apply for funding for the organisation (template in Annex F);
- Completed project partner (s) information sheet (s) (template sheet in Appendix G);
- Declaration of partnership (Appendix H);
- Declaration of integrity, eligibility and environmental and social commitment duly signed by the project promoter (Appendix J);
- Checklist of documents to be sent (Appendix I).

Format and content of the detailed proposal

The detailed project proposal should follow the outline below (font and size should be **Arial 10**). Any detailed project proposal that does not meet these requirements will be rejected without evaluation.

Please provide the following information using the questions below.

1. Description

1.1. Title

1.2. Location(s)

Country, target territory

1.3. Duration (in months)

1.4. Cost of the action (of the project) and amount of the grant requested (in EUR)

Total eligible costs of the action (A)	Amount of grant requested (B)	% of grant requested in relation to the total eligible costs of the action (project) (C) = (A/B) x 100
EUR	EUR	%

1.5. Presentation of the consortium of partners or the group of operators formed to carry out and implement the action (Maximum 2 pages²)

Please provide the required information regarding the following:

1.5.1. Presentation of the bidder:

- Experience in multi-stakeholder project management (including coordination, financial management and monitoring and evaluation)
- Capitalization experience
- Ongoing activities related to the development of the local milk value chain

1.5.2. Presentation of other partners or operators:

- Experience in supporting professionals in the local milk sector
- Knowledge of livestock development issues and the obstacles and levers to the development of the local milk value chain
- Ongoing activities relating to the development of the local milk value chain

1.5.3. Previous experiences of collaboration between members of the consortium or group of operators

1.6. Objectives (Maximum 1/2 page)

Please describe the overall objective(s) that the action contributes to achieving as well as the specific objectives that the action aims to achieve.

1.7. Justification (Maximum 4 pages)

Please provide the required information by answering the following questions:

- 1.7.1. Relevance of the action to the objectives and priorities of the call for project proposals.
- 1.7.2. Nature of the problem to be solved; identification of needs and constraints in the development of *the local milk sector* relating to the themes selected.
- 1.7.3. Identification of levers for action and justification of the proposed combination of actions.
- 1.7.4. Description of target groups and final beneficiaries and estimation of their number.

² Purely explanatory footnotes will not be reproduced in the application forms.

- 1.7.5. Reasons for selecting target group(s) and final beneficiaries, and identification of their specific needs and constraints. How does the action help to satisfy and lift them?
- 1.7.6. Justification of the value chain/link considered.
- 1.7.7. Justification of the consortium or group of operators formed, and description of the modalities of operation of the consortium
- 1.7.8. Level of integration of the consortium or group of operators in the development *of the local milk sector*;
- 1.7.9. Consideration of cross-cutting issues (gender equality, the role of young people in the desired changes, others) in the proposal.

1.8. Detailed description of results and activities (Maximum 8 pages)

Please include the title and a detailed description of each result and each activity planned to produce the results, explaining the reasons for choosing these activities and specifying, where applicable, the role of each partner in these activities. In this regard, the detailed description of the activities should not repeat the action plan (see Section 1.10).

1.9. Methodology (Maximum 4 pages)

Detailed description of the following:

- 1.9.1. Implementation method and reasons for the choice of the proposed methodology;
- 1.9.2. If the action extends an existing action, please explain how it builds on the results of that action;
- 1.9.3. If the action is part of a larger programme, please describe how the action fits into that programme and how coordination is ensured;
- 1.9.4. Please describe the potential synergies with the national and regional policies and strategies of the sector targeted by the selected themes. To what extent will the project contribute to inform decisions and discussions on the design and implementation of the sector's national and regional programmes?
- 1.9.5. What organisational, institutional, methodological or technical innovation(s) is/are proposed by the project?
- 1.9.6. Monitoring and evaluation system considered (internal and/or external);
- 1.9.7. Presentation of the proposed approach and capitalization mechanism, and the capitalization experiences of the bidder and partners;
- 1.9.8. Description of the participation and role of each of the members of the consortium or group of partners in the action, and the reasons for the role of each of them;
- 1.9.9. Description of the participation and role of other actors (target groups, local authorities, etc.) in the action and the reasons for the role of each of them;
- 1.9.10. Proposed human resources for the implementation of the action (by function – there is no need to specify the names of the people);
- 1.9.11. Main methods proposed for the implementation of the action (equipment, material, etc.).

1.10. Duration and multi-year action plan

The duration of the action will be ___ months.

Note: Applicants are recommended to include a safety margin in the action plan. This must not include detailed descriptions of activities but just their title while taking into account the codification allowing each activity to be linked to the elements of the logical framework (GO, SO, R, Project Activities).

The action plan shall be drafted in accordance with the following template:

Year 1 work plan and annual budget (40% of budget)

Activities Logical Framework	Activities year1	Annual Output	Tasks	Task weights	Budget USD	Timeline				Manager	Comment	
						Q 1	Q 2	Q 3	Q 4			
Act. 1.1.1.	Act. 1.1.1.1.											
Act. 1.1.1.	Act. 1.1.1.1.											

Year 2 work plan and annual budget (50% of budget)

Activities Logical Framework	Activities year1	Annual Output	Tasks	Task weights	Budget USD	Timeline				Manager	Comment
						Q 1	Q 2	Q 3	Q 4		
Act. 1.1.1.	Act. 1.1.1.1.										

Act. 1.1.1.	Act. 1.1.1.1.										

Annual work plan and budget for year 3 (10% of the budget),

Activities Logical Framework	Activities year1	Annual Output	Tasks	Task weights	Budget USD	Timeline				Manager	Comment
						T 1	T 2	Q 3	Q 4		
Act. 1.1.1.	Act. 1.1.1.1.										
Act. 1.1.1.	Act. 1.1.1.1.										

2. Results achieved

2.1. Expected impact on target/beneficiary groups (Maximum 2 pages)

Please indicate how the project will improve:

- 2.1.1. The situation of target/beneficiary groups.
- 2.1.2. The technical and management capacities of the target groups and/or partner(s).

2.2. Concrete results (Maximum 1 page)

Please be specific and quantify the expected results as much as possible. In particular, indicate the planned publications.

2.3. Multiplier effects (Maximum 1 page)

Please describe i) the possible synergies with other projects and actions of actors mobilized around the development of the *local milk* sector and in the target countries, ii) the modalities of continuation of the actions undertaken by the project at the end of the funding, as well as iii) the possibilities of replication and extension (scaling up) of the project results.

2.4. Sustainability (Maximum 3 pages)

Please distinguish the three aspects:

- 2.4.1. Financial and economic aspects: how will the activities and/or the management structure(s) possibly put in place be financed at the end of the grant?
- 2.4.2. Institutional aspect: will there be structures for the continuation of activities at the end of the action? How to ensure local "ownership" of the results of the action?
- 2.4.3. Possible political aspect: what structural impact will the action have? For example, will it lead to improved legislation, regulations, methods, etc.?

2.5. Logical framework

Please complete Appendix D.

3. Action Budget

Please complete Appendix C.

4. Expected funding sources

Please specify the sources of funding (own resources of the bidder and its partners, or other donors) indicating which ones have already been acquired and which ones are planned.

(Write VAT and in EUR, any amount entered in "subsidy requested" must be duty-free)

Project Title:

.....

Budget (EUR) (1)	Year 1				Years 2				Total Years 1 + 2 (2)	Applicant contribution to co-financing	Grant requested
Costs	Unit	Quantities	Unit Cost	Total	Unit	Quantities	Unit Cost	Total			
1. Human Resources											
1.1 Salaries (gross amounts including social security charges and other related costs, local staff)											
1.1.1 Technical	Per month				Per month						
1.1.2 Administrative/support staff	Per month				Per month						
1.2 Salaries (gross amounts including social security charges and other related costs, expatriate/international staff)	Per month				Per month						
1.3 Per diem for missions/trips (3)											
1.3.1 Abroad (staff assigned to the project)	Per diem				Per diem						
1.3.2 On-site (project staff)	Per diem				Per diem						

1.3.3 Participants in Seminars/Conferences	Per diem				Per diem						
Subtotal Human Resources											
2. Travel											
2.1. Local or regional trips (West Africa)	Per month				Per month						
Travel Subtotal											
3. Equipment and supplies (4)											
3.1 Vehicle rental	By vehicle				By vehicle						
3.2 Furniture, computer equipment											
3.3 Machines, tools etc.											
3.4 Spare parts/equipment for machines, tools											
3.5 Other (specify)											
Subtotal equipment and supplies											
4. Local office											
4.1 Office rental	Per month				Per month						
4.2 Consumables - office supplies	Per month				Per month						
4.3 Other operating expenses (tel/fax, electricity, maintenance)	Per month				Per month						

Local Office Subtotal											
5. Other costs, services (5)											
5.1 Publications											
5.2 Studies, action research necessary for the conduct of the project											
5.3 Evaluation costs											
5.4 Translation, Interpreters											
5.5 Conference/Seminar Costs											
5.6 Communication and visibility actions (6)											
Subtotal Other costs, services											
6. Direct costs of project investments											
Insert as many lines as necessary to quantify the activities planned by theme – these investments should constitute at least 70% of the funding of the ECOWAS grant											
Subtotal project investments											
Subtotal Other											
7. Subtotal of eligible direct costs of the Action (1 to 6)											

8. Contingency provision (5% maximum)											
9. Total eligible direct costs of the Action (7+8)											
10. Administrative costs (maximum 7%) (7)											
11. Total eligible costs of the action (9+10) (VAT and EUR)											

NOTE BENE:

- 1) The description of the items must be sufficiently detailed and must show each of their main components. The number of units and the unit rate must be specified for each component according to the indications provided. Unit costs may, where relevant, be based on average costs.
- 2) This is the total taking into account all years of the project. This total includes the grant and the share of co-financing.
- 3) Indicate the countries where the per diems are incurred, and the applicable rates. The per diem covers accommodation, meals, transport costs within the area of assignment and out-of-pocket expenses.
- 4) Acquisition or rental costs.
- 5) To be detailed. Lump sums are not accepted.
- 6) Communication and visibility activities should be planned and budgeted for at each stage of project implementation.
- 7) This is a lump sum covering the indirect costs of the action and for which the grant beneficiary does not have to provide supporting documents. These include, for example, indirect additional staff costs. The amount of such administrative costs requested on the grant shall not exceed a maximum of 7% of the total grant requested.

NB: The bidder is solely responsible for the accuracy of the financial information provided in these tables.

D. Logical framework of the activity

	Intervention logic	Objectively Verifiable Indicators	Base value	Target value	Sources and means of verification	Assumptions
General objectives	What are the overall objectives to which the action will contribute?	What are the key indicators related to these general objectives?			What are the sources of information for these indicators?	
Specific objective	What specific objective should the action achieve as a contribution to the overall objectives	Which indicators show in detail, that the objective of the action is achieved?			What sources of information exist and can be gathered? What are the methods for obtaining this information?	What factors and conditions outside the Beneficiary's responsibility are necessary to achieve this objective? (External conditions) What are the risks to consider?
Expected results	Are the results the achievements that will allow specific objective to be reached? What are the expected outcomes? (Number these results)	What indicators make it possible to verify and measure that the action is achieving the expected results?			What are the sources' information for these indicators?	What external conditions must be carried out to achieve the expected results in the expected time?

<p>Activities to be developed</p>	<p>What are the key activities to be implemented, and in what order, in a way to produce the expected results? (Group activities by outcomes)</p>	<p>Resources: What means are required to implement these activities, e.g. personnel, equipment, training, studies, supplies, operational facilities, etc.?</p>			<p>What are the sources of information on the progress of the action? Costs : What are the costs of the action? their nature? (Detail in the action budget)</p>	<p>What preconditions are required before the action starts? What conditions outside the direct control of the Beneficiary must be met for the implementation of the planned activities?</p>
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E. Information concerning the Bidder and the Project

(Cover page for brief note and detailed proposal)

Applicant	
Acronym	
Nationality	
Legal status	
Address	
Phone No.	
Fax Number	
Email address	
Website	
Contact -project	
Project Contact Email	
Project Title/Project Title	
Local partners	
Locations (country, region(s), city(s))	
Total cost of the project (in Euros)	
Contribution requested from ECOWAS	
Contribution from other potential partners	
Co-financing rate (%)	
Project duration	

The bidder confirms that all the partners involved in this proposal have participated in the development of the project proposal, have agreed to their participation and the implementation of the action

Specify the total number of partners involved in the project:

Full name of the organisation:	
Acronym:	
Mailing Address: (To whom all correspondence regarding this project should be sent)	
Location of the registered office: (If different from mailing address)	
Phone:	
Fax:	
Email address:	
Website:	

Purpose of the organisation:	
Intervention area(s):	
Sector(s) of intervention:	
Membership of groups, networks, platforms:	
Main publications of the organization	
Contact person(s) for this project:	
Technical referent: (Name, phone and email address)	

Financial advisor: (Name, phone and email address)	
Administrative referent: (Name, phone and email address)	
Surname, first name and capacity of the person responsible for the co-financing application file	
Surname and first name of the Executive Director: (or equivalent)	

G. Information sheet for each project partner

The bidder confirms that all the partners involved in this proposal have been consulted and have agreed to their participation

Full name of the organisation:	
Acronym:	
Mailing Address:	
Place of the registered office: (if different from the postal address):	
Phone:	
Fax:	
Email address:	
Website:	
Contact person(s) for this project:	
Surname and first name of the Executive Director: (or equivalent)	
Date Created:	
Legal Status:	

(Attach to the technical file the registration certificate or equivalent, if the structure is informal specify it here.)	
Surname and first name of the president: (or equivalent)	
Number of members of the Board of Directors (BoD):	
List of Board Members:	
Purpose of the organisation:	
Main areas of intervention:	
Human resources of the association:	
Annual total budget in Euros:	
Main donors:	
Membership of networks, federations, groups, etc.:	
History and nature of cooperation with partner(s): institutional and contractual links	
Role and involvement in the preparation of the proposed project:	
Role and involvement in the implementation of the proposed project	
Experience with similar actions depending on their role in the implementation of the proposed action:	

H. Partnership declaration

Important: This declaration must be provided by each of the partners.

Title of the action:	
Organisation:	
Name:	
Position:	

A partnership is a substantial relationship between two or more organizations involving a sharing of responsibilities in the action funded by the contracting body. In order to facilitate the smooth running of the action, RAAF requires that all partners take note of it by accepting the principles of good partnership defined below.

1. All partners must have read the grant application form (Project Brief Note and Detailed Proposal) before submitting it to the call for proposals and understand what their role will be in the action.
2. The applicant and its partners must consult regularly and keep each other informed of the progress of the action.
3. All partners should be provided with copies of narrative and financial reports submitted to RAAF.
4. Changes to the strands of the action in which they participate (e.g. activities, partners, etc.) must be accepted by the relevant partners before being proposed to RAAF. If no agreement between partners could be found, the applicant must report this when submitting amendments for approval.

I, the undersigned, in my capacity as responsible person within the partner organization, certify that I have read the content of this declaration and that I undertake to comply with the principles of good partnership.

Date and place:

Name:

Position:

Signature:

I. Check List before submission of brief notes and proposals

BEFORE SENDING YOUR BRIEF NOTE, PLEASE CHECK THAT EACH OF THE FOLLOWING ELEMENTS OF YOUR FILE IS COMPLETE AND MEETS THE CRITERIA BELOW	TO BE COMPLETE D BY THE BIDDER		TO BE COMPLETE D BY RAAF	
	YES	NO	YES	NO
1. The brief note form, published under this call for project proposals, was used for the drafting of the detailed proposal				
3. The proposal is typed and is in French or English, or Portuguese				
4. The electronic version of the brief note is sent by email to the addresses indicated in this call for project proposals document				
6. The action will be implemented in one of the following countries: Benin, Burkina Faso, CABO VERDE, Côte d 'Ivoire, The Gambia, Ghana, Guinea, Guinea Bissau, Niger, Nigeria, Senegal, Togo, Mauritania and Chad, North Cameroon				
7. The bidder meets the criteria for the definition of operator of the local milk sector indicated				
8. Submitting actors meet the eligibility criteria for the types of actors indicated				
10. The grant requested is between 125,000 and 150,000 Euros (excluding taxes and customs fees)				
11. The financial contribution of the bidder and/or its partners is between 17.5 and 20%, of the total budget of the proposal				

BEFORE SUBMITTING YOUR DETAILED PROPOSAL, PLEASE CHECK THAT EACH OF THE FOLLOWING ELEMENTS OF YOUR FILE IS COMPLETE AND MEETS THE CRITERIA BELOW	TO BE COMPLETE D BY THE BIDDER		TO BE COMPLETE D BY RAAF	
	YES	NO	YES	NO
1. The detailed proposal form, published under this call for project proposals, was used for the drafting of the detailed proposal				
3. The proposal is typed and is in French, or English, or Portuguese				
4. The electronic version of the detailed proposal is sent by email to the addresses indicated in this call for project proposals document				

9. The bidder and each of the local partners have completed and signed the information sheets (Appendices F and G)				
10. The grant requested is between 125,000 and 150,000 Euros (excluding taxes and customs fees)				
11. The financial contribution of the bidder and/or its partners is between 17.5 and 20%, of the total budget of the proposal				

J. Declaration of Integrity, Eligibility and Environmental and Social Commitment

(Text not to be modified)

Title of the call for project proposals:

A: The Executive Director of the RAAF..... (the “ **Owner**”)

1. We acknowledge and accept that the Agence Française de Développement ("AFD") only finances the Owner's projects on its own terms and conditions which are determined by the financing agreement that binds it to the Owner. Consequently, there can be no legal relationship between AFD and our structure, our consortium and our subcontractors. The Owner retains sole responsibility for the preparation and implementation of the procurement process and their subsequent execution.

2. We certify that we are not, and that none of the members of our consortium and our subcontractors are, in any of the following cases:

2.1) be in a state of being or have been the subject of bankruptcy, liquidation, judicial settlement, safeguard, cessation of activity or be in any analogous situation resulting from a procedure of the same nature;

2.2) have been the subject of a conviction pronounced for less than five years by a judgment having the force of res judicata in the country of implementation of the project for one of the acts referred to in Articles 6.1 to 6.4 below or for any offence committed in the context of the award or execution of a contract³;

2.3) appear on the lists of financial sanctions adopted by the United Nations and/or France, in particular in the fight against the financing of terrorism and against attacks on international peace and security;

2.4) in professional matters, have committed serious misconduct during the last five years in connection with the award or execution of a contract;

2.5) have not fulfilled our obligations relating to the payment of social security contributions or our obligations relating to the payment of our taxes according to the legal provisions of the country where we are established or those of the country of the Owner;

2.6) have been convicted for less than five years by a judgment having the force of res judicata for one of the acts referred to in Articles 6.1 to 6.4 below or for any offence committed in the context of the award or execution of a contract financed by AFD;

2.7) be subject to an exclusion decision issued by the World Bank, as of 30 May 2012, and as such appear on the list published at the address <http://www.worldbank.org/debarr>⁴;

2.8) have been guilty of misrepresentation in providing the information required as part of the procurement process.

3. We certify that we are not, and none of our consortium members and subcontractors are, in any of the following

³ In the event of such a conviction, you may attach to this Declaration of Integrity the additional information that will make it possible to consider that this conviction is not relevant in the context of the contract financed by AFD.

⁴ In the event of such an exclusion decision, you may attach to this Declaration of Integrity the additional information that will make it possible to consider that this exclusion decision is not relevant in the context of the contract financed by AFD.

conflict of interest situations:

- 3.1) shareholder controlling the Owner or subsidiary controlled by the Owner, unless the resulting conflict has been brought to the attention of AFD and resolved to its satisfaction.
- 3.2) have a business or family relationship with a member of the Owner's services involved in the selection process or control of the resulting contract, unless the resulting conflict has been brought to the attention of AFD and resolved to its satisfaction;
- 3.3) control or be controlled by another bidder, be placed under the control of the same company as another bidder, receive from another bidder or award to another bidder directly or indirectly subsidies, have the same legal representative as another bidder, maintain direct or indirect contacts with another bidder allowing us to have and give access to the information contained in our respective bids, to influence them, or to influence the decisions of the Owner;
- 3.4) be engaged for an advisory mission which, by its nature, may be incompatible with our missions on behalf of the Owner;
- 3.5) in the case of a procedure for the award of a works or supply contract:
 - i. have prepared ourselves or been associated with a consultant who prepared specifications, plans, calculations and other documents used in the competitive bidding process under consideration;
 - ii. be ourselves, or one of the firms with which we are affiliated, recruited, or to be recruited, by the Owner to carry out the supervision or control of the work under the Contract.
4. If we are a public institution or a public company, we certify that we have legal and financial autonomy and that we are managed according to the rules of commercial law.
5. We undertake to communicate without delay to the Owner, who will inform AFD, any change in the situation with regard to points 2 to 4 above.
6. In the context of the award and execution of the Contract:
 - 6.1) We have not committed and will not commit any unfair maneuver (act or omission) intended to deliberately deceive others, intentionally conceal elements from them, surprise or vitiate their consent or circumvent legal or regulatory obligations and/or violate their internal rules in order to obtain an illegitimate benefit.
 - 6.2) We have not committed and will not commit any unfair dealing (act or omission) contrary to our legal or regulatory obligations and/or our internal rules in order to obtain an illegitimate profit.
 - 6.3) We have not promised, offered or granted and we will not promise, offer or grant, directly or indirectly, to (i) any person holding a legislative, executive, administrative or judicial office within the State of the Owner, whether appointed or elected, permanently or otherwise, whether remunerated or not and regardless of his hierarchical level, (ii) any other person who exercises a public function, including for a public body or a public enterprise, or who provides a public service, or (iii) any other person defined as a public official in the State of the Owner, an undue advantage of any kind, for himself or for another person or entity, so that he performs or refrains from performing an act in the exercise of his official functions.
 - 6.4) We have not promised, offered or granted and we will not promise, offer or grant, directly or indirectly, to

any person who directs a private sector entity or works for such an entity, in any capacity whatsoever, an undue advantage of any kind, for himself or herself or for another person or entity, so that he or she performs or refrains from performing an act in violation of his or her legal, contractual or professional obligations.

6.5) We have not committed and will not commit any act likely to influence the procurement process to the detriment of the Owner and, in particular, any anti-competitive practice having the object or effect of preventing, restricting or distorting competition, in particular by tending to limit access to the Market or the free exercise of competition by other companies.

6.6) We, or one of the members of our consortium, or one of the subcontractors will not acquire or supply equipment and will not intervene in sectors under embargo of the United Nations, the European Union or France.

6.7) We undertake to respect and ensure compliance by all our subcontractors with the environmental and social standards recognized by the international community, including the fundamental conventions of the International Labour Organization (ILO) and the international conventions for the protection of the environment, in accordance with the laws and regulations applicable in the country of performance of the Contract. In addition, we also undertake to implement the environmental and social risk mitigation measures as defined in the environmental and social management plan or, where applicable, in the environmental and social impact statement provided by the Owner.

7. We, the members of our consortium and our subcontractors authorize AFD to examine the documents and accounting documents relating to the award and execution of the Contract and to submit them for verification to auditors appointed by AFD.

Name As —

Signature

Duly authorized to sign the offer for and on behalf of⁵

Dated _____

⁵ In case of grouping, enter the name of the Grouping. The person signing the bid on behalf of the Bidder will attach to the Bid the Power entrusted by the Bidder.

For projects provisionally selected, before the signing of the grants, RAAF will request the sending of a complete administrative file to verify the eligibility of the bidder. This file must be sent in hard copy to the following address:

**To the Executive Director,
Regional Agency for Agriculture and Food (RAAF),
CRBC building. 4th and 5th Floors, Place de la Réconciliation, Quartier Atchanté,
01 BP 4817 Lomé 01, Togo, Phone: +228 22 21 40 03, Email: araa@araa.org, Website: www.araa.org**

The file will be provided in one (1) hard copy including:

- Copy of the articles of association certified as true to the original;
- Copy of the registration declaration and copy of the publication in the Official Journal [or equivalent according to the legislation in force in the country where the organization is located];
- Dated list of the members of the governing bodies, the bureau and the main officers and their contact details, on which appears the date of the last elections;
- Organisational chart dated and signed by the manager;
- Last report of the General Meeting or at least the agenda of the last general meeting and the main resolutions, as well as any document demonstrating the activities undertaken and carried out and the associative or operational life proven;
- Balance sheets and operating accounts for the last three financial years (with annexes and explanatory notes), validated by the GA, highlighting the origin (public or private) of financial resources. This information will then need to be updated annually.
- Estimated budget for the current financial year and showing the list of public funding approved by the body responsible for drawing up and approving the accounts of the organisation (indicating if possible whether they are acquired, requested or to be requested);
- Documents that prove the sources of co-financing of the action already acquired;
- Other administrative documents deemed necessary may be requested by the contracting body.

NOTE BENE:

It is not necessary to send this administrative file at the same time as the brief note or detailed project proposal.

K- GENERAL CONDITIONS GRANT AGREEMENT

L- SPECIAL CONDITIONS - GRANT AGREEMENT