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Direktion für Entwicklung und Zusammenarbeit DEZA
Direction du développement et de la coopération DDC
Swiss Agency for Development and Cooperation SDC

CALL FOR PROPOSALS FOR LOCAL INITIATIVES

Project Title: “Regional Farmers’ Organisations Support Programme (PRAOP), Phase 3”

Title of call

PROMOTION OF YOUTH EMPLOYMENT IN LOCAL MILK VALUE CHAINS IN WEST AFRICA AND CHAD

GUIDELINES

Call N°: RAAF-PRAOP3/2022/AP9

Covered countries: 15 ECOWAS member States (Benin, Burkina Faso, Cape Verde, Côte d’Ivoire, the Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo) and Chad

Implemented by ECOWAS Regional Agency for Agriculture and Food .

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Acronyms

ANO	Non-objection notice
APESS	Association for promotion of livestock in the Sahel and savanna
RAAF	Regional Agency for Agriculture and Food
BMND	Densified multi-nutritional Block
ECOWAS	Economic community of West African States
CILSS	Permanent Inter-States Committee for drought control in the Sahel
COFENABVI	Confederation of national federations of West Africa livestock – meat value chains
COSEL	Selection committee
CSAO	Club of the Sahel and West Africa
DAP	Call for Proposals package for local initiatives
DDC	Development and cooperation division - Switzerland
ECOWAP	ECOWAS Agricultural policy
NS	Brief note
OECD	Organisation for Economic Cooperation and Development
NGO	Non-Governmental Organisations
PACBAO	Support Programmes for livestock trade in West Africa
PD	Detailed proposal
PNIASA	National Agricultural and Food security Investment plans
PRIASA	Regional Agricultural and Food security Investment plan
PRIASAN	Regional Agricultural, food and nutrition security investment Programmes
PRIDEC	Regional livestock development investment Programmes in West Africa coastal countries
PTBA	Annual workplan and budget
RBM	Network of organisations of Africa stockbreeders and pastors
ROPFA	Network of West Africa rural organisations and producers
SPAI	Agri-industrial by-products
TTC	All taxes included

Background information

ECOWAP vision under the 2025 strategic outline is “a modern, sustainable, inclusive, competitive agriculture, to promote decent employment, food and nutrition security and food sovereignty”. Considering the 18-34 years age bracket, West Africa would count in 2017, 112 million youth, i.e., 30.06% of the total population, of which 50.81% are young men and 49.19% young girls. That represents a real potential for boosting food systems for food and nutrition security in the region. However, a strong majority of this youth cannot access a sufficiently remunerative decent employment. West African rural economy, primarily structured around family farming is not properly equipped and is very dependent on erratic rainfalls. Only under-employment is available to the youth, hence feeding the flow of rural migration. In towns, secondary and tertiary industries sector pain to absorb, not only youth from rural zones deprived of their lifeblood, but also urban youth strongly affected by unemployment. This situation has serious consequences, with attraction exerted by uncontrolled emigration on youth and jihadists groupings which seriously threaten social peace in the region.

To reverse this tendency and develop youth contribution for more performing food systems, States and professional organisations of rural sector (OPR), with accompaniment from regional organisations including ECOWAS, engaged in job creation for youth in agriculture, livestock, forestry, environment and fishing. Creating employment opportunities for youth in pastoral and fishing and agro-sylvo sector, requires taking into account a number of criteria, of which the main one remains economic profitability of planned activities.

In this regard, milk value chain offers great opportunities for remunerated employment, with significant development potential. Indeed, West Africa is a significant market for dairy products, considering population strong growth, acceleration of urbanization, increased incomes for increasingly important number of consumers. However, milk market is dominated by imports which are in continuous growth, currently reaching 2.5 billion litres of milk-equivalent per annum in ECOWAS, for a commercial value of approximately 500 billion FCFA.

The third phase of the Regional Farmers' Organisations Support Programme (PRAOP 3) financed by Swiss Cooperation, is jointly implemented by the two priority investment plans to operationalise regional strategies described above: the regional Offensive for promotion of local milk value chains, youth employability in agro-sylvo-pastoral and fishing sector. It aims at contributing to substantial increase in investments in local milk value chains to increase job creation opportunities in favour of under-employment or unemployed youth, with a view to reducing rural migration and uncontrolled emigration in West Africa.

Part of the DDC grant will be used by ECOWAS, through RAAF, to finance innovative investments in favour of professional organisations of local milk value chains and development of adapted finance services and assurances. It is against this backdrop that this call for proposals for local initiatives and innovations for insertion of youth through promotion of family type dairy farms, semi intensive dairy farms, model collection multi services centres, mini processing dairies plants, innovation platforms of actors, etc. the total amount of allocated funds, countries concerned, period for implementation, minimum and maximum amounts of subsidies granted by ECOWAS under this call for proposals for local initiatives, are specified in Section “particularities conditions **Erreur ! Source du renvoi introuvable.**”.

The call for proposals is launched for a period of six (6) weeks.

Bidders shall present their proposals for local initiatives in only one stage including a brief note and a detailed proposal. Brief notes will be presented using the form provided in Appendix A. Detailed local initiatives will be presented using the template in **Erreur ! Source du renvoi introuvable.** Local initiatives will be accompanied by a detailed budget (, and a logical framework.

Selection of proposals for local initiatives will be carried out by RAAF, firstly by evaluating brief notes.

Bidders whose detailed proposals are selected, will be invited to submit to RAAF, requested administrative documents (Appendices E to K). Submission of these administrative documents will be done through Post Office or hand-delivered. A scanned version will be sent by email.

Selected bidders will be also invited, if applicable, to finalize, within two (02) week as from the date of notification of selection results, their reviewed project document integrating observations made by RAAF, before the signature of the Grant Agreement.

Grant Agreement will be signed by ECOWAS (RAAF) and bearers of local initiatives.

The Call for Proposal Package for local initiatives (DAP) will be available on the following Internet sites:

- Internet site of ECOWAS: www.ecowas.in T
- Internet site of CILSS: www.cilss.bf
- Website of CSAO/OCDE: www.food-security.net
- Website of RAAF: <https://www.RAAF.org/>
- Website of DADR: <https://www.ecowap.ecowas.int>

The Ministries in charge Livestock of ECOWAS 15 member States and Chad will be invited to widely disseminate information concerning this call for proposal for local initiatives.

The main components of the call for proposal for local initiatives will also be disseminated in at least one official newspaper of each targeted country.

Guideline of the call for proposal for local initiatives will also be disseminated electronically with various actors pre-identified by RAAF, and involved in local milk value chains development initiatives in West Africa.

Proposals for local initiatives will be written in any of the three (3) working languages of ECOWAS: French, English and Portuguese. Publication of the call for proposal for local initiatives will be done in these three (3) languages.

The project brief note and detailed document must be submitted by bidders through dedicated online platform: https://aap_araa_praop3.dev4u.it

Bidders are highly invited to scrupulously comply with instructions provided on the platform. The deadline for submission of brief notes and detailed local initiatives is fixed at **14/07/2022 at 00:00 GMT**. Any bid sent after this date will not be accepted.

Any project proposal sent by any way other than from the platform, will automatically be rejected.

Questions and answers: RAAF will organise a Q&A session intended for all bidders who may request a better understanding of the process under this call for proposals and guidelines.

Furthermore, requests for information could be addressed, via the Q&A platform up to **15 days before the closing date of the call for proposals**. At the end of this deadline, questions asked will not be treated.

All answers to questions asked by bidders and answers provided by RAAF, will be available within **08 days before the closing date of the call for proposals for local initiatives**, on the Q&A platform. This site will be updated regularly and bidders are encouraged to visit it.

Section 1: Instructions for bidders

1 GENERAL CONDITIONS

1.1 General provisions

The call for proposals for local initiatives, aims at financing initiatives carried by operators of local milk value chains, to support employability of youth in aforesaid value chains and which status is specified in the Section “Special Conditions”.

Bidders shall:

- have experience in the implementation of development local initiatives in the various components of local milk value chains
- justify capacity to implement financial scope of local initiatives selected under this call for proposals;
- show capacity for direct and indirect job creation while taking gender into account; and
- have experience in management of local initiatives in partnership with other local actors on similar initiatives.

The types of actors invited to constitute themselves in consortia are specified in the Section “Special Conditions”.

Targets groups are specified in the Section “Special Conditions”.

1.2 Procedure

ECOWAS co-finances realization of local initiatives designed and defined by consortia of actors mobilizing complementary functions and competences, for a duration specified in the Section “Special Conditions”.

Professional organisations submitting a proposal, shall work in partnership with other national or local organisations, with a view to fulfilling requirements for local anchoring of local initiatives, and build local capacities.

Local initiatives must be designed, defined and implemented jointly with qualified local public institutions and their partners.

The maximum share of grant by ECOWAS over the total budget of local initiatives, is specified in the Section “Special Conditions” of the call for proposals for local initiatives, as well as documents to be included in administrative documents package, as a guarantee for the said co-funding.

The various possible forms of co-funding are specified in the Section “Special Conditions” of the call for proposal for local initiatives.

ECOWAS participation will cover only eligible costs. Eligible and non-eligible costs are described in the Section “Special Conditions” of the call for proposal for local initiatives.

Financing of selected operations of local initiatives will be carried out in three (3) instalment which amounts are specified in the Section “Special Conditions”. Bidders will bear costs for all expenses related to preparation and submission of their proposals and RAAF shall not bear responsibility for these costs, or pay for these costs.

Expenditure covered by ECOWAS will be payable only as from the signature date of the grant contract between ECOWAS and the project bearer.

1.3 Presentation of the proposals

There will be only one call for proposal for local initiatives, except if the call for proposals proves to be unfruitful. The objective is to select the best proposals and to have time required for selected operators to intervene in the field. Activities are expected to generate measurable effects and feed capitalization exercises.

The bidder shall check and compile the checklist provided in Appendix I, before sending of Package to RAAF via the platform. The checklist forms an integral part of the Package to be submitted to RAAF.

Selection of proposals will be carried out by the RAAF in two steps:

- Step 1: Evaluation of **project brief note** (see Appendix A);
- Step 2: Evaluation of **detailed proposal for bidders whose brief notes are selected** (see Appendixes B, C, D).

Selected bidders shall submit a complete administrative package, before the signature of the contract (please refer to the list of administrative documents in Appendix K).

Publication notes shall be written in French, English and Portuguese.

Submission of the brief note and project detailed proposal, shall be done online using the MESECOPS platform, on this link: https://aap_araa_praop3.dev4u.it

1.4 Audit, reporting, evaluation and capitalization

RAAF reserves the right to audit on each grant and evaluations (*ex-ante*, mid-term, *ex-post*) of the activities in co-funding, on equities or specific financing, as from the contract signature and throughout the period of implementation of the project.

Periodic technical and financial reports on activities implemented under the Project, shall be submitted to RAAF to allow for monitoring of technical and financial execution, and formal verification before disbursement of the following instalment of the grant, on the basis of an audit report carried out by an audit firm selected by RAAF, and whose services will be financed by PRAOP3. Reporting methods are specified in the Section "special Conditions" of the call for proposal for local initiatives.

1.5 Currency of contract and currency of payment

Bidders shall establish their proposal either in US dollars, in Euros, or in FCFA. The budget shall be drafted in net of tax, firm and non-revisable, given that taxes and customs duties are not eligible in the budget of the agreement signed by ECOWAS.

1.6 Conditions of the call for proposal for local initiatives

As a consequence of submitting their proposals, bidders are deemed to:

- have taken cognisance of conditions of the call for proposal for local initiatives described hereby and are deemed to have accepted them;
- have a perfect knowledge of nature and scope of activities to be realized, local work conditions as well as all terms and conditions incurred by these activities and;
- have taken cognisance of general and special conditions (Sections II and III) of the call for proposal for local initiatives.

1.7 Opening of proposals and selection committee

The opening of proposals, and selection of proposals will be carried out in Lomé in the Togolese Republic, at the head office of RAAF, by a Selection Committee. Opening of

proposals will take place 24 hours at the latest, following the deadline of the call for proposal for local initiatives.

1.8 Determination of conformity of proposals

1.9 Proposals which do not comply with indications of the checklist will be systematically rejected. Evaluation and ranking of proposals

The Selection Committee of the proposals will evaluate proposals which will be recognized to comply with provisions. The Committee will then compare scores among evaluators of the same proposals and will make an overall ranking of proposals. Evaluation criteria and methods of scoring and ranking, are specified in the Section "Special Conditions".

Fifteen (15) local initiatives will be financed. Local initiatives may cover one or more countries.

Right recognized to RAAF to reject proposals and cancel the call for proposal for local initiatives

RAAF reserves the right to reject any proposal, to cancel the procedure of call for proposals for local initiatives, as long as ECOWAS did not allocate subsidies, without incurring any responsibility with regard to concerned bidders, and without having to inform them of reasons for which the call for proposal for local initiatives were cancelled or their proposals were rejected.

1.10 Improvement of technical and financial files

After selection of detailed proposals, RAAF, will send to temporarily selected bidders, observations to improve and finalize operational contents of their proposals. These improvements shall not involve any increase in initially suggested cost.

1.11 Confidentiality of selection process of local initiatives

No information regarding review, evaluation, comparison of scorings of evaluators of proposals for local initiatives and observations relating to award of the grant, shall be disclosed to bidders or any other person, regarding review and evaluation procedures.

Any attempt by an organisation to influence the committee during review or evaluation process of its proposal and comparison of scores of evaluators, will lead to rejection of its proposal.

1.12 Information on selection process and award

The list of proposals for local initiatives which brief notes obtained required minimal scores and selected after application of the geographical key as stated in the section "Special Conditions", will be published on the Web site of RAAF. Selected operators and those which are not selected will be notified by individual email.

1.13 Signature of the grant contract

After notification to selected bidders and finalization of detailed proposals taking observations consideration, RAAF will send draft co-funding agreement before signature. Funding agreement will then be signed by project bearer and RAAF on behalf of ECOWAS.

2 SPECIAL CONDITIONS

2.1 Available financial resources

The total grant budget of the call for proposal for local initiatives is four million, five hundred and seventy-three thousand, four hundred and seventy-one (4,573,471) EUROS.

Bidders will contribute with a minimum of at least 30% of the grant amount.

2.2 Duration of local initiatives

Duration of implementation of local initiatives is 32 months, starting from the date of signature of the agreements, distributed into four phases:

- Starting (3 months): launching, induction/formation, opening of accounts, appointment of authorised agents, first disbursement;
- Implementation (24 months): realization of activities, supervisions, operational audit, reporting;
- Technical closing (3 months): capitalization, evaluation, operational audit, final report, audio-visual production, etc.
- Financial closing: closing of accounts, final financial reporting, ECOWAS audit, payment of balance or transfer of balance (2 months)

2.3 Geographic and territorial conditions

Eligible countries under this call for proposal from local initiatives, include ECOWAS 15 member States (Benin, Burkina Faso, Cabo-Verde, Côte d'Ivoire, the Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo,) and Chad. The project intervention zone may cover one or more countries.

2.4 Target public

The call for proposal for local initiatives, targets only actors and territories of ECOWAS 15 member States and Chad.

Actors involved in production, collection, processing, distribution, provision of financial or non-financial services, inputs distributors are concerned by the call. Moreover, each proposal must create decent and remunerative jobs for youth (men and women).

2.5 Expected outcomes

Innovative investments, under this call for proposal, aim at bringing financial, technical and methodological support to professionals of value chain, associated with operators who engage in milk value chains development.

The purpose is to accompany development local milk inclusive value chains that operators decided to initiate. The initiative can be implemented in partnership with other actors or organisations. This approach is highly recommended.

Five (5) principles will underlie expected actions, namely:

- i. Participation and empowerment of local milk value chains operators (producers, collectors, processors, traders, distributors, other service providers, etc). These operators are the project main targets and therefore constitute the base for interventions;
- ii. Inclusion of all dimensions of sustainable development so that the project actions do not negatively impact on needs of future generations;

- iii. Support approach for local milk value chain actors must be diversified, complementary and carrying of innovative initiatives;
- iv. collective action will not only continue co-design efforts of innovations, but also address mechanisms and steps promoting their adoption (consultation framework, multi-actors innovation platform, etc); and
- v. Capitalization of achievements and lessons learnt from successes and failures will be the subject of various products, to facilitate exchanges at local, national, even regional levels. Capitalization and exchanges will provide useful elements for decision makers to improve public policies.

2.6 Nature of local initiatives

The call for proposals aims at co-funding local initiatives for scaling economic technical and economic models, promoting development of inclusive local milk value chains, which are environment-friendly and based on technological, commercial and institutional innovations with a view to increasing supply of quality local milk and to better insert youth in the value chain. Proposals will combine various actions and will mobilize various competences, which supposes multi-actors set-up and various intervention scales.

2.7 Grant amount

The amount of grants for local initiatives are specified in the description of each theme and are stated net of taxes and customs duties.

2.8 Nature of eligible bidders

To be eligible, bearers of local initiatives must be actors of local milk value chains (producers, collectors, processors, traders, distributors, service providers, etc), professional organisations: groupings, professional associations, co-operatives, economic interest groupings, inter-professions and national federations. Partnerships among these actors of the value chain are encouraged.

Additionally, bearers of proposals will have to meet the following conditions:

- i. financially healthy and able to make its own contributions into the project and to extend (scale-up) the project when it is proved to be economically and socially viable;
- ii. have a good management capacity to effectively manage and implement the project; significant capacity through: quality of current organisation of bidder, competences and expertise of its staff;
- iii. have a good track record testifying to its seriousness and compliance with regulatory requirements, including environmental and social policies;
- iv. ensure that the project corresponds well to existing activities and long-term strategy of bidder; and
- v. ability and readiness to share lessons learned with relevant recipients at sectoral level, and to document them in favour of the sector.

Bidder must imperatively be a legally constituted organisation in one member State of ECOWAS and Chad.

A given bidder shall carry only one proposal for local initiatives. However, a bidder may appear as a partner in one (or several others) proposals.

2.9 Consortium of eligible actors

Actors may submit bids in consortium or not, and consider public services and public/private partnership. Local initiatives must be based on a partnership including at least three categories

of actors of local milk value chain, recognized by technical services and regulations in force in the country. These include:

- professional organisation (see 2.8)) engaged in one or several links of milk production, collection, processing, and distribution of milk and dairy products;
- development operator (association, semi-industrial unit, etc) having recognized experience in accompaniment and advisory and consultancy services for actors of local milk value chains;
- economic interest groups;
- territorial local government / agency;
- state or private enterprise in agri-food /agri-industrial sector, contractualisation with actors of local milk value chain, with a view to processing or trading local milk or by-products; or
- state or private enterprise providing financial or insurance services

2.10 Associates and contractualisation parties

These entities are neither of applicants nor partners. They shall not have to sign the partnerships declaration.

2.10.1 Associates

Other organisations or person may be associated in activities. Associates actively participate in activities, but shall not claim the grant, except for the daily allowances and travelling expenses. These associates shall not comply with eligibility criteria. Associates must be mentioned in part B (detailed proposal).

2.10.2 Contracting parties

Recipients and their affiliated entities may award contracts. Associates or / affiliated entity shall not be both recipient/affiliated and contractualisation parties of the project. Contracting parties shall be submitted to stated rules of procurement.

2.11 Operation consortia of actors

In the event of consortium of actors, activities will be under coordination and responsibility of local milk value chain operator (see III.8) or development operator (NGO, Association, etc) with respect to ECOWAS. These consortium actors will work collectively during formulation phase so that the proposal is well in phase with needs and capacities of each one during implementation. The operator of local milk value chain, bidder of the project, shall be able to foster the partnership among these actors, from design phase until completion of activities of the project.

The concept of consortium of members actors of a project will imply clarification, in the detailed project proposal of, provisions and mechanisms to ensure: (i) effective participation of each at proposal formulation of the project; (ii) a balanced governance of the project (coordination and decision making); (iii) a consulted distribution of grant funds, and; (iv) a shared property of references and products of capitalization resulting from the project.

2.12 Procedure

The maximum share of grant granted by ECOWAS is specified for each theme. Bidding operator and/or his partners shall contribute with a minimum co-funding of 30% of grant for local initiatives.

Services providers shall include a communication component (audio-visual production) in their proposals. They must also envisage two to three regional missions in their proposals.

Co-funding required aims to increase impact of local initiatives, empower operators in implementation of local initiatives, and to support interactions among various types of actors for mobilisation of financing. This co-funding of 30% can be completely in cash or partially in kind and cash. In this last case, the minimum required in cash is 15% and that in kind is 15%, all things being equal.

The Project budget presented in the detailed proposal shall integrate ECOWAS grant (80%) (net of tax and customs duties) and co-funding of the consortium at 30% inclusive of all tax.

Some non-eligible expenditure on the grant budget, will be eligible on co-funding expenditure paid by the project bearer and its partners (taxes, customs duties, etc).

Depending on headings and budget lines, any amount entered in the grant column and requested from ECOWAS will be "net of tax and customs duties".

Detailed proposals of local initiatives shall highlight co-funding which may take several forms and be precisely quantified:

- Co-funding by other financial partners (financial donors, public organisation such as local councils or Regions, local development funds) finance specific activities and infrastructures and/or extend the project scope;
- Additional financing from local development support initiatives financed by Swiss Cooperation which could be mobilized in some countries;
- Secondment of field staff on a permanent or temporary basis: secondment modalities will be presented in the project document and will be the subject of an agreement between the project bearer of and the organisation which provides the staff;
- Contribution in kind by local milk value chain professional organisations (supply of work and materials for collective activities, promotion of technical advisers or staff requested within the framework of the project, provision of premises);
- Taxation, customs duties and other non-eligible costs under the grant, but required and planned in the project bearer co-funding budget and/or its partners of the project.

ECOWAS participation will cover only eligible costs.

Eligible costs are costs actually supported by recipient and affiliated entity. These costs may take the following forms:

- Unit costs: covering all or part of specific categories of eligible costs which are clearly determined in advance by reference to an amount per unit;
- Flat-rate amounts: covering all or part of specific categories of eligible costs which are clearly determined in advance; and
- Flat-rate payments: covering specific categories of eligible costs which are clearly determined by applying a percentage fixed in advance.

Amounts or rates must be estimated by using objective information such as statistical data or any other objective means. It is also possible to refer to certified or verifiable historical data. Methods used to determine amounts or the rates of unit costs, flat-rate amounts or standard rates must be verifiable. It is imperative for estimate of costs to be reasonable, by taking account of costs already incurred by recipient and their partners; amounts or rates shall comply with their accounting practices; no profit shall be realised on them and they shall not already be covered by other funding sources (no double financing).

The followings are considered as **non-eligible** costs under the grant:

- Expenses related to preparation and submission of bids;
- Expenditure not directly related to the project;
- Provision of services carried out within the framework of an intervention in the capacity as operators, in other local initiatives financed by RAAF or ECOWAS, in the course of being reviewed or under execution;
- Expenditure for which financing was initially granted by another financial donor;

- Debts and debts charges;
- Provisions for possible losses or future debts;
- Debtor interests;
- Losses on transactions on foreign currency;
- Loans to third parties; and
- Taxes and custom charges.
- Non-eligible activities enumerated under each theme.

Three instalments payment will apply to financing of selected local initiatives operations as follows:

- 50% at the signature of the grant contract;
- 40% at the submission of a report of technical and financial execution; following the first instalment, an external audit commissioned and validated by RAAF, in particular attesting a rate of execution of the first disbursement at 70% minimum; and;
- 10% at submission of report for technical and financial execution; a report of external audit commissioned and validated by RAAF, attesting a rate of execution of the first payment at 100% and second instalment at 70%.

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

Bidding project bearer will commit to return to RAAF, funds not used within 3 months following the date of operational deadline for using of funds. In addition, RAAF reserves the right to request refunding of insufficiently justified resources within the same times (i.e., three (3) months following the date of operational deadline for using of funds) in coherence with conclusions of the final audit.

2.13 Selection of local initiatives

During the first stage, brief notes having obtained an evaluation score of at least 70/100 will be shortlisted. A geographical distribution will be made in order to ensure equity in distribution of the grant of local initiatives among ECOWAS fifteen (15) countries and Chad. This distribution also aims at promoting capitalisation activities and consultation on development of local milk value chains. Thus, among brief notes with a score of at least 70 points over 100, the fifteen (15) countries are represented with at least three brief notes for which detailed proposals will be evaluated.

During the second stage, detailed proposals formulated by applicants whose brief notes were selected, will be evaluated. Detailed proposals having obtained a score of evaluation at least 70/100 will be selected and ranked by country. The final selection will be done according to order of merit per country according to available funding.

If two proposals from the same country are selected, the two proposals shall not address the same theme. The selection committee will take account of diversity of component of the value chain proposals of local initiatives from each country. This diversity will support exchanges among actors of value chain of concerned countries and crossed capitalizations.

The Selection committee also has the decision-making power in the event of perfect equality of evaluation scores between two proposals or in the event of absence of proposals from a country or if a country does not have any of its proposals selected as local initiatives. In the case of equality of score between proposals for local initiatives from the same country, priority will be given to initiatives carried by youth and women.

2.14 Methods of evaluation

Scoring the project brief notes will be established on 100 points according to a scoring grid presented later on in N°3 table.

Scoring detailed proposals will be established on 100 points according to a scoring grid presented later on in N°4 table. Results of evaluation of brief notes, at this juncture, will not be taken any further into account in ranking detailed proposals.

2.15 Summary of non-admissibility clauses of proposals

Elements presented hereafter will involve non-admissibility of a proposal for a project:

i. Inscription in budget of non-eligible expenditure:

- o Expenditure not directly related to the project;
- o Services carried out within the framework of an intervention in the capacity as operators in other local initiatives financed by RAAF or ECOWAS, in the course of being reviewed or under execution;
- o Expenditure for which funding was initially granted by another financial donor;
- o Debts and charges of the debt;
- o Provisions for possible losses or future debts;
- o Debtor interests;
- o Losses on transactions on foreign currency; and
- o loans to third parties.

ii. Other elements making proposals not-admissible:

- o amount of grant required is not in conformity with minimums-maximums indicated in the corresponding section;
- o duration of the project proposed is lower than minimum duration indicated or higher than maximum duration indicated in the corresponding section;
- o project does not have a potential for job creation for youth in local milk value chain;
- o project bearer is not an actor of local milk value chain as defined in the corresponding section;
- o project does not rest on a consortium composed of at least two of eligible types of actors as indicated in the corresponding section, of which obligatorily a professional organisation from local milk value chain;
- o consortium of actors does not include a formally constituted professional organisation from local milk value chain;
- o administrative costs related to required grant exceed 7% of the amount of aforesaid grant;

2.16 Audit, reporting, monitoring-up-evaluation and capitalization

Two audits firms will be commissioned by RAAF to audit local initiatives according to disbursement and purchase orders, in the 15 countries covered by the call for proposals, over the period of execution of local initiatives. The purpose of these audits is to certify expenditure of local initiatives *in situ*. Bearers of local initiatives shall make available originals expenditure documents for audit purposes.

The selection of this audit firm will be subjected to non-objection notice (ANO) of the DDC.

Audit reports will be in the public domain. Funds required to finance audits will be covered by RAAF, on the budget of PRAOP 3 and will not be included in the budget of local initiatives.

Each project shall have an internal monitoring-evaluation mechanism, based on results, in particular to follow progress made in implementing planned activities, and evolution of indicators (indicator of results, indicators of effects and impact). Generic indicators aiming at feeding description of overall and specific objectives and expected outcomes PRAOP 3 “III.18 Objective and expected outcomes”, will be defined within each project mechanism.

Capitalization activities will be planned by operators throughout the project.

2.17 Complete administrative documentation

Before the signature of grant contract, selected bidders will be required to provide documentation contained in the complete administrative file as in Annexe K, for the purposes of checking their eligibility.

2.18 Objectives and expected outcomes.

The general objective of PRAOP 3 is to contribute to reduce rural migration and uncontrolled emigration of youth, through their professional insertion in the agro-sylvo-pastoral and fishing sector and agri-food value chains in West Africa.

Therefore, the purpose of this call for proposal, through financed local initiatives, technical and economic models which they will scale-up, is to contribute to decent and remunerative job creation in local milk value chain. These local initiatives will consist in productive investments (tangible or intangible) within various components of emergent values.

These technical and economic models and organisational innovations that they will introduce into countries should lead in:

- i. increasing decent and remunerative employment opportunities for youth (men and women) in local milk value chains;
- ii. improving technical and economic performances of local milk value chains, through increased livestock dairy systems productivity and production, increased collection and processed volumes of milk and, better access to market for local dairy products;
- iii. improving emergence conditions for performing local milk value chains and providing employment for youth;
- iv. developing technical and economic models to build employability of youth in local milk value chains;
- v. building capacities of youth to integrate technical and economic models of local milk value chains.

3 THEMES OF THE CALL FOR PROPOSALS

Within the framework of the implementation of ECOWAP, the regional agricultural policy, ECOWAS drafted a number of strategies, in particular those relating to: (i) supporting employability of youth in sector agro-sylvo-pastoral and fishing sectors and (ii) promoting local milk value chains, known as “the Milk Offensive”. These strategies are conceived to address insertion issues of young girls and boys in agri-food value chains, and weak performance of local milk value chains in West Africa. Formulation of these two strategies received strong support from networks of agricultural producers, stockbreeders, pastors and fishermen organisations, in particular members of consultation framework of Regional Farmers’ Organisations (ROPPA, RBM, APSS, CORET) joined by half a dozen of other regional organisations.

ECOWAS and Swiss Cooperation Development Division, signed a grant agreement which aims at addressing these two issues by formulating the assumption, that a good exploitation of development potential of local milk value chains, can constitute a performing promotion instrument for insertion of youth, and therefore reduce prevalence of unemployment and under-employment of youth. Formulation and deployment of third phase of the Project PRAOP3, constitute a singular opportunity to test these two strategies.

In this context, PRAOP 3 is planning several actions to build capacities of recipients, in particular organisations of producers, but also development activities carried by these actors at local, national and regional levels. Indeed, the programme in its component on Promotion of technical and economic models for building employability of youth in local milk value chain, scaling of technical and economic models in the links of local milk value chains through calls for proposals for local initiatives carried by actors (organisations of producers, economic interest groups, production cooperatives), and local initiatives commissioned by regional umbrella organisations. The objective of local initiatives carried by various actors at various levels is boosting supply of milk and local dairy products, and providing decent and remunerative employment opportunities to young girls and boys.

3.1 *Theme 1. “Promotion of initiatives to create youth employment for improved dairy production and livestock feed”*

3.1.1 Background and justification of theme 1

West Africa and the Sahel has a great potential for dairy production with a regional livestock estimated at more than 460 million heads. Regional dairy production is estimated annually at less than 7 million tons with an average milk productivity per cow from 2 to 3 litres per day, compared with 25 to 35 litres in Belgium, for example.

Main challenges and constraints for this low productivity remain weak access to appropriate installations of dairy production farms, deficit of animal feed production, low level of organisation of actors, defect in acquisition of performing animals, issues of access to veterinary care and other services.

Theme 1: Improvement of dairy production and livestock feed aims at contributing to specific objective 1 of ECOWAP/PRIASAN, namely “contribute to increase productivity and agro-sylvo-pastoral and fishing production, through diversified and sustainable production systems, and reduce post-harvest losses” mainly through improvements of production factors and inputs.

Definition theme 1

Models proposed are based both on dairy farms installations complying with production standards with a regular supply of fodder and livestock feed. Availability of fodder supply help to develop peri-urban farms with an acquisition of animals to comply with this requirement

combined with better supply in livestock feed. Sale and production of livestock feed will be promoted. Animal health issues, work environment and dairy control will also be considered.

In terms of outcome, dairy production, while strongly integrating production of livestock feed, will be reinforced and made to contribute to develop technical and economic models with a view to building employability of youth in local milk value chain.

The theme is structured in 3 topics describing various opportunities as well as innovative activities to be developed and/or promoted by applicants when drafting their proposals for local initiatives:

- Development of breeding models (family-type and semi-intensive dairy farm) offering a minimum comfort for animals to express their full potential in dairy production:
- Production of fodder (choice of the plant species, large scale production and all year) and deployment of mechanisms for supply and distribution of inputs and livestock feed.
- Efficient management of healthy milk production (choice of animals, management of births, animal health, milking.)

General objective	<ul style="list-style-type: none"> • create favourable environment to increase dairy production (animals, fodder) in order to offer employment opportunities for youth
Specific objectives	<ul style="list-style-type: none"> • develop dairy models of breeding which offer better conditions for local milk production • improve availability and access to fodder with lower costs, to increase dairy productivity and profitability of breeding • ensure efficient management (management of farms: nature of installations, choice of animals, animal health)
Priority issues	<ul style="list-style-type: none"> • development of livestock-breeding farms of dairy cows • acquisition and/or production of adapted animals and feed • promotion of innovations on production units • promotion of normative framework and traceability mechanism, control of milk
Cross-cutting issues	<ul style="list-style-type: none"> • environmental issues • equity, gender • employment of the youth • hygiene, certification, quality approach • training on livestock production and fodder techniques.
Targeted actors	<p>actors of local milk value chain:</p> <ul style="list-style-type: none"> • producers, collectors, processors, traders, distributors, etc • groups, professional associations, co-operatives, economic interest groupings, inter-professions and national federations. • actors can be in consortium or not and take into account, public services and public/private partnership;
Encouraged partnerships	<ul style="list-style-type: none"> • interprofessional partnerships among fodder producers' cooperatives, groupings of stockbreeders (breeding of performing animals for dairy production) and small agri-industrial units producing by-products (oil cakes, cereal brans) and ensuring milk collection and processing • partnerships among groupings of milk producers, women processing milk, traders of dairy products, milk distribution firms, milk and dairy products sale units • partnership with official services for sanitary control, advisory and consultancy services
Nature of intervention	<ul style="list-style-type: none"> • scaling local initiatives for innovative activities
ECOWAS grant per project	<ul style="list-style-type: none"> • 225,000 EUROS

Project bearer co-funding	<ul style="list-style-type: none">• At least 30% (including at least 50% in cash)
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3.1.2 Description of topics under theme 1

Eligible activities under theme 1

Best practices in dairy production aim to produce healthy and quality milk from animals in good health under acceptable general conditions. To achieve this goal, dairy producers need to direct their initiatives and to apply good practices in following fields:

Action 1.1. Promotion of family-type dairy models of exploitation

The objective is to increase milk production from local milking cows by introducing local cows with high dairy potential (Azawak, Zébu Maure, Goudalli species) imported from Niger, Burkina Faso, Mauritania or Mali. These animals in sedentary breeding farms close to mini-dairies collection points, after one period of acclimatization and with a regular feed, will considerably increase production. These animals also have a comparative advantage: they are disease-resistant. Innovations or scaling of existing models will make it possible to propose models of family-type dairy farm, installed in margins of extensive traditional systems by pastors and agri-pastors in livestock-breeding areas.

The other alternative to these farms could concern mixed-bred cows resulting from crossings between local bred and exotic dairy-producing breed possibly from artificial insemination campaigns in progress in a country or a retrocession of a progenitor.

In both cases, infrastructures composed of livestock-sheds, stores and fences could be realized for semi-permanent stalling of animals. Use of local materials can be privileged, for sake of sustainability, reproducibility and economy.

These activities envisaged could include:

- purchase and dissemination of improved-bred progenitors and females, with designed genetic improvement plans
- installation of livestock-breeding farms
- sanitary follow-up of animals
- compliance with production itineraries
- technical and economic management of farms

Action 1.2. Installation of semi-intensive dairy farms of entrepreneurial type

This model is individual or collective type. this is a fully-fenced integrated farm, of which a part is arranged for irrigation combined with a dairy barn accommodating ten exotic cows, a store and a water point equipped with solar pump (well or borehole). Better follow-up with a rigorous disease prevention will control main diseases. Scaling of this model will involve all actors of the value chain, share risks, develop partnerships and secure transactions.

Activities envisaged:

- acquisition of dairy breeds
- construction of infrastructures and essential equipment of farm
- increase or extension of the pieces of fodder cultures;
- acquisition of crops forage species most adapted for each exploitation;
- artificial insemination for better management of reproduction and production of milk, if necessary;
- trading of processed products to increase milk added-value;
- building of partnership
- organisation of capacity building for recipients.
- contractualisation with collection centres or mini dairy plants to sell dairy products

Action 1.3. Installation of fodder production units

Livestock feed remains a limiting factor for production which is characterized by two major phenomena: (i) seasonal variation of fodder availability and (ii) weak exploitation of milk production (inaccessibility to greatest number of consumers because of production systems of breeding in sahelian zone in particular (constant displacement of transhumant animals and nomads, and non-milked cows) and non-valorisation of milk from small ruminants.

The purpose is promoting family or entrepreneurial type of fodder production/exploitations units, fodder supply units, supply of quantity and quality green hay or fodder to stockbreeders. Wise choices should be made on fodder plant species, while considering production, and settlement issues with respect to land and water control.

Activities and prerequisites include:

- evidence of land tenure,
- natural and cost of selected species to produce,
- cost of essential infrastructures and equipment
- network of potential purchasers
- conditions of traceability of produced fodder
- standard contracts to be signed with entrepreneurial or family type of farms
- indications on sites of deposits or sale of products.

Action 1.4 Promotion of inputs distribution networks (livestock feed)

The major challenge is unavailability and low quality of livestock feed especially in dry season. To address this, it is necessary to give possibility for continuous access to livestock feed and a reasonable price regardless of the season of the year to reduce seasonal speculations

In the region, initiatives carried and managed by States, led to installation of food Reserves in sahelian countries. Associations of stockbreeders also set up a livestock feed mechanism for their members with a management committee. Unipersonal initiatives can be carried by the private individuals having technical and financial capacities. These last two models can encourage development of reliable models at local level

Activities envisaged:

- specification of types of products, equipment and inputs
- management style of mechanism, (Coop, association, EIG, etc)
- targets and recipients,
- territorial coverage of the initiative.

Non-eligible actions under theme 1

- investments on major genetic improvement programme
- investments on systematic renewal of genetic material seem expensive and do not meet short-terms employability of youth
- construction of modern breeding facilities
- acquisition of heavy material for feed production

3.2 Theme 2: “Promotion of creative initiatives for employment of youth (men and women) in collection, processing, distribution of local dairy products and specific equipment”

3.2.1 Definition of theme 2

The theme falls under development framework of collection and processing of local milk, through organisation and integration of various components of the value chain around dairy basins in each country. Implementing this theme is expected to scale-up creation of the following in breeding basins of the region (i) functional multi-services collection models centres, (ii) models for dairy processing units in a dynamic of diversification, normalisation and standardization of processed products, (iii) promotion of development models for local milk markets.

Milk collection, processing and distribution are part of a sequence of decisive actions in local milk value chains. They condition availability of offer, level and nature of finished products, and level of consumption.

Collection consists in organisation of milking, conveyance to a storage centre equipped with adequate materials. This is achieved by milk producers organised in cooperatives and who maintain peri-urban cores of dairy animals, while other herds leave for transhumance. The operation includes, (i) quality control of collected milk, (ii) cooling of raw milk, (iii) short duration storage (morning), (iv) sale of milk to industrialists, (v) possible processing of milk into yoghurt, (vi) related services: advances on livestock feed, advice to stockbreeders, etc

Milk processing: a process for adding value to the product, which level of refinement depends on adopted processes. Processing includes traditional, artisanal, semi-industrial and complex industrial forms. Processing involves artisanal processing, mini dairies plants and great units, in particular dairies plants generally promoted by private operators, including multinationals. Within the framework of this call for proposals, the focus will be on mini dairies plants, which project seeks mainly to densify networks, modernize tools and equipment for production. The finality is double: (i) process most local milk into products meeting consumers’ needs, while adding value to increase incomes, in particular for youth operating in this sector; (ii) create a great number of employments for youth.

Distribution: making available a finished product to individual and/or institutional consumers. It requires deployment of a sale mechanism, a network of relay operators, as well as adapted marketing to make the product more attractive and to purchasing power of consumers. Distribution is part milk market in a competitive context, marked by strong presence of imported products from international market, often better elaborated. The process of dairy products distribution, requires improvement of level of normalisation, standardization of products, and sale procedures to the maximum of customers.

General objective	<ul style="list-style-type: none"> The general objective is to modernize collection, processing, distribution of dairy products and equipment while contributing to organising actors, insertion of youth and their integration in various value chains around dairy basins in each country
Specific objectives	<ul style="list-style-type: none"> improve system of collection, storage of local milk to significantly increase volumes of offer available for domestic industries reinforce units for collection and processing, with adequate equipment densifier network of processing by promoting adapted production facilities, ensure a broad dissemination and distribution of local dairy products on domestic markets.
Priority issues	<ul style="list-style-type: none"> development of model for multi-services collection centres

	<ul style="list-style-type: none"> • development of performing and environment-friendly production facilities • normalisation and standardization of products • development of contractualisation among associations of stockbreeders and industrialists • profitability of operations and improvement of competitiveness of local milk • installation of public-private models of partnership • positive marketing of local milk • innovations on fresh milk conservation
Cross-cutting issues	<ul style="list-style-type: none"> • adaptation to climate change and environmental and social safeguard • gender equity and employment of youth • human nutrition
Targeted actors	<ul style="list-style-type: none"> • organisations of stockbreeders and agri-stockbreeders • economic interest groupings of youth • co-operatives of processors, associations of aggregators and distributors of dairy products
Encouraged partnerships	<ul style="list-style-type: none"> • partnership among collection centres and stockbreeders' association, collection centres and mini dairies, mini dairies and centre distribution, mini dairies and public institutions (institutional markets), financial services and insurance • partnership with suppliers of equipment and inputs
Nature of intervention	<ul style="list-style-type: none"> • scaling of inclusive and performing technical and economic models
ECOWAS grant per project	<ul style="list-style-type: none"> • 175,000 EUROS
Bearer co-funding	At least 30% (including at least 50 % in cash)

3.2.2 Eligible activities 2

Activity 2.1: Installation of multi-services collection centres for local milk: Several models of milk collection centres operate in the region. Capitalization work showed that most functional and performing collection centres are those which activities include associated activities, to address institutional, organisational and infrastructure bottlenecks. Indeed, the main challenges of collection centres include: (i) insufficiency of equipment for collection, storage, conditioning and transfer of products to processing units, (ii) inadequate management of collection centres in relation with low organisational capacity of actors (iii) absence of contractualisation for some centres, (iv) seasonal variation of collection which limits quantity of treated milk over the year. In this context, model of multi-services collection centres which the project seeks to promote will include:

- acquisition of materials for collection and storage of fresh milk (cans, tanks, etc)
- Standardisation to technical and sanitary standards
- acquisition of rolling stocks adapted to zones (cart, bicycle, motor bike, van, etc)
- acquisition and distribution consumables (packing, products to test of milk, etc)
- creation and networking of collection points
- training of recipients on best practices
- livestock feed purchase and retrocession.
- digital service for collection and distribution of local milk
- existence of a partnership with processing units
- acquisition of milk measuring and control instruments
- Etc

Activity 2.2. Installation of local milk processing mini dairies: Mini dairies constitute an important to accelerate and increase volume of locally processed dairy products. They are within the reach of organisations and small and medium-size companies. They can be installed in the peri-urban zones and milk production basins. They constitute a federation tool for collection centres, promotion of local production and a support for distribution of local dairy products. Several models of mini dairies of variable size cohabit. The project seeks to promote adapted inclusive and performing technical and economic models established in key production basins. They provide an opportunity for processing of local milk into various products, including traditional cheese, an alternative with regard to difficulties of flow due to landlocked places. The project will include:

- acquisition of adapted materials for storage, processing, conditioning and conservation (pasteurizers, containers, cooling tanks, refrigerators, bags packagers, etc)
- acquisition of inputs (packaging, ferments, etc)
- training of recipients on sanitary best practice, in particular standards,
- acquisition of transport means (motor bike, van, etc).
- analyses of supply methods of fresh local milk for the unit
- analyses on products operation and market flow
- acquisition of milk measuring and control instruments
- Etc

Activity 2.3: marketing and distribution of local dairy products: This activity will seek to contribute in improving access of local dairy products to domestic and regional market and create national and regional preference with consumers. It requires realization of at least four activities: (i) improvement of competitiveness of local dairy products, by setting norms, standardization and certification, (ii) promotion of large-scale consumption, through organisation of tasting events, exhibitions, and densification of sales outlets. (iii) It also involves organising communication by using new information technologies. (iv) Finally, this activity must rest on promotion of partnership between industrialists, large distribution supermarkets and public and private institutions which could place structured orders. In this context local initiatives to densify distribution network strongly using youth (girls and boys) and reaching a great number of consumers will best meet expectations of PRAOP. This will include:

- technical training of professionals of the sector,
- reorganisation and setting standards of dairy small and medium-size companies,
- adoption by companies of sanitary standards for local dairy products,
- acquisition of products conditioning materials,
- labelling and certification of products.
- establishment of distribution kiosks for local dairy products near great public places: schools, markets, etc
- concluding agreements between co-operatives and mini dairies and large supermarkets for distribution of local dairy products.
- design and implementation of adapted communication tools and channels on local milk,
- acquisition of measuring and milk control instruments
- Etc

3.2.3 *Non-eligible activity 2*

Activities hereafter are not eligible for under this theme:

Activities of research, capitalization, advocacy and political dialogue, public policy measures which could be taken within the framework of other components of programmes and by regional organisations, are not eligible. The same applies for insurance livestock systems, production activities.

3.3 Theme 3. “Promotion of innovative provision of services, collective financial and non-financial enterprises, creative of youth employment”

3.3.1 Background and justification of theme 3

Development of local milk value chain supposes a vertical integration of actors and operations for production to be driven by demand in strong growth, due to continuous increase in population in West Africa. The drawback for this population increase is increasing number of youths who do not have jobs, in order to support food demand through an adequate offer. Milk is one of the stakes of agri-food and nutritional economy in West Africa. Potential for absorption of youth seeking employment, through development of local milk value chains is enormous. This potential is hardly exploited because of insufficient recourse to financial and non-financial services. These services are regarded as bases for innovations through values addition which they bring to activities developed along value chains components.

3.3.2 Definition of theme 3

Provision of financial and non-financial aim at increasing access to innovative financial services (credit-investment, insurances) and non-financial (veterinary, support-advice, quality control) for local milk value chains development. They constitute a support for activities promoted by professional organisations of youth (EIG, OHADA-type Cooperatives, Associations, NGOs, FOs, prices dissemination platforms, access to veterinary services, livestock feed, etc) through contractualisation mechanisms, non-contracting networking, information sharing, support-advice, etc

Indeed, for local milk value chains, significant improvements could be brought:

- On production, added-value brought by financial and non-financial service providers will improve availability and access to production inputs (livestock feed, veterinary products and service, etc), collection and transport of produced milk, support – advice for production, access to capital for initial investment or increase in exploitation, risk management etc
- On processing, added-value form financial and non-financial will allow for acquisition of modern equipment, to improve quality of products, give more value to finished products through certification, offer more outlets to products, etc
- On marketing, added-value from financial and non-financial will generate market information, to better develop product and create more profit margin, avoid losses due to slump in sales, etc.

Similarly, strengthening business relations among all actors along local milk value chains through financial and non-financial services, is a pledge of development of dairy economy in West Africa constitutes.

Lastly, added-value brought by financial and non-financial services providers may also apply to cross-cutting aspects of local milk value chains, including actors’ information on common interest issues (prices, related security issues, pastures availability, transhumance, etc). this also includes installation of electronic platform for networking among commercial actors, geolocation of livestock feed banks, geolocation of veterinary services, etc

General objective	<ul style="list-style-type: none"> • increase access to innovative financial (investment credit, insurance) and non-financial services (vets, support-advice, dairy control) in support for initiatives to promote local milk value chains carried by the youth
Specific objectives	<ul style="list-style-type: none"> ▪ accompany professional organisations of youth (EIG, type-OHADA Co-operatives, Associations, NGOs, FOs, etc) to increase access to financial services and insurance; • accompany professional organisations of youth (GIE, Co-operatives, Associations, etc) to access to veterinary services, support-advice and quality control of production inputs and dairy products, prices

	dissemination platforms, veterinary services servicing platform, livestock feed, etc
Priority issues	<ul style="list-style-type: none"> ▪ contractualisation among actors of local milk values chains and financial services (MFI, banks, insurance) ▪ networking and contractualisation between actors of local milk value chains and non-financial services (prices dissemination platforms, veterinary services access platform, livestock feed, etc) ▪ dissemination of information (business opportunities, risk management, conflicts, etc) on local milk value chains ▪ development of brokerage services on financial products supplies and insurance • Support-advice in production, processing, marketing/distribution and quality control of dairy products
Cross-cutting issues	<ul style="list-style-type: none"> ▪ equity gender and employment of youth (women and men) ▪ business environment ▪ legal and regulatory framework (regulation, consumer protection, sanitary aspects, etc) ▪ certification and standardization ▪ environmental and social impact ▪ marketing of products
Targeted actors	<ul style="list-style-type: none"> ▪ associations of youth and women ▪ organisation of producers of local milk value chain ▪ non-governmental organisations ▪ national federations of local milk value chain ▪ economic interest groupings (EIG), type-OHADA Co-operatives ▪ virtual platforms of services for actors of local milk value chains • private structures providing support-advice and quality control • micro finance institution (MFI)
Encouraged Partnerships	<ul style="list-style-type: none"> ▪ partnerships with MFI, insurance companies, financial services, etc ▪ partnerships youth's service providers ▪ partnership with public services and other actors of the value chain
Nature of intervention	<ul style="list-style-type: none"> • scaling of mechanisms to support access to financial and non-financial services by actors of local milk value chains
ECOWAS grant per project	<ul style="list-style-type: none"> • 50,000 to 150,000 EUROS
Bearer co-funding	<ul style="list-style-type: none"> • At least 30% of grant including 50% in cash.

3.3.3 Eligible actions under theme 3

The types of activity to be regarded as eligible within the framework of this call for proposals for local initiatives, and which are potentially cross-cutting with theme 1 and 2, aim at facilitating development of local milk value chains in West Africa by using modern instruments for financing, support-advice, quality control and networking for perfect integration of all components of local milk value chains. These activities are briefly described below.

Activity 1: Provision of non-financial services (support-advice and veterinary services)

These services concern overall support-advice for all local milk value chain (CV2L) and all veterinary services. Services can take various forms and require personal commitment of participants. These could include support-advice on production (production of fodder, breeding of performing animals in dairy production) and advice on sanitary, hygienic and commercial quality of milk and dairy products, improvement of performances of animals, management of processing chains, distribution and collection, etc. services could also include support-advice on management of certification systems, compliance with sanitary standards. Training of value

chain actors is also a key issue for expected or sought professionalisation and performance in local milk value chain.

Provision of non-financial services also covers development of information platforms to give information usable in real-time or help anticipation, capacity for trade negotiation and long-term commitment of professionals of local milk value chain, in order to avoid passive participation or only in relation with granting of material advantages. These may include information dissemination activities (business opportunities, risk management, conflicts, etc) on CV2L. The activity may also consist in accompanying networking of information platforms, training and incubation of youth for employability in local milk value chains. Such networking will consist in ensuring broader access to information and creating conducive environment favourable to employability in local milk value chains. For this purpose, the activity will help in setting up collaboration mechanisms between bearers of local initiatives to develop synergies between them. Thereafter, these mechanisms will be connected to financing and risks mitigation mechanisms. Actors of local initiatives can thus learn from participative approaches for designing innovations and using multi-actors' innovation platforms, insofar as they highlight and empower all actors voluntarily involved in promotion of CV2L. Thus, proposed non-financial services could integrate:

- digitalization of services;
- provision of veterinary service and support-advice of actors,
- training of actors of CV2L,
- installation of platforms and networks of information platforms,
- organisation of workshops and webinars to support platforms to facilitate collaboration among local initiatives and networking with other programmes on CV2L,
- design of frameworks to facilitate dissemination and communication of lesson learnt from various local initiatives,
- platforms for prices dissemination, access platforms for veterinary services, livestock feed, platforms commercial networking of actors, etc
- design and development of tools to support sharing and use of knowledge on CV2L.
- information and sensitizing activities on stakes of local milk value chains development,
- information platforms on risks of local milk values chain and management opportunities of these risks.

Activity 2: Provision of financial services (investments credit, equalization systems and insurances)

Investments to be realized in various components of local milk value chain, essential for addressing constraints for adoption of technical innovations, are sometimes important and out of reach of some actors, in particular family mini-dairies, acquisition of performing animals, specific equipment, financing of marketing activities and just-in-time management of provision and supplies, etc. For example, for upgrading productions, processing and distribution chains, experimentation of specific equipment, one-stop shopping for administrative documents, financial services and insurance, etc), adequate investments are required. Additionally, all forms of financial organisations are added to ensure profitability of investments, material and new services to professionals, or facilitate acquisition via loans. Similarly, relations between actors of local milk value chains and financial services (MFI, banks, insurance) are fundamental. However, they are overcautious, due to absence of precise information flow on specific characteristics of each category of actors. Therefore, financial services must accompany actors of local milk value chain to develop/reinforce these formal partnership relations, to make it possible for CV2L actors to share financial risks of their activities. The majority of actors of agricultural and dairy value chain has great aversion for risk. The activity will thus consist in converting this aversion into sharing and management of risk, to support activities and increase their production potential of wealth. Provision of financial services could thus take the following into account:

- facilitation of insurance contracts covering sensitive sectors of CV2L or according to specific nature of request submitted by each actor,

- development of brokerage services in supply of financial products and insurance,
- innovation in insurance engineering;
- process of inclusion and financial education;
- Non-insurance financial mechanisms to cover markets shocks such as guarantee funds based on equalisation systems on prices,
- support in installation of livestock insurance system
- etc

3.3.4 Non-eligible activities under theme 3

Activities directly in relation with production, processing and marketing of products from local milk value chain, are not eligible under this theme. These activities are dealt with in other themes of this call for proposals. Activities of research, capitalization, advocacy and policy dialogue, which will be taken into account by other components of the project, are not eligible. Similarly for exploratory-type studies to establish reference situations.

Section 3: Criteria and scoring grids of proposals

Before scoring brief notes, the following eligibility criteria will be applied. (Table N°1).

TABLE N° 1: ELIGIBILITY CRITERIA

Criteria	Indicators
Nature of bidder	<ul style="list-style-type: none"> • Correspondence with one type of eligible development operators to submission of proposal for local initiatives
Constitution of consortium responsible for the project implementation	<ul style="list-style-type: none"> • Effective presence of at least 2 types of eligible members of consortia • Presence of a professional organisation of local milk value chain formally constituted within the consortium • Bearer of concerned project governed by law of one of ECOWAS member States or Chad • Project bearer can also be an international organisation having a local partner
Quality of engagement of actors of the project	<ul style="list-style-type: none"> • Minimum level of co-funding of project bearer and partners, at least 20% • Nature of co-funding (and convertibility in explicit monetary value of co-funding in kind) with documents certified by an audit firm
Budget and duration of proposals	<ul style="list-style-type: none"> • Grant budget (80% of the total) between 200,000 and 250,000 Euros for theme 1 and 2, and 100,000 Euros for theme 3 • Maximum duration: 36 months
Adequacy between objectives and activities of project proposal, as well as objectives and eligible types of activity of PRAOP3	<ul style="list-style-type: none"> • Actors of local milk value chain • Combination of actions from three themes of the call for proposals • Consideration of eligible activities (types of listed activity)

Criteria which are specific to PRAOP are integrated into scoring grids of brief notes and detailed proposals, and presented in Table 2.

TABLE N° 2: CRITERIA OF SCORING SPECIFIC TO PRAOP

Criteria	Indicators
Relevance of proposal in comparison with objective of the call for proposals	<ul style="list-style-type: none"> • Presentation and justification of drivers for action to engage/support development of local milk value chain
Constitution of the consortium responsible for project implementation	<ul style="list-style-type: none"> • Level of integration of consortium in project zone • Previous collaboration experiences • Operating modalities of consortium (formulation of proposal, governance, distribution of budget, property of references and generated capitalization products)
Experience of development operators, members of consortium (NGO, Association)	<ul style="list-style-type: none"> • Experience in local milk value chain: production, collection, processing, marketing, distribution; • Experience in multi-actors' project management; • Experience in capitalization;
Experience of the other members of consortium	<ul style="list-style-type: none"> • Preliminary knowledge of issues of the value chain; and challenges and drivers for adoption of best practices and innovations of value chains; • Participation in national and/or regional networks of the value chain.
Technical and methodological quality of proposal	<ul style="list-style-type: none"> • Adequacy between suggested activities and expectations of target public; • Clarification of innovative character of the proposal (in particular in terms of organisation, methods, models, mechanisms) for development of local milk value chains and by-products; • Relevance of combination of themes and suggested activities; • Coherence between considered intervention territory and objectives and outcomes of proposal; • Robustness of internal monitoring-evaluation mechanism; • Clarification of proposed internal capitalization approach and mechanism of project.
Inclusion of cross-cutting stakes	<ul style="list-style-type: none"> • Aspects of equity and gender; • Role of youth in sought changes; • Employment of youth; • Mainstreaming of environmental aspects.
Capacity of changing scale and continuation of engaged activities	<ul style="list-style-type: none"> • Clarification of continuation methods of activities engaged by the project at the end of financing; • Demonstration of the capacity to mobilize technical and financial resource after the project; • Justification of sustainability of the project actions;
Adequacy between objectives and activities and identified resources	<ul style="list-style-type: none"> • Coherence between objectives, outcomes and activities, and budget; • Time required to obtain announced effects and impact.
Complementarities and synergies with other interventions, in domains close to targeted by project	<ul style="list-style-type: none"> • Complementarities and possible synergies with other actions of Swiss Co-operation, and with actions of other financial donors and development operators on development of local milk value chains

TABLE N° 3: SCORING GRID OF PROJECT BRIEF NOTE

Headings	Scoring	Weighting	Maximum score
1. Coherence of project	1 to 5 points	Sub-total	40
1.1 Claire presentation of youth employability issue and local milk value chain in the project zone	5	2	10
1.2 Claire definition of objectives and expected outcome of activities and linkage with objectives of the call for proposals	5	2	10
1.3 Coherence of combination of proposed activities with objective of proposal and objective of the call for proposals	5	1	5
1.4 Relevance of partnerships under consideration for the project implementation	5	1	5
1.5 Innovative character of the proposal (added-value of action)	5	2	10
2. Approach and management	1 to 5 points	Sub-total	40
2.1 Coherence between anticipated outcomes, activities envisaged and suggested methodologies	5	1	5
2.2 Experience of bidder and his partners as regards implementation of similar local initiatives	5	3	10
2.3 Clearness of distribution of responsibilities and roles for partners of the consortium (complementarity, synergies among actors of consortium)	5	1	5
2.4 Experience of collaboration between partners of the consortium	5	1	5
2.5 Project management mechanism	5	2	15
3. Outcomes and impact	1 to 5 points	Sub-total	20
3.1 Precision and feasibility of anticipated outcomes in the medium term	5	1	5
3.2 Impact on target groups and final recipients in the long run	5	1	5
3.3 Degree of sustainability of expected generated processes	5	1	5
3.4 Capacity to change scale	5	1	5
Total score			100

Evaluation of brief notes

- 1) The project brief note will be allocated a score between 20 and 100 in accordance with the above evaluation grid.
- 2) The criteria of evaluation are subdivided in headings and sub-headings. For each sub-heading, it is allocated a score ranging between 1 and 5, in accordance with the scale of following appreciation: 1 = very insufficient; 2 = insufficient; 3 = average; 4 = good; 5 = very good.
- 3) Only the project brief notes which have obtained a minimum score of 70 points will be shortlisted.

TABLE N° 4: SCORING GRID OF DETAILED PROPOSALS

HEADING	Notation	Weighting	Score max
1. Relevance of the project	1 to 5 points	Sub-total	25
1.1 Are raised issues presented in a clear way? The linkage between issues and proposed activities, and the needs of considered value chain, recipients and target groups, argued in an adequate way?	5	1	5
<i>1.1.1 Is linkage between issues and proposed activities, and the needs of considered value chain, argued in an adequate way?</i>	2	1	2
<i>1.1.2 Is the linkage between issues and proposed activities, and the needs of final recipients and target group or groups, argued in an adequate way?</i>	3	1	3
1.2 Are objectives of the action and drivers of action to engage/support value chain development, and their linkage with the needs of recipients and target group or groups, well defined?	5	1	5
1.3 Is the innovative character (added-value) of the relevant proposal in relation with selected themes, well presented?	5	1	5
<i>1.3.1 Is the innovating character (added-value) of the proposal relevant in relation with selected themes?</i>	2	1	2
<i>1.3.2 Is the innovating character of the proposal well presented?</i>	3	1	3
1.4 Does the constituted consortium meet the stakes of the action (scales of intervention, functions and competences of various involved actors)?	5	1	5
1.5 Is the considered chain of values consistent with objectives and expected outcomes of the action?	2	1	2
1.6 Are cross-cutting stakes relating to key needs for adaptation to climate change, aspects of equity of gender, place of youth in sought changes and safeguarding of environment, addressed?	2	1	2
1.7 Announced effects and impact are they consistent with the project duration	1	1	1
2. Methodology	1 to 5 points	Sub-total	20
2.1 Does the general structure of the project reflect the analysis of basic issues?	5	1	5
2.2 Is the action plan clear and achievable? Are proposed activities suitable, practical and consistent with anticipated objectives and outcomes?	5	1	5
<i>2.2.1 Is the action plan clear and achievable?</i>	1	1	1
<i>2.2.2 Are proposed activities suitable, practical and consistent with objectives?</i>	2	1	2
<i>2.2.3 Are proposed activities suitable, practical and consistent with anticipated outcomes?</i>	2	1	2
2.3 Is the level of involvement and participation of partners members of the consortium in decision making and activities satisfactory?	5	1	5

2.4 Is internal monitoring-evaluation mechanism of the project satisfactory?	3	1	3
2.5 Are proposed approach and mechanism for internal capitalization to the project clearly clarified and relevant?	2	1	2
3. Operational and financial capacity	1 to 5 points	Sub-total	25
3.1 Is the bidder's experience in management of local initiatives multi-actors sufficient?	5	1	5
3.2 Do the bidder and partners have a sufficient technical expertise as regards development of value chains?	5	2	10
3.3 Do the bidder and partners have sufficient financial capacity management?	5	1	5
3.4 Do the bidder and partners have sufficient experience in capitalization?	5	1	5
4. Impact/Durability	1 to 5 points	Sub-total	15
4.1 Is the action likely to have a tangible impact on final recipients and target groups?	5	1	5
4.2 Are possibilities and methods of continuation of engaged activities and results obtained by the project at the end of financing sufficiently clarified?	2	1	2
<i>4.2.1 At institutional level, will there be structures or organisations to continue activities?</i>	1	1	1
<i>4.2.2 Will there be a local ownership of the project achievements?</i>	1	1	1
4.3 Would the project have multiplier effects? (in particular possibility of replication and extension of the project results and dissemination of information).	5	1	5
<i>4.3.1 Are there possibilities of replication and extension of the project results?</i>	1	1	1
<i>4.3.2 Are there possibilities of dissemination of references and information generated?</i>	1	2	2
<i>4.3.3 On policies (if applicable), what will be the structural impact of the project? Will it contribute in improving legal framework, application of regulations, etc</i>	1	2	2
4.4. Are complementarities and possible synergies with actions of other financial donors and development operators on value chains, possible and considered?	3	1	3
5. Budget and cost-effectiveness ratio	1 to 5 points	Sub-total	15
5.1 Is the relation between resources (human and technical) and expected outcomes satisfactory?	5	1	5
5.2 Are proposed resources (human and technical) necessary for the project implementation?	5	2	10
Total score			100

Evaluation of detailed proposals

- 1) The detailed proposal will be allocated a score between 38 and 100 in accordance with the evaluation grid above.
- 2) The criteria of evaluation are subdivided in headings and sub-headings. For each sub-heading, it is allocated a score ranging between 1 and 5, in accordance with the scale of following appreciation: 1 = very insufficient; 2 = insufficient; 3 = average; 4 = good; 5 = very good.
- 3) Only detailed proposals which have obtained a minimum score of 70 points will be shortlisted.
- 4) A ranking of detailed proposals will be established on the basis of score obtained, while following a decreasing order of ranking, and according to the country where the action is proposed.
- 5) The three detailed proposals by country having obtained the best evaluation scores, will finally be selected.
- 6) Once the selected 15 best detailed proposals distributed equitably among ECOWAS 15 member States, the remaining detailed proposals having obtained the best evaluation scores and allowing a minimum representativeness of components or value chains, will be selected, while following the decreasing order of ranking, until granting of the remaining balance of the budget.

Appendices

APPENDIX A .FORM OF PROJECT BRIEF NOTE ERREUR ! SIGNET NON DEFINI.

APPENDIX B FORM OF DETAILED PROPOSAL ERREUR !
SIGNET NON DEFINI.

APPENDIX C TEMPLATE BUDGET
ERREUR ! SIGNET NON DEFINI.

APPENDIX D LOGICAL FRAMEWORK OF THE ACTION
ERREUR ! SIGNET NON DEFINI.

APPENDIX E DATA CONCERNING THE BIDDER AND THE PROJECT
ERREUR ! SIGNET NON DEFINI.

APPENDIX F INFORMATION SHEET OF THE BIDDER ERREUR !
SIGNET NON DEFINI.

APPENDIX G INFORMATION SHEET OF EACH PARTNER OF THE PROJECT
ERREUR ! SIGNET NON DEFINI.

APPENDIX H DECLARATION OF PARTNERSHIP ERREUR !
SIGNET NON DEFINI.

APPENDIX I CHECKLIST BEFORE SUMITTING PROPOSALS
ERREUR ! SIGNET NON DEFINI.

APPENDIX J DECLARATION OF INTEGRITY, ELIGIBILITY AND ENVIRONMENTAL AND SOCIAL ENGAGEMENT ERREUR !
SIGNET NON DEFINI.

APPENDIX K COMPLETE ADMINISTRATIVE PACKAGE
ERREUR ! SIGNET NON DEFINI.

Annexe A. Form for project brief note

Deadline of reception of requests:.....

WARNING

Please carefully fill out this form, in order to facilitate its exploitation by evaluators

Evaluation of your project brief note will be carried out only if your proposal is considered to be eligible.

The project brief note package must include:

- Brief proposal unique document, which contents must follow the template presented in this model (**Erreur ! Source du renvoi introuvable.**)
- Title page (model in **Erreur ! Source du renvoi introuvable.**) of the project brief note of signed by the person entitled to request co-funding for the organisation
- Information sheet on partners of the project (template of sheet in **Erreur ! Source du renvoi introuvable.**)
- Declaration of partnership (**Erreur ! Source du renvoi introuvable.**)
- Checklist of documents to be sent (**Erreur ! Source du renvoi introuvable.**)

Format and contents of the brief note

The project brief Note must follow the template below (the font and size must be **Arial 10**). Any project brief note which does not comply with these requirements will be rejected without being evaluated.

Please provide following information by using the questions below

1 Summary of the action (1 page)

11 Short description of the proposed action

2 Relevance: (1 page)

21 - What is the relevance of your proposal taking into consideration the needs and constraints of the country as regards development of local milk value chain?

22 - What are the final recipients and target groups considered, and according to which criteria?

23 - What are the partners involved in the proposal, with which objectives and on the basis of which joint experiences?

24 - What are the targets and expected outcomes (effects and impact)?

25 - What is the added-value of the action: what does the action bring, compared to various development initiatives on local milk value chain, under implementation in the target country?

3 Methodology and sustainability: (1,5 page)

31 What are the key activities of the project?

32 What are the key methodologies considered for implementation of the action?

33 What are the considered roles of your organisation and partners of the constitute consortium?

34 What are the operating modalities of the consortium (formulation and implementation of the project)?

35 How will the project sustainably achieve its goal?

36 Would the project have demultiplying effects?

4 Operational capacity and expertise: (1 page)

41 What is the experience of your organisation as regards accompaniment of local milk value chain actors, capitalization and multi-actors project management (coordination, financial management, monitoring-evaluation)?

42 What is the experience of your organisation and your partners as regards development of local milk value chain?

5 Budget (template in **Erreur ! Source du renvoi introuvable.**)

6 Logical framework (template in **Erreur ! Source du renvoi introuvable.**)

Annexe B. Form for detailed proposal

Deadline for reception of requests:

WARNING

Please carefully fill out this form, in order to facilitate its exploitation by evaluators.

Verification of eligibility of the detailed proposal will be carried out only for proposals which were selected on a temporary basis, following the evaluation of brief notes. This verification will be done on the basis of documents requested by RAAF, the list of which is provided below.

Any detailed proposal which does not comply with these requirements, will be rejected without being evaluated.

The detailed proposal package must include:

- Detailed proposal unique document of, which contents must follow the template provided in this model (**Erreur ! Source du renvoi introuvable.**);
- Budget of the proposal (template in **Erreur ! Source du renvoi introuvable.**);
- Logical framework of the proposal (model in **Erreur ! Source du renvoi introuvable.**);
- Title page of the detailed proposal signed by the person entitled to request the financing for the organisation (**Erreur ! Source du renvoi introuvable.**);
- Information sheet relating to the bidder (applicant) filled-in and signed by the person entitled to request financing on behalf of the organisation (model template in **Erreur ! Source du renvoi introuvable.**);
- Filled-in information sheets on partners of the project (template provided in **Erreur ! Source du renvoi introuvable.**);
- Declaration of partnership (**Erreur ! Source du renvoi introuvable.**);
- Declaration of integrity, eligibility and environmental and social commitment duly signed by the project bearer (**Erreur ! Source du renvoi introuvable.**);
- Checklist of documents to be sent (**Erreur ! Source du renvoi introuvable.**)

Format and contents of the detailed proposal

The project brief Note must follow the template below (the font and size must be **Arial 10**). Any project brief note which does not comply with these requirements will be rejected without being evaluated.

Please provide the following information by using questions below.

1. Description

1.1 Title

1.2 Place (s)

Country, target territory

1.3 Duration (in months)

1.4 Cost of the action (of the project) and amount of the requested grant (in US dollars)

Total costs of eligible action (A)	Amount of requested grant (B)	% of requested grant compared to total costs of eligible action (project) (C) = (A/B) X 100
US\$	US\$	%

1.5 Presentation of the consortium of partners constituted to carry and implement the action (Maximum 2 pages)

Please provide necessary information concerning the following points:

15.1 Presentation of the bidder:

- Experience in multi-actors project management (in particular in terms of coordination, financial management and monitoring-evaluation)
- Experience in terms of capitalization
- Activities in progress related to development of local milk value chain

15.2 Presentation of the other partners of the consortium:

- Experience in accompaniment of professionals of local milk value chain
- Knowledge of development issues on breeding, and constrains and drivers for development of local milk value chain
- Activities in progress related to development of local milk value chains

15.3 Previous experience of collaboration among members of the consortium

1.6 Objectives (Maximum 1/2 page)

Please describe overall objectives that the action will contribute to reach, as well as specific objectives that the action aims to achieve.

1.7 Justification (Maximum 4 pages)

Please provide required information while answering the following questions:

- 1.7.1 Relevance of the action compared to objectives and priorities of the call for proposal for local initiatives
- 1.7.2 Nature of the issue to be addressd; identification of development needs and constrains for *local milk value chain* relating to selected themes
- 1.7.3 Identification of drivers of action and justification of the combination of proposed actions
- 1.7.4 Description of target groups and final recipients and estimate of their number
- 1.7.5 Reasons justifying choice of target group (s) and final recipients, and identification of their specific needs and constrains. How will the action contribute to satisfy them and address them?
- 1.7.6 Justification of considered value chain / component
- 1.7.7 Justification of constituted consortium, and description of operating modalities of the consortium
- 1.7.8 Level of integration of the consortium in *local milk value chain* development;
- 1.7.9 Inclusion of cross-cutting in the stakes (gender equity, place of youth in sought changes, others) in the proposal

3. Outcomes achieved

3.1 Expected impact on target groups/recipients (Maximum 2 pages)

Please indicate how the project will improve:

3.1.1 The situation of target groups/recipients

3.1.2 Technical and management capacities of target groups and/or partner (s)

3.2 Concrete results (Maximum 1 page)

Please be precise and quantify expected outcomes as much as possible. Indicate in particular envisaged publications

3.3 Multiplier effects (Maximum 1 page)

Please describe i) possible synergies with other local initiatives and actions of actors mobilized around *local milk value chain* development and in target countries, ii) modalities for continuation of engaged activities by the project at the end of financing, and iii) possibilities of reproduction and extension (scaling) of the project achievement.

3.4 Sustainability (Maximum 3 pages)

Please distinguish the three aspects:

3.4.1 Financial and economic aspect: how will possible management activities and/or structure (s) be financed, at the end of the grant?

3.4.2 Institutional aspect: will there exist structures allowing continuation of activities at the end of the action? How to ensure a local "ownership" of outcomes of the action?

3.4.3 Possible political aspect: what structural impact will the action have? For example will it lead to improvement of legislation, regulations, methods, etc?

3.5 Logical framework

Please fill out appendix D

4. Budget of the action

Please fill out appendix C

5. Expected funding sources

Please specify funding sources (own resources of the bidder and its partners, or another donor) while indicating those which are already acquired and those which are envisaged.

NOTE :

- 1) The description of items must be sufficiently detailed and must show each of their key components. Number of units and unit cost must be specified for each component according to provided indications Unit costs, if applicable, can be based on average costs
- 2) The total cost for each year of the project. This total includes the grant and share of co-funding
- 3) Please indicate countries where per diems are incurred, and applicable rates. Per diems cover housing, meals, transport costs inside the place of assignment and incidental expenses
- 4) Hiring or acquisition costs
- 5) To be detailed. Flat-rate amounts are not accepted
- 6) Activities of communication and visibility should be planned and budgeted at each stage of the project implementation.
- 7) This is a fixed amount covering indirect costs of the action and for which the recipient of the grant should not provide justifying documents They are for example: indirect additional personnel costs The amount of these administrative costs requested on the grant should not exceed a maximum of 7% of total of requested grant

NB: The bidder is responsible for exactitude of financial information provided in these tables.

Annexe D. Logical framework of the action

	Logic of intervention	Objectively Verifiable indicators	Basic value	Target value	Sources and means of checking	Assumptions
General objectives	<i>What are overall general objectives to which the action will contribute?</i>	<i>What are the keys indicators related to these general objectives?</i>			<i>What are the information sources for these indicators?</i>	
Specific objective	<i>What specific objective the action must reach as a contribution to total objectives</i>	<i>What indicators show in detail, that the objective of the action is achieved?</i>			<i>What information sources exist and can be gathered? What are the methods to obtain this information?</i>	<i>What factors and conditions out of the responsibility for the recipient are necessary to achieve this goal? (External Conditions) What are the risks to be taken into account?</i>
expected outcomes	<i>Outcomes are achievements which will allow the specific objective to be reached What are the expected outcomes? (Number these outcomes)</i>	<i>Which indicators make it possible to check and measure that the action achieved expected outcomes?</i>			<i>What are the sources of information for these indicators?</i>	<i>What external conditions have to be realized to obtain the results in discounted time?</i>
Activities to be developed	<i>What are the key activities to be implemented, and in which order, in order to produce expected outcomes? (Group the activities per outcomes)</i>	Means: <i>What means are necessary to implement these activities, for example personal, material, formation, studies, supplies, installations operational, etc?</i>			<i>Which are information sources on the action? Costs: Which are the costs of the action? their nature? (Detail in the budget of the action)</i>	<i>What preconditions are necessary before the action starts? What conditions out of the direct control of the recipient have to be realized for the implementation of the activities envisaged?</i>

Annexe E. Information on the Bidder and the Project

(Title page for brief note and detailed proposal)

Applicant	
Acronym	
Nationality	
Legal status	
Addresses	
N° of telephone	
N° of fax	
Email address	
Internet site	
Contact - project	
Email address contact-project	
Titre project/Name of project	
Local partners	
Places (country, region, city)	
Total costs of the project	
Contribution requested from ECOWAS	
Contribution of other possible partners	
Rate co-funding (%)	
Duration of the project	

Annexe F. Information sheet of the bidder

The bidder confirms that all the partners implied in this proposal, took part in the development of the project proposal , gave their agreement for their participation and the implementation of the action

Specify total number of partners involved in the project:

Full name of the organisation:	
Acronym:	
Postal address: (to which all correspondences relating to this project will be sent)	
Site of head office: (if different from postal address)	
Telephone:	
Fax:	
Email address:	
Internet site:	

Object of the organisation:	
Zone of intervention:	
Sector of intervention:	
Membership in groups, networks, platforms:	
Main publications of the organisation	
Contact person for this project:	
Technical reference: (name, telephone and address e-mail)	
Financial reference: (name, telephone and address e-mail)	
Administrative reference: (name, telephone and address e-mail)	
Name, first name and quality of the person responsible for requesting co-funding	
Name and first name of the executive director: (or equivalent)	

Annexe G. Information sheet on each partner of the project

The bidder confirms that all the partners involved in this proposal were consulted and gave their agreement for their participation

Complete name of the organisation:	
Acronym:	
Postal address:	
Site of the head office: (if different from the postal address):	
Telephone:	
Fax:	
Email address:	
Internet site:	
Contact person for this project:	
Name and first name of the executive director: (or equivalent)	
Creation date:	
Legal status: (join to the technical dossier, registration certificate or the equivalent, if the structure is informal, please specify this here)	
Name and first name of the president: (or equivalent)	
Number of members composing the Board of directors:	
List members of the Board of directors:	
Object of the organisation:	
Main fields of intervention:	
Human resources of association:	
Annual total budget in US dollars:	
Main donors:	
Membership in networks, federations, groups, etc:	
History and nature of co-operation with partners: institutional and contractual relations	
Role and implication in preparation of the proposed project:	
Role and implication in implementation of the proposed project	
Experience in similar actions according to its role in the implementation of the proposed action:	

Annexe H. Declaration of partnership

Important: This declaration must be provided by each partner

Title of the action:	
Organisation:	
Name:	
Function:	

A partnership is a substantial relation between two organisations or more implying a sharing of responsibilities in the action financed by the contractualisation body. In order to facilitate the good progress of the action, RAAF requires that all the partners take note of this by accepting principles of good partnership defined below:

1. All the partners must have read the request form for grant (Brief Note of Project and Detailed Proposal) before submission in the call for proposals and understood what will be their role in the action
2. The applicant and partners must consult each other regularly and be held mutually informed on progress of the action
3. All the partners must receive copies of narrative and financial reports presented to RAAF
4. Changes relating to components of the action in which they take part (eg with regard to activities, partners, etc) must be accepted by the concerned partners before being proposed to RAAF. If no agreement between partners could be reached, the applicant must state it when presenting modifications for approval.

I the undersigned, in my capacity as person in charge within the organisation partner, hereby certify that I read the contents of this declaration and that I commit to complying with principles of good partnership

Date and venue:

Name:

Function:

Signature:

Annexe I. Checklist before submitting bidder's proposals

BEFORE SENDING YOUR BRIEF NOTE, PLEASE CHECK THAT EACH FOLLOWING ELEMENT OF YOUR FILE IS COMPLETE AND COMPLIES WITH CRITERIA BELOW	TO FILLED OUT BY THE BIDDER		TO FILLED OUT BY RAAF	
	YES	NO	YES	NO
1 The brief note form, published under this call for proposal for local initiatives, was used for drafting 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 addresses indicated in this document of call for proposal for local initiatives				
6 The action will be implemented in one of the following countries: Benin, Burkina Faso, Côte d'Ivoire, Mali, Niger, Nigeria, Senegal, Togo or Chad				
7 The bidder complies with indicated definition criteria of operator of local milk value chain				
8 The consortium of actors meet indicated eligibility criteria of the consortia				
9 The bidder and each local partner filled out and signed the declaration of partnership (appendix H)				
10 The requested grant is between 150,000 and 200,000 US\$ (net of tax and custom duties)				
11 The financial contribution of the bidder and/or partners is equal or higher than 10% of total of budget of the proposal				

BEFORE SENDING YOUR DETAILED PROPOSAL, PLEASE CHECK THAT EACH FOLLOWING ELEMENT OF YOUR FILE IS COMPLETE AND COMPLIES WITH CRITERIA BELOW	TO FILLED OUT BY THE BIDDER		TO FILLED OUT BY RAAF	
	YES	NO	YES	NO
1 The form of detailed proposal, published under this call for proposal for local initiatives, was used for drafting 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 addresses indicated in this document of call for proposal for local initiatives				
9 The bidder and each local partner filled out and signed information sheets (Annexes F and G)				
10 The requested grant is between 150,000 and 200,000 US\$ (net of tax and custom duties)				
11 The financial contribution of the bidder and/or partners is equal or higher than 10% of the budget total of the proposal				

Annexe J. Declaration of integrity, eligibility and environmental and social commitment

(This text shall not be modified)

Heading of the call for proposal for project:

To: The Executive director of RAAF (the “**Executing Agency**”)

We recognise and accept that Swiss Cooperation only finances projects of the Project Executing Agency subject to its own conditions which are set out in the Funding Agreement it has entered into. As a matter of consequence, no legal relationship exists between the Executing Agency and our company, our consortium or our subcontractors under the Contract. The Executing Agency retains exclusive responsibility for the preparation and implementation of the Tender Process and the performance of the Contract.

2. We hereby certify that neither we nor any of our consortium member including subcontractors under the Contract, are in any of the following situations:

2.1) being bankrupt, wound up or ceasing our activities, having our activities administered by courts, having entered into receivership, reorganisation or being in any analogous situation;

2.2) convicted by a final judgement pronounced less than five years in countries of implementation of the project for offences under articles 6.1 to 6.4, hereunder or for any offence committed in the process of procurement or execution of a contract.

2.3) having been convicted by a final court decision less than five years by judgement for offences under articles 6.1 to 6.4, hereunder or for any offence committed in the process of procurement or execution of a contract.

2.4) having been subject within the past five years to a Contract termination fully settled against us for significant or persistent failure to comply with our contractual obligations during such Contract performance, unless this termination was challenged and dispute resolution is still pending or has not confirmed a full settlement against us;

2.5) not having fulfilled applicable fiscal obligations regarding payments of taxes either in the country where we are constituted or the country of the Executing Agency;

2.6) being subject to an exclusion decision of the World Bank or any other multilateral development bank and being listed on the website <http://www.worldbank.org/debarr>

2.7) being guilty of misrepresentation in supplying the information required as a condition of participation in the Tender.

3. We hereby certify that neither we, nor any of the members of our consortium or any of our subcontractors under the Contract, are in any of the following situations of conflict of interest:

3.1) being a shareholder controlling the Executing Agency, unless the stemming conflict of interest has been brought to the attention of DDC and resolved to its satisfaction;

3.2) having a business or family relationship with an Executing Agency staff involved in the Tender Process or the supervision of the resulting Contract, unless the stemming conflict of interest has been brought to the attention of DDC and resolved to its satisfaction;

3.3) being controlled by or controlling another Applicant or Bidder, or being under common control with another Applicant or Bidder, or receiving from or granting subsidies directly or indirectly to another Applicant or Bidder, having the same legal representative as another Applicant or Bidder, maintaining direct or indirect contacts with another applicant or bidder which allows us to have or give access to information contained in the respective Applications or offers, influencing them or influencing decisions of the Executing Agency;

3.4) being engaged in a Consulting Services activity, which, by its nature, may be in conflict with the assignments that we would carry out for the Executing Agency;

3.5) in the case of procurement of Works, Plant or Goods:

i. having prepared or having been associated with a Person who prepared specifications, drawings, calculations and other documentation to be used in the Tender Process of this Contract;

ii. having been recruited (or being proposed to be recruited) ourselves or any of our affiliates, to carry out works supervision or inspection for this Contract;

4. If we are a state-owned entity, and compete in a Tender Process, we certify that we have legal and financial autonomy and that we operate under commercial laws and regulations.

5. We undertake to bring to the attention of the Executing Agency, which will inform DDC, any change in situation with regard to points 2 to 4 here above.

6. In the context of the Tender Process and performance of the corresponding Contract:

6.1) neither we nor any of the members of our consortium nor any of our subcontractors under the Contract have engaged or will engage in any Sanctionable Practice during the Tender Process and in the case of being awarded a Contract will engage in any Sanctionable Practice during the performance of the Contract;

6.2) neither we nor any of the members of our consortium or any of our subcontractors under the Contract shall not commit unfair action (by action or omission), contrary to our legal or regulatory obligations or our internal regulations in order to receive an illegal profit.

6.3) we have not promised, offered or granted and we shall not promise, offer or grant, either directly or indirectly to: (i) any person holding legislative, executive, administrative or judicial mandate in the state of the Executing Agency, either the person is appointed or elected, on a permanent basis or not, either remunerated or not, whatever the level of hierarchy (ii) any person fulfilling public function, including for a public body or public enterprise, or providing public service, or (iii) any other person defined as public officer in the country of the Executing Agency, an illegal advance of any nature for himself/herself or for any person or entity, to fulfill or abstain to fulfill a deed as part of their official duties.

6.4) we have not promised, offered or granted and we shall not promise, offer or grant, either directly or indirectly to: (i) any person holding/leading a private entity or working for such an entity, whatever the capacity, an illegal advance of any nature for himself/herself or for any person or entity, to fulfill or abstain to fulfill a deed as part of their official duties.

6.5) we or either any member of our group or subcontractors shall not acquire or supply material and shall not intervene in sections under embargo of the United Nations, European Union or Switzerland.

6.6) we commit ourselves to complying with and ensuring that our subcontractors and major suppliers under the Contract, comply with international environmental and labour standards, consistent with laws and regulations applicable in the country of implementation of the Contract

and the fundamental conventions of the International Labour Organisation (ILO) and international environmental treaties. Moreover, we shall implement environmental and social risks mitigation measures when specified in the relevant environmental and social management plans or other similar documents provided by the Executing Agency.

7. we, as well as all members of our consortium partners and subcontractors under the Contract, hereby authorise DDC to review documents and accounting documents in relation with the procurement and execution of the contract, and to submit these documents for verification purposes to auditors appointed by DDC.

Name: _____ In the capacity of: _____

Signature:

Duly empowered to sign in the name and on behalf _____

Dated: _____

Annexe K. complete administrative package

For local initiatives selected on a temporary basis, before the signature of grants, RAAF will request submission of a Complete Administrative package, to check eligibility of the bidder. This package will have to be transmitted in hard copy at the following address:

**Attention of the Executive director,
Regional Agency for Agriculture and Food (RAAF),
83, rue des Pâtures (SUPER TACO)
Tel +228 22 33 82 82 /22 21 40 02/22 21 40 03- 01 BP 1816 Lomé-Togo**

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

- Copy of statutes certified true to the original;
- Copy declaration of registration and copy of publication in the Official Gazette [or equivalent according to the legislation in force in the country of establishment of the organisation];
- Dated list of members of governing bodies, bureau and main leaders and their coordinates, on which list shall be stated the date of last elections;
- Flow chart dated and signed by the person in charge;
- Last report of General meeting or at least agenda of the last general meeting and main resolutions, as well as any supportive document showing activities engaged and carried out and proven community or operative life;
- Assessments and Operating statement of the last three fiscal years (with appendices and explanatory notes), validated by the General meeting, highlighting the origin (public or private) of the financial resources. This information will be updated each year
- Projected budget for the current year and highlighting the list of public funding approved by the body in charge of balancing and approving the accounts of the organisation (while indicating if possible if they are acquired, requested or to be requested);
- Documents which prove the sources of co-funding of the action already acquired;
- Other administrative documents considered to be necessary, may be requested by the contracting body.

NOTE:

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