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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 PROJECT PROPOSALS

Project Title: "Support for Capacity Building of the ECOWAS Commission for the Implementation of the Regional Component of the Regional Investment and Livestock Program in Coastal Countries (PRIDEC) within the Framework of ECOWAP 2025"

Call Title

REGIONAL INITIATIVES AND INNOVATIONS TO FACILITATE THE DEVELOPMENT OF LIVESTOCK AND MEAT AND CATTLE TRADE IN WEST AFRICA AND CHAD

GUIDELINES

Call no.: ARAA-PRIDEC/19/AP7

Countries covered: the 15 ECOWAS Member States (Benin, Burkina Faso, Côte d'Ivoire, Chad, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo, Cape Verde) and Chad

Implemented by the ECOWAS Regional Agency for Agriculture and Food -

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Acronyms

AIBP	Agro-industrial by-products
APESS	Association for the Promotion of Livestock in the Sahel and the Savanna
AWPB	Annual work plan and budget
BMND	Densified multi-nutritional block
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
CN	Concept note
COFENABVI	National Federations of the Livestock and Meat Sector of West Africa
CPD	Call for Proposals Document
DP	Detailed proposal
ECOWAP	ECOWAS Agricultural Policy
ECOWAS	Economic Community of West African States
FAQ	Frequently asked questions
Incl. tax	Inclusive of all tax
NAFSIP	National Agricultural Investment and Food Security Plans
NGO	Non-Governmental Organizations
NON	No objection notice
OECD	Organization for Economic Co-operation and Development
PACBAO	Livestock Marketing Support Program in West Africa
PRIDEC	Regional Investment and Livestock Program in Coastal Countries
RAAF	Regional Agency for Agriculture and Food
RAIFSNP	Regional Agricultural Investment and Food Security and Nutrition Plan
RBM	Network of Breeder and Pastoralist Organizations in Africa
ROPPA	Network of Farmers' Organizations and Agricultural Producers of West Africa
RPAIFS	Regional Plan for Agricultural Investment and Food Security
SC	Selection committee
SDC	Swiss Agency for Development and Cooperation
SWAC	Sahel and West Africa Club

General Information

The ECOWAP vision adopted in the 2025 strategic policy framework is "A modern, sustainable, inclusive, competitive agriculture that guarantees decent jobs, food and nutrition security, and food sovereignty". To achieve this vision, ECOWAS developed a 2016-2020 Regional Agricultural Investment and Food Security and Nutrition Plan (RAIFSNP). In the livestock sector, the RAIFSNP is supported by the livestock development and transformation plan for 2011-2020. The sector objective for this action plan is to transform and economically develop the livestock, meat and milk sectors to ensure sustainable food security, reduce poverty and provide decent incomes for these assets while preserving natural resources. This includes reducing Member States' dependence on animal food imports outside the region.

In the context of the implementation of ECOWAP 2025 and PRIASAN 2016-2020, ECOWAS received financial support from the Swiss Cooperation (SDC) as a contribution to the ECOWAS Regional Program for Investment and Livestock in Coastal Countries (PRIDEC). The SDC's contribution, which is part of the implementation of the Livestock Marketing Support Program in West Africa (PRIDEC/PACBAO), aims at developing competitive, regional and inclusive livestock and meat value chains by promoting West African pastoral and agropastoral livestock, including breeders and pastoralists¹ in these value chains under income-generating conditions and meeting the meat demand of households in the region. A related objective is to create gainful employment, especially for young people and women. The specific objective of the PACBAO in connection with the call for project proposals is to stimulate innovative investments by entrepreneurs or producers' groups in the livestock and meat sector and develop financial and insurance services adapted to it, removing barriers to the transformation of the sector and the integration of breeders and other small stakeholders into marketing channels.

One part of the SDC's contribution will be used by ECOWAS, through the RAAF, to finance innovative investments by professional organizations in the livestock-meat sector and develop appropriate financial and insurance services. It is in this context that this call for project proposals entitled "Regional initiatives and innovations to facilitate the development of livestock and meat breeding and trade" is being launched. The total amount of the allocated funds, the relevant countries, the implementation period and the minimum and maximum amounts of grants awarded by ECOWAS in the framework of this call for project proposals are specified in the "Particular Requirements" section.

The Call for Proposals is Launched for a Period of Seven (7) Weeks

Bidders will submit their project proposals in one step, including the concept note and the detailed proposal. The concept notes will be presented in accordance with the form in Annex A. The detailed projects will be presented using the template in Annexe B. The projects will be supported by a detailed budget (Annexe C) and a logical framework (Annexe D).

The selection of project proposals will be carried out by the RAAF in a first step by evaluating the concept notes. Bidders whose concept notes have been successful for the rest of the process will be informed by the RAAF.

The detailed projects of the selected concept notes will be evaluated in a second step. Bidders whose detailed proposals have been successful will be invited to submit the various administrative

¹ Herdsmen.

documents provided in Annexes E to K to the RAAF. The submission will be made by post or hand. A scanned version will be sent by e-mail.

They will be also invited, if necessary, to finalize, within two (02) weeks from the notification date of the selection results, their revised project documents adding any recommendations suggested by the RAAF before signing the financing agreements.

The grant agreements will be signed by ECOWAS/RAAF and project leaders.

The call for project proposals document (CPD) will be available on the following websites:

- RAAF website: <http://www.araa.org/>
- ECOWAS website: www.ecowas.int
- Hub Rural Internet: www.hubrural.org
- CILSS website: www.cilss.int
- SWAC/OECD website: www.food-security.net
- Websites of the Ministries of Livestock in the 15 ECOWAS Member States and Chad.
- Web sites DDC West Africa
<https://www.dfae.admin.ch/burkina-faso>
<https://www.dfae.admin.ch/benin>
<https://www.dfae.admin.ch/mali>
<https://www.dfae.admin.ch/niger>
<https://www.dfae.admin.ch/chad>

The Ministries of Livestock in the 15 ECOWAS Member States and Chad will be invited to disseminate information on this call for project proposals.

The main elements of the call for project proposals will be also published in at least one official journal in each of the target countries.

The guidelines of the call for project proposals will be also disseminated electronically to various stakeholders involved in livestock and meat value chain development initiatives in West Africa, pre-identified by the RAAF.

The project proposals will be written in one of the three (3) ECOWAS working languages: French, English and Portuguese. The publication of the call for project proposals will be made in these three (3) languages.

Both the concept note and the detailed information note of the proposals must be submitted in a PDF format through a platform whose link is contained in the Call for Proposals tender document <https://mesecops.dev4u.it/callforproposal.cfm?idaap=40> and to: appels@araa.org

Online submission (<https://mesecops.dev4u.it/callforproposal.cfm?idaap=40>) is mandatory and could be the only submission to be considered. In addition to the online submission, you must also submit your concept note and the detailed information note to the Email address appels@araa.org.

To avoid last minute Internet connectivity, kindly submit your documents at least two (02) hours before closing time.

The deadline for the submission of the concept note and the detailed project information is 25th August, 2019 at 23:59 mn, Lomé, Togo, local time (GMT+00).

Any project submission received after the deadline date and time indicated above will be rejected and will therefore not be evaluated.

OBJECT ARAA/19/AP7– [PORTEUR DE PROJETS] - NS

Bidders are strongly encouraged to respect the nomenclature of the message object. The deadline for submitting the concept notes and detailed projects is dd/mm/2019.

Any project submission received beyond the deadline date and time indicated above will be rejected without consideration.

Frequently asked questions: the RAAF holds a forum on frequently asked questions (FAQ) for all bidders seeking a better understanding of the call for proposals process and guidelines.

In addition, requests for information may be sent, by e-mail only, to the RAAF up to **15 days before the closing date of the call for proposals**, to the following FAQ e-mail:

To faq@araa.org

OBJECT CALL FOR PROPOSALS No: Request for Information

Beyond, new questions will no longer be processed.

All the answers to questions asked by bidders and answers given by the RAAF will be available within **8 days before the closing date of the call for project proposals** on the RAAF website: <http://araa.org/fr/call-for-proposals>

This website will be updated regularly and bidders are encouraged to visit it.

Section 1: Instructions to Bidders

1 GENERAL CONDITIONS

1.1 General Clauses

The call for project proposals aims at financing projects carried out by operators in the livestock and meat sector whose status is specified in the "Particular Requirements" section.

Bidders should:

- demonstrate their ability to implement major projects;
- have experience in implementing livestock development and marketing projects in partnership and;
- have prior experience in one of the various eligible activities of this call for project proposals and the activities mentioned in their proposals.

The types of stakeholders invited to form consortia are specified in the "Special Conditions" section.

The target of the proposed actions is specified in the "Particular Requirements" section.

1.2 Process

ECOWAS co-finances the implementation of projects designed and defined by consortia of stakeholders mobilizing complementary functions and skills, for a period specified in the "Particular Requirements" section.

Regional organizations submitting a proposal should work in partnership with other national or local organizations with a view to meeting the requirement of the local implantation of projects and enable local capacity building.

The projects should be necessarily designed, defined and implemented in agreement with the relevant local public institutions and their partners.

The maximum share of the ECOWAS grant in the total project budget is specified in the "Particular Requirements" section of the call for project proposals, as well as the documents that must appear in the administrative file to guarantee such co-financing.

The different forms of possible co-financing are specified in the "Particular Requirements" section of the call for project proposals.

ECOWAS participation will only cover eligible costs. Eligible and non-eligible costs are described in the "Particular Requirements" section of the call for project proposals.

The financing of the selected projects operations will be carried out in three (3) installments, the proportions of which are specified in the "Particular Requirements" section. Bidders will bear all costs related to the preparation and transmission of their bids and the RAAF will under no circumstances be held responsible for, or liable to pay, these costs.

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

1.3 Presentation of Proposals

There will be only one call for project proposals, unless it is unsuccessful, the objective being to select the best proposals and have the required time for the successful operators to be able to intervene on the field and for the actions to generate measurable effects and support annual plans of funding.

The bidder is required to check and compile the checklist in Annex I before sending the documentation to the RAAF. The checklist is an integral part of the documentation to send to the RAAF. Each page of the detailed proposal and the corresponding checklist must be initialed.

The selection of proposals will be carried out by the RAAF on the basis of:

- a **project concept note** supported by several administrative documents (see Annex A); then, for operators whose concept notes have been selected,
- a **detailed proposal** supported by several administrative documents (see Annex B).

The bidder will be also required to submit a full administrative file before the contract is signed (refer to the list of administrative documents in Annex K).

The concept notes will be written in French or English.

The concept note and the detailed project proposal will be submitted electronically.

1.4 Audit, Reporting, Evaluation and Capitalization

The RAAF reserves the right to carry out audits on each grant installment and evaluations (ex-ante, mid-term, ex-post) of co-financed actions, using its own funds or specific financing, as from the signature of the contract and throughout the implementation period of the project.

Periodic technical and financial reports on the activities implemented in the project framework should be submitted to the RAAF to enable the technical and financial implementation to be monitored and formally verified before the next grant installments are paid out on the basis of an audit report carried out by an audit firm selected by the RAAF and which services will be financed by PRIDEC/PACBAO. The reporting procedures are specified in the "Particular Requirements" section of the call for project proposals.

1.5 Contract Currency and Payment Currency

Bidders will be required to prepare their proposal in US dollars, the currency of the grant contract. The budget must be drawn up inclusive of all tax, firm and non-revisable, given that any potential taxes and customs duties contained in the budget will then be taken into account by the project leader or its partners from the part of the budget corresponding to their co-financing.

1.6 Conditions for the Call for Project Proposals

By the very fact of submitting their proposals, bidders:

- have read and accepted the terms and conditions of the call for project proposals described herein;
- have a perfect knowledge of the nature and scope of the actions to carry out, the local working conditions and all the constraints that these actions involve and;
- have read the general and particular requirements (Sections II and III) of the call for project proposals.

1.7 Opening of Proposals and Selection Committee

The opening and then selection of proposals will be carried out in Lomé, at the RAAF headquarters, by a selection committee. The opening of proposals will take place on the deadline day for the call for project proposals.

1.8 Review of the Proposals Conformity

Bidders whose proposals have not been administratively compliant (according to the list of documents in the bidding file) will be informed by the RAAF. The bidder will then be notified and the missing documents may be sent, in electronic form, within five (5) days as of the communication date by the RAAF. For detailed proposals, bidders must submit the paper version of the missing documents before the grant contract is signed.

The selection committee may eliminate proposals from bidders who do not demonstrate in their proposals the human and financial capacity to implement a project in the relevant country.

1.9 Evaluation and Ranking of Proposals

The selection committee of proposals will evaluate proposals that have been in compliance with the provisions. It will then compare the scores between evaluators of the same proposals and make a general ranking of the proposals. The evaluation criteria and the scoring and ranking procedures are specified in the "Particular Requirements" section.

It is planned to finance fifteen (15) projects. The projects may cover one or more countries. Projects covering one country have to prove their direct link with the actions or effects on one of the selected corridors.

1.10 Right Granted to the RAAF to Reject Proposals and Cancel the Call for Project Proposals

The RAAF reserves the right to reject any proposal, cancel the call for project proposals procedure as long as ECOWAS has not awarded the grants, without taking on any responsibility regarding the bidders concerned, and without having to inform them of the reasons why the call for project proposals has been cancelled or why their proposals have been rejected.

1.11 Improvement of Technical and Financial Files

After selecting the detailed proposals, the RAAF will send recommendations and suggestions to the provisionally successful bidders to improve and finalize the operational contents of their documents. These improvements should not lead to an increase in the cost initially proposed.

1.12 Confidentiality of the Project Selection Process

No information relating to the review, evaluation, comparison of evaluators' scoring of project proposals and recommendations for the award of the grant shall be disclosed to bidders or any other person who is not part of the review and evaluation procedure.

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

1.13 Information on the Selection and Award Process

The list of project proposals which concept notes have obtained the minimum required scoring and which have been selected after application of the geographical key indicated in the "Particular Requirements" section, will be published on the RAAF website. The successful operators will also be notified by individual e-mail.

The operators whose detailed project proposals have been successful for funding by the RAAF will be informed by individual e-mail.

1.14 Signature of the Grant Contract

After informing the successful bidders and finalizing the detailed proposals considering the recommendations, the RAAF will send the draft co-financing agreement for approval before signing. The financing agreements will then be signed by the project leader and the RAAF on behalf of ECOWAS.

2 PARTICULAR REQUIREMENTS

2.1 Financial Resources Available

The call for project proposals has a total grant budget of three million (US\$3,000,000) US dollars.

2.2 Duration of the Projects

In order to ensure a sufficient implementation period for actions to generate significant measurable effects and support capitalization and consultation processes, the implementation period of the pilot projects will be between 18 months (minimum) and 24 months (maximum).

2.3 Geographical and Territorial Conditions

The regional livestock trade in West Africa is conducted from livestock-producing Sahel countries to coastal countries that are the Sahel meat consumer areas. Livestock marketing activities are carried out along transnational corridors² in West and Central Africa. Two types of distribution channels structure the marketing corridor: (i) national channels that start from the farm and the collection livestock market at the village level and end on border markets which are located at the borders of neighboring countries to facilitate cross-border trade and; (ii) cross-border marketing channels that range from border markets to terminal markets generally located in major urban areas of coastal countries.

In the context of this call for proposals, the projects selected will come from:

- the following livestock marketing corridors:
 - 1) the central corridor from Niger, Burkina Faso and Mali to Côte d'Ivoire, Ghana, Togo and Benin;
 - 2) the eastern corridor from Niger and Chad to Nigeria;
- and other ECOWAS Member States that are not in the corridors listed above (Gambia, Guinea, Guinea-Bissau, Liberia, Senegal, Sierra Leone, Cape Verde).

Thus, the countries eligible in the framework of the call for project proposals to carry out the actions of the proposed projects are the 15 ECOWAS Member States (Benin, Burkina Faso, Côte d'Ivoire, Chad, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo and Cape Verde). The project intervention area could cover one or more sites in the corridor, covering one or more countries but also other countries not covered by these 2 corridors.

2.4 Target Public

The call for project proposals targets only stakeholders and territories from the 15 ECOWAS Member States and Chad.

The transformation of the channels of livestock and meat distribution which are looked for must be inclusive and must benefit livestock and meat sector professionals who earn income from livestock activities (small-scale breeders, pastoralists, agropastoralists, fatteners), marketing (traders, exporters), transport (transporters), processing (wholesale butchers, slaughter butchers) and distribution (butchers and pork butchers). In addition, this transformation should create better jobs for young people and open up opportunities for both women and men.

² The concept of "marketing corridor" refers to a sub-regional area marked by the complementarity of productions, the connection of production and consumer areas and dense and privileged trade exchanges between a group of Sahel countries and a group of coastal countries.

Without being the direct targets of the call for project proposals, other public or private stakeholders (local authorities, veterinary service providers, financial, support and advice providers, zootechnical and veterinary input suppliers, etc.) involved or supporting the livestock and meat sector could be both partners and beneficiaries of the projects.

2.5 *Expected Actions*

The innovative investments, which are the subject of this call for project proposals, aim at providing financial, technical and methodological support to professional organizations in the livestock and meat sector, associated with development operators, that are involved in the development of animal farms and the facilitation of livestock and meat trade on the basis of achievements.

The aim is to support the development of inclusive value chains in the livestock and meat sector that operators will decide to go into. This commitment can be made on their own initiative, but also through initiatives carried out by support and advice, and research and development centers. As a result, the approaches and intervention levels will be complex.

Five (5) principles should underpin the expected actions, namely:

- i. Participation and empowerment of livestock and meat sector operators (pastoral and agropastoral breeders, fatteners, livestock traders, transporters, butchers, pork butchers, etc.). These operators are the main targets of the program and therefore form the basis of the interventions;
- ii. Consideration of all dimensions of sustainable development so that the project's actions cannot have a negative impact on the needs of future generations;
- iii. Support measures for breeders and the livestock and meat sector professionals should be diversified and complementary; Beyond the approaches most commonly implemented (training, demonstration, etc.), it will be necessary to mobilize original methods to support technical, commercial and organizational innovations, and consultation;
- iv. Collective action should not only pursue efforts to co-design innovations, but also address the mechanisms and approaches that promote their adoption (consultation framework, multi-stakeholder innovation platform, productive alliances³, etc.); and
- v. Capitalization of the achievements obtained and the lessons learned from successes and failures have to be the object of various products facilitating exchanges at local, national and even regional level. These capitalization and exchanges will provide useful elements for decision-makers to develop public policies.

2.6 *Nature of the Projects*

The call for proposals aims at co-financing pilot projects demonstrating on the field the possibilities to develop inclusive, environmentally friendly livestock and meat value chains based on technological, commercial and institutional innovations to increase the regional supply of quality livestock and meat and better integrate pastoral and agropastoral producers into marketing channels. They will combine different actions and mobilize different skills to address the regional character of livestock development and trade in West Africa and Chad which requires multi-stakeholder arrangements and different scales of intervention.

³ The productive alliance aims at integrating small-scale producers into existing value chains by going as directly as possible to the main buyer.

2.7 Amount of the Grant

The amount of grants for pilot projects is a minimum of US\$150,000 and a maximum of US\$200,000, excluding tax and customs duties.

2.8 Nature of Eligible Bidders

To be considered eligible, applicants must be professional organizations of stakeholders in the livestock and meat sector (breeders, livestock traders, transporters, butchers, pork butchers): groups, professional associations, cooperatives, economic interest groups, interprofessional organizations and national federations. Partnerships between these professional organizations in the livestock and meat sector are encouraged.

In addition, candidates must meet the following conditions:

- i. be financially sound and able to make its own contributions to the project and expand (scale up) the project when it is commercially viable;
- ii. have sufficient management capacity to manage and implement the project: this can be assessed in terms of bidders' current organizational capacities, skills and expertise of their staff;
- iii. have a good record of seriousness and comply with the legal rules and regulatory requirements, including environmental and social policies;
- iv. ensure that the project is consistent with the applicant's existing activities and long-term strategy; and
- v. be able and willing to share lessons learned with relevant stakeholders at the sector level and document them for the benefit of the sector.

The bidder must be an association governed by the law of one of the ECOWAS Member States or Chad.

A given bidder may only have one project proposal. On the other hand, he may be included as a partner in another proposal or other proposals.

2.9 Consortium of Eligible Stakeholders

Field projects must be based on a partnership, including at least three categories of livestock and meat sector stakeholders, recognized by the technical services and regulations in force in the country. These are:

- a professional organization (see 2.8) working in the fields of livestock production, livestock trade, animal transport, processing, packaging and distribution of meat and meat products;
- a development operator (NGO, association, study office, etc.) with recognized experience in support and advice of stakeholders in the livestock and meat sector;
- a research and development center or a national or regional training center;
- a local or territorial community;
- a public or private company in the agri-food or agro-industrial sector contracting with stakeholders in the livestock and meat sector and aimed at processing or marketing live cattle, meat and derived products; or
- a public or private company involved in the provision of financial or insurance services.

2.10 Partners and Contractors

These entities are neither applicants nor partners. They do not need to sign the partnership declaration.

2.10.1 Associates

Other organizations or individuals may be involved in the action. The associates do participate in the action, but are not eligible for the grant, except for daily allowances and travel expenses. These associates must not meet the eligibility criteria. The associates should be mentioned in part B (detailed proposal).

2.10.2 Contractors

The beneficiaries and their affiliated entities may award contracts. The associates or affiliated entity (entities) may not be both beneficiaries or affiliates and contractors of the project. The contractors are subject to the stated procurement rules.

2.11 Functioning of Consortia of Stakeholders

Each project will be proposed by a consortium of stakeholders whose activities will be under the coordination and responsibility of the livestock and meat sector operator (see III.8) or development operator (NGO, association, etc.) with regard to ECOWAS. These consortium stakeholders will work collectively during the formulation phase to ensure that the proposal is in line with the needs and capacities of everyone in the implementation process. The operator of the livestock and meat sector, the bidder for the project, must be able to maintain the partnership between these stakeholders from the design phase until the end of the implementation of the project activities.

The notion of consortium of members, stakeholders involved in a project, will involve clarifying, in the detailed project proposal, provisions and mechanisms to ensure: (i) the effective participation of everyone in the formulation of the project proposal; (ii) a balanced governance of the project (coordination and decision-making); (iii) a concerted distribution of grant funds; and (iv) a shared ownership of the references and capitalization products resulting from the project.

2.12 Process

The maximum share of grant granted by ECOWAS is 90% of the total budget of each project financed. The bidder (operator) and its partners must provide a minimum co-financing of 10% of the total project budget.

The required co-financing aims at increasing the impact of field projects, empower operators in implementing projects and promoting interactions between different types of stakeholders for the mobilization of funding. This 10% co-financing may be entirely in cash or partially in kind and in cash. In the latter case, the minimum required in cash is 5% and the minimum required in kind is 5%, all other things being equal.

The project budget presented in the detailed proposal will include the ECOWAS grant (90% excluding tax and customs duties) and the consortium's co-financing of 10% including tax.

Some expenses not eligible on the grant budget will be eligible on the co-financing expenses incurred by the project leader and its partners (taxes, customs duties, etc.).

Depending on the headings and budget lines, any amount added to the column of grant requested from ECOWAS will be "exclusive of tax and customs duties".

Detailed project proposals must include co-financing, which may take several forms and must be precisely quantified:

- the co-financing by other financial partners (donors, public associations such as communes or regions, local development funds, etc.) to finance specific activities and infrastructure and increase the scope of the project;
- additional financing from development support projects financed by Swiss Cooperation that may be mobilized in certain countries;
- the provision of permanent or temporary field staff: the provision procedures must be presented in the project document and will be the object of an agreement between the project leader and the association that provides the staff;
- the contribution in kind from professional organizations in the livestock and meat sector (supply of work and materials for collective actions, promotion of consultants or technical agents requested as part of the project, provision of offices);
- taxes, customs duties and other costs not eligible for the grant but necessary and provided for in the co-financing budget of the project leader and its project partners.

The ECOWAS participation will only cover eligible costs.

Eligible costs are the costs actually incurred by the beneficiary (beneficiaries) and the affiliated entity (entities). They can be as follows:

- unit costs: cover all or part of the specific categories of eligible costs which are clearly determined in advance by reference to an amount per unit;
- lump sums: cover as a whole all or part of the specific categories of eligible costs which are clearly determined in advance; and
- flat-rate financing: covers specific categories of eligible costs that are clearly determined by applying a fixed percentage.

Amounts or rates must be estimated using objective information such as statistical data or any other objective means. It is also possible to refer to certified or verifiable historical data. The methods used to determine the amounts or rates of unit costs, lump sums or flat rates must be verifiable. The cost estimate must be reasonable, taking into account the costs already incurred by the beneficiary (beneficiaries) and their partners; they must be in accordance with their accounting practices; no profits must be made and they must not already be covered by other financing sources (no double financing).

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

- the costs of preparing and submitting tenders;
- expenses not directly related to the project;
- services provided as part of an intervention as operators in other projects financed by the RAAF or ECOWAS, under investigation or execution;
- expenses for which financing was initially provided by another donor;
- debts and debt burdens;
- provisions for possible future losses or debts;
- interest expenses;
- exchange losses;
- loans to third parties; and
- taxes and customs duties.

The financing of the selected projects operations will be paid out in three instalments as follows:

- 50% upon signature of the grant contract;

- 40% upon submission of a technical and financial implementation report; an external audit report on the first instalment financed and validated by the RAAF, certifying in particular an execution rate of the first advance of at least 70%; and
- 10% upon submission of the technical and financial execution report; an external audit report financed and validated by the RAAF, certifying an execution rate of 100% for the first instalment and 70% for the second.

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

The bidder (project leader) will make a pledge to return the unused funds to the RAAF within 3 months of the deadline for the fund use. In addition, the RAAF reserves the right to request repayment of insufficiently justified resources within the same time frame (i.e. within three (3) months of the deadline for the fund use) in line with the conclusions of the final audit.

2.13 Selection of Projects

In the first step, the concept notes with an evaluation score of at least 70/100 will be pre-selected. A geographical distribution will be made to ensure equity in the distribution of the field project grant among the nine countries covered by PRIDEC/PACBAO. This distribution will also aim at allowing capitalization and consultation activities around the development of value chains in the livestock and meat sector. Thus, among the successful concept notes with a score of at least 70 out of 100 points, it will be necessary to ensure that the nine (9) countries are represented with at least three concept notes for which the detailed proposals will be evaluated.

In the second stage, the detailed proposals made by the successful applicants will be evaluated in turn. The detailed proposals with an evaluation score of at least 70/100 will be pre-selected and ranked by country. The final selection will be made according to the order of merit by country according to the available funding.

In the event that two proposals from the same country are selected, they should not deal with the same theme. The selection committee will take into account the diversity of the links in the supply chain on which depend each country's project proposals. This diversity will encourage exchanges between the stakeholders of the sector in the countries concerned and cross-capitalization by marketing corridor.

The selection committee also has the power to decide, in the event of a perfect equality of evaluation scores, between two proposals or in the absence of proposals from a country or in the event that a country has no successful project proposals. In the case of equal scores between project proposals from the same country, the analysis for the choice will take into account the themes developed, along with the distribution of the themes over the entire geographical area of the project in order to pay attention to the least represented themes, in order to support the capitalization.

2.14 Evaluation Methods

The scoring of the project concept notes will be established on 100 points according to the scoring grid presented later in Table 3.

The scoring of the detailed proposals will be established on 100 points according to the scoring grid presented later in Table 4. The results of the evaluation of the concept notes will then no longer be taken into account in the rating of the detailed proposals.

2.15 Summary of Clauses on Proposals Inadmissibility

The following elements will result in making a project proposal inadmissible:

- i. Ineligible expenses included in the budget:
 - expenses not directly related to the project;
 - services provided as part of an intervention as operators in other projects financed by the RAAF or ECOWAS, under investigation or execution;
 - expenses for which funding was initially granted by another donor;
 - debts and debt burdens;
 - provisions for possible future losses or debts;
 - interest expenses;
 - exchange losses; and
 - loans to third parties.

- ii. Other elements making proposals non-receivable:
 - the amount of the grant requested does not comply with the minimum-maximum ranges indicated in the corresponding section;
 - the proposed project duration is less than the minimum duration indicated or more than the maximum duration indicated in the corresponding section;
 - the project is not part of the marketing of livestock and meat;
 - the project leader is not a player in the livestock and meat sector as defined in the corresponding section;
 - the project is not based on a consortium of at least two of the types of eligible stakeholders indicated in the corresponding section, including a mandatory professional organization in the livestock and meat sector;
 - the consortium of stakeholders formed does not include a professional organization for the livestock and meat sector;
 - the administrative costs related to the requested grant exceed 7% of the amount of the requested grant; and

2.16 Audit, Reporting, Monitoring and Evaluation and Capitalization

Two audit firms will be recruited by the RAAF to audit the field projects according to instalment payments and on purchase orders in the 9 countries covered by the call over the project implementation period. This will involve certifying the expenditure of field projects in situ. To do this, project leaders will have to provide the originals of the expenditure documents for audit purposes.

The selection of this firm will be subject to the SDC's no objection notice (NON).

Audit reports will be in the public domain. The funds needed to finance the audits will be covered by the RAAF from the PRIDEC/PACBAO budget and are not to be included in the project budget.

Each project must have an internal, result-based monitoring and evaluation system, helping in particular to monitor the progress of the implementation of the planned actions and the evolution of the indicators (results indicators, effect and impact indicators). Generic indicators to support the description of the global and specific objectives and expected results of PRIDEC/PACBAO "III.18 Objectives and Expected Results", will be defined in each project mechanism.

Capitalization actions will be planned by operators throughout the project.

2.17 Complete Administrative Documentation

Before signing the grant contract, successful bidders will be required to provide the documentation contained in the full administrative file in Annex K to verify their eligibility.

2.18 Objectives and Expected Results

The global objective of PRIDEC/PACBAO is to develop competitive, regional and inclusive livestock and meat value chains by enhancing West African pastoral and agropastoral livestock, integrating breeders into these value chains under income-generating conditions and meeting the meat demand of households in the region. A related objective is to create gainful employment, especially for young people and women.

Thus, the objective of this call for proposals is, through the field projects financed and the processes of exchange, capitalization and consultation that they will support, to stimulate innovation by local companies and professional organizations in the livestock and meat sector and improve the functioning of trade in live cattle, meat and derived products. These projects will consist of productive investments (tangible or intangible) in various links in the traditional and emerging sectors, including the production of animals for slaughter, livestock marketing, processing and distribution of meat products.

These processes of technical and organizational innovation should lead to:

- improving productivity or product quality, developing and adopting new products, inputs, equipment or professional services or improving processes in the marketing chain (new business models);
- the expansion or improvement of the activities of an individual producer company or group with positive economic benefits for its suppliers, customers or employees or through the replication of innovations by other economic operators;
- facilitating access to finance or reducing risks for investors to encourage the private sector to invest sufficiently in terms of the sector's development objectives and;
- improving the business environment to make it more conducive to market development and efficiency.

Section 2: Thematic Coverage

1 THEMATIC CLUSTERS OF THE CALL

The main challenge in developing livestock and meat trade is to make the supply of livestock and meat more in line with regional demand and better integrate pastoral and agropastoral producers from Sahel countries and northern coastal countries into marketing channels. Thus, the three (3) thematic clusters of the call for project proposals and the corresponding eligible actions are part of the development of inclusive value chains in the livestock and meat sector.

The value chain is the sequence of operations from specific inputs to production, through primary marketing, successive processing and distribution, to final consumption and disposal of the product after use. It is also a formalized and operational institutional mechanism that links and coordinates all producers, industrialists, service providers, traders and distributors of a specific product (eg, meat). Finally, it is an economic model that combines the choice of a (final) product, appropriate technologies with the organization of stakeholders and their access to markets.

1.1 Thematic Cluster 1. Intensification of the Production of Quality Slaughter Animals

General objective	Increase the productivity of livestock systems and improve the meat quality of animals (cattle, sheep, goats, camels) presented in livestock markets.
Specific objectives	<ul style="list-style-type: none"> • increase the availability of and access to quality animal feed at lower cost to increase the productivity and profitability of the animal farms concerned; • increase the supply of animals with high meat production potential; • develop niche markets by producing "heavy" cattle, bulls and sheep for Tabaski (Eid al-Adha).
Priority issues	<ul style="list-style-type: none"> • Innovations to improve access to quality food inputs; • Development of new livestock models to increase productivity and livestock production.
Cross-cutting issues	<ul style="list-style-type: none"> • Adaptation to the adverse effects of climate change and preservation of the environment; • gender equity and youth employment; • human nutrition.
Target stakeholders	<ul style="list-style-type: none"> • Cooperatives or economic interest groups (EIGs) of producers of fodder or alternative foods (densified multi-nutritional blocks, etc.); • Breeders' groups or cooperatives; • Fatteners' groups.
Partnerships encouraged	<ul style="list-style-type: none"> • Interprofessional partnerships between fodder producers' cooperatives, livestock groups (fatteners, breeding of high-yielding animals) and agro-industrial companies producing by-products (oilcake, cereal bran, etc.) for animal feed; • productive partnerships or alliances between breeders' groups of pure-bred animals, cow-calf producers' and breeders' groups and fatteners' groups; • productive partnerships or alliances between fatteners' groups, women's groups (sheep fattening), livestock traders, meat distribution companies, supermarkets, modern butcher shops
Nature of the	Pilot project

intervention	
Available financial volume	1,000,000 US dollars
Level of co-financing by ECOWAS	90%
Grant ceiling per project	US\$200,000

The population growth, urbanization and increase in the average real income of West African households (at least among the emerging middle class) are leading to a rapid increase in demand for meat as well as a differentiation in the consumption of meat products and retail sales methods. Producers, traders and other intermediaries in the livestock and meat sector marketing channels are gradually adapting to this trend, which is reflected, for example, in the rapid growth of the fattening link, or in the widespread sorting of animals (from collection markets to terminal markets) in order to form homogeneous lots (depending on the overweight of animals). However, the transformation of marketing channels is too slow. The capacity of the regional supply remains below consumption needs, both quantitatively and qualitatively, and this gap is widening.

The theme on intensifying the production of quality slaughter animals is consistent with the first specific objective of ECOWAP/PRIASAN, namely "contributing to increasing productivity and agro-sylvo-pastoral and fisheries production through diversified and sustainable production systems and reducing post-harvest losses". In terms of results, it is expected that the annual growth rate of production will exceed that of demand. Hence the need for innovation to produce quality food inputs at lower cost and technical routes that allow for sustainable intensification of production.

The objective of this theme is to increase the productivity of livestock systems and improve the meat quality of animals (cattle, sheep, goats, camels) presented in livestock markets. To this end, the projects will develop or adopt food and genetic inputs and new production methods for quality slaughter animals.

The thematic Cluster 1 is structured into 3 themes that describe the constraints or opportunities and actions to be taken into account by applicants when preparing project proposals.

1.1.1 Production, Packaging and Marketing of Food Inputs

The production, packaging and marketing of fodder from fodder crops or crop residues are challenges and even opportunities that young producers in northern coastal countries and in southern Sahel countries with high agricultural potential could grasp. The same applies to the scaling up of technological innovations in the field of livestock feeding.

In this area, the projects should increase the availability of and access to quality animal feed at lower cost in order to increase the productivity and profitability of the animal farms concerned. Important opportunities exist in trade areas or corridors, both in Sahel and coastal countries (fattening workshops, dry season cow-calf farms, rest areas of migrating livestock, livestock markets, etc.). Innovative actions should include the production, processing, packaging and marketing of quality fodder (fodder crops, bourgou fields, etc.), including fodder exchanges and food quality control. It could also involve scaling up technological innovations in the field of animal nutrition such as densified multi-nutritional blocks (BMND) using locally available food resources. Actions dealing with sustainable and viable supply and distribution mechanisms of quality food at lower cost will also be considered. With regard to this issue, interprofessional partnerships can be envisaged, for example, between fodder producers' cooperatives, breeders' groups (fatteners, breeders of high-yielding animal) and agro-industrial companies producing by-products (oilcake, cereal bran, etc.) for animal feed.

1.1.2 Raising and Dissemination of High-Yielding Animals with High Meat Production Potential

In livestock markets, most of the cattle sold do not have good carcass qualities. Livestock traders, especially exporters, are therefore obliged to select more or less severely in order to have animals of good conformation. Beyond the low availability of food resources, it is often the low genetic potential of animal breeds that determines their low meat and market value.

Projects addressing this issue should eventually increase the supply of animals with high meat production potential. These actions are meant to multiply animals of high-yielding breeds (Azawak, Goudali, etc.) in order to produce lean animals which, after fattening, will have a live weight of at least 500 kg for cattle. The multiplication of small ruminants with high meat production potential (Bali-Bali sheep, Balami, etc.) by women's groups, as well as actions to crossbreed local breeds with exotic breeds with high meat production potential will be eligible. Such projects could be carried out by breeders' groups of pure-bred animals, with partnerships or productive alliances with other categories of stakeholders such as cow-calf breeders and fatteners.

1.1.3 Production of Quality Slaughter Animals

The cattle and sheep fattening activity is booming both in the Sahel countries and in the north of some coastal countries. In order to capture niche markets, fattening operators will increasingly have to focus on the production of "heavy" cattle and younger animals. Thus, projects in this area should focus on models of cattle fattening that allow animals of at least 500 kg of live weight, young bulls and calves intended for slaughter to be placed on the market. "Tabaski sheep" operations based on the production of high-yielding animals, promoted in particular by women and young people, will also be considered. However, professional organizations launching such initiatives will have to build partnerships and productive alliances with other categories of stakeholders upstream and especially downstream of the sector (livestock traders, meat distribution companies, supermarkets, modern butcher shops, etc.).

1.2 Thematic Cluster 2. Modernization of Livestock and Meat Trade

General objective	<ul style="list-style-type: none"> ▪ Improve the transport and sale conditions of animals and meat and the logistics and operations efficiency in medium-sized or large cross-border and urban markets (small infrastructure, equipment, etc.); ▪ Facilitate livestock compliance with health and trade regulations prevailing in trade corridors; ▪ Facilitate border crossing procedures and improve the efficiency and health safety of slaughterhouses, butcher's and pork butcher's shops.
Specific objectives	<ul style="list-style-type: none"> • Upgrade cross-border livestock markets, • Secure and make profitable the transport of live cattle, • Upgrade cross-border livestock markets, • Professionalize stakeholders in the livestock and meat sector
Priority issues	<ul style="list-style-type: none"> • Better structure the livestock and meat sector, encourage stakeholders to organize around common strategies for the marketing of livestock and meat; • Improve the hygienic, sanitary and commercial quality of livestock and meat; • Make operations more profitable and improve the competitiveness of meat.
Cross-cutting issues	<ul style="list-style-type: none"> • Environmental protection; • Gender equity and youth employment; • Human nutrition.
Targeted stakeholders	<ul style="list-style-type: none"> • National federations of the livestock and meat sector; • Breeder groups of high-yielding animals; • Groups of fatteners.
Partnerships encouraged	<ul style="list-style-type: none"> • Partnership between national federations in the livestock and meat sector and banks and insurance companies; • Partnership between national federations in the livestock and meat sector and stakeholders operating in the food or livestock feed sectors; • Partnership between national federations in the livestock and meat sector and meat distribution companies (supermarkets, butcher's and pork butcher' shops, etc.).
Nature of the intervention	Pilot project
Available financial volume	1,000,000 US dollars
Level of co-financing by ECOWAS	90%
Grant ceiling per project	US\$200,000

The challenge is to improve the regional meat supply in an inclusive way, which requires better structuring of the livestock and meat sector and encouraging stakeholders and breeders to organize around common strategies for the marketing of livestock and meat. The insufficient organization of cross-border livestock markets, inadequate livestock transport trucks and road harassment operators

in the sector are facing, as well as high slaughter costs in formal slaughterhouses in large cities, which are not often in line with standards, and the poor professionalism of stakeholders, are all constraints that negatively affect meat quality and prices.

The modernization of livestock and meat trade is part of the "promotion of contractual and inclusive regional and international demand-driven agricultural and agri-food value chains to be integrated into the regional market", the second specific objective of ECOWAP/PRIASAN.

This thematic cluster aims at developing initiatives and innovations to improve the transport and sale conditions of animals and meat and the efficiency of logistics and functioning in medium-sized or large cross-border and urban markets (small infrastructure, equipment, etc.), facilitating compliance of livestock with the health and trade regulations prevailing in trade corridors, facilitating border crossing procedures, and improving the efficiency and sanitary safety of slaughterhouses, and butcher's and pork butcher's shops.

1.2.1 Upgrading Cross-Border Livestock Markets

Livestock markets are the key infrastructure for marketing live cattle intended for trade. The aim is to modernize them by setting up a "one-stop shop" for services such as the control and issue of veterinary certificates and the issue of administrative documents required for exporting and transporting animals. Additional services, including a bank or money transfer operator for securing transactions (transfers, exchange, removal orders) and an insurance company to cover the risks associated with transporting animals to the terminal or consumer market, could be taken into account. At some borders, the upgrading of livestock markets in the form of counters will be encouraged. These should make it possible to deal with the difficulties linked to exchange (between Naira and CFA franc for example). The projects will consist of rehabilitating or upgrading livestock markets taking into account the complementary infrastructure and services above. The development of a sale system of live weight animals, instead of sales based solely on the qualitative or subjective assessment of the stakeholders, also contributes to upgrading livestock markets.

In all these innovative markets, the establishment of viable and sustainable mandatory levy mechanisms to set up a revolving fund to support stakeholders in the livestock and meat sector (financing the functioning of professional organizations, bank guarantees, insurance services, etc.) is strongly encouraged.

1.2.2 Securing and Making Profitable the Transport of Live Livestock

The livestock sector trade faces a recurring problem, that is the unsuitability of trucks used to transport live animals. This mode of transport, although faster than transport on foot, causes losses due to poor transport conditions (inability to feed and water animals, injuries and deaths, etc.) and regulatory difficulties (need to have cattle in the truck whereas mixed transport is prohibited). To meet the challenge of securing the transport of live cattle, projects will need to develop and test prototypes of suitable and efficient multifunctional livestock units. Such new modes of livestock transport require a partnership with stakeholders operating in the food or feed chains to ensure that livestock trailers will not leave empty and thus guarantee the profitability of the operation.

1.2.3 Upgrading Meat Processing and Distribution Infrastructures and Making them Profitable

Slaughter costs in formal slaughterhouses in large cities are high and a significant proportion of animals are slaughtered in rudimentary facilities. In addition, illegal slaughtering is widespread and has more or less direct negative effects on the organization of stable relations between formal stakeholders, the reputation of the sector, and also public health (inadequate hygiene, discharge of polluting effluent causing health risks, etc.).

The projects developed under this theme should contribute to reducing slaughter costs and improving the health and hygiene of meat, not to mention effluent management. They will be part of

the development or upgrading of small private, fixed or mobile slaughterhouses, which will help develop short, contractual sectors in large and medium-sized cities. To ensure their link with new meat consumption and distribution patterns, partnerships should be developed with downstream stakeholders such as meat distribution companies (supermarkets, butcher's and pork butcher's shops, etc.).

1.2.4 Professionalization of Stakeholders in the Livestock and Meat Sector

In order to better promote livestock and meat and improve competitiveness with regard to extra-community meat, it is necessary to have qualified stakeholders along the supply chain. Improving the know-how of the stakeholders will also contribute to modernizing the livestock and meat sector to make it more efficient and attractive for young people and women.

In this field, the innovative projects will focus on training courses targeting promising jobs in the livestock and meat sector which are facing a shortage of skilled workers in the target countries by the call for proposals (breeders of high-yielding animals, cattle and sheep fatteners, traders or exporters, livestock market and slaughterhouse managers, butchers, pork butchers, quality managers, technical agents for animal production, etc.), or in the development of professional services (information systems, traceability, etc.). In the case of training courses for producers and professionals in the sector, the courses must cover technical, commercial, accounting and administrative aspects.

1.3 Thematic Cluster 3. Strengthening Business Links between Stakeholders in the Sector

General objective	Facilitate market access by developing new ways to market high value-added meat products and addressing under-exploited consumer segments.
Specific objectives	<ul style="list-style-type: none"> ▪ Develop contractualization models and mechanisms between fatteners' groups and a meat distribution company operating in a high value-added niche market; ▪ Strengthen business links between stakeholders in the livestock and meat sector, such as multi-stakeholder innovation platforms and alliances; ▪ In addition to cattle meat, the mechanisms may also concern "Tabaski sheep" operations based on animals with a high market value (eg, Balami sheep).
Priority issues	<ul style="list-style-type: none"> ▪ Contractualization between the stakeholders in the value chain; ▪ Development of the meat value chain from Sahel countries to coastal countries.
Cross-cutting issues	<ul style="list-style-type: none"> ▪ Adaptation to climate change and environmental protection; ▪ Gender equity and youth employment; ▪ Human nutrition.
Targeted stakeholders	<ul style="list-style-type: none"> ▪ Fatteners' groups; ▪ National federations of the livestock and meat sector.
Partnerships encouraged	<ul style="list-style-type: none"> ▪ Partnerships between fatteners' groups, national federations in the livestock and meat sector, meat distribution companies, banks and insurance companies; ▪ Partnerships between women's sheep fattening groups, national federations in the livestock and meat sector, banks and insurance companies.
Nature of the intervention	Pilot project
Available financial volume	1,000,000 US dollars
Level of co-financing by ECOWAS	90%
Grant ceiling per project	US\$200,000

The development of value chains requires vertical integration of stakeholders and operations and allows production to be driven by demand. While the stakeholders in the livestock and meat sector are fairly well structured horizontally (breeders' groups, butchers' associations, etc.), much remains

to be done despite the emergence of national federations in the livestock and meat sector to ensure vertical integration. This weakness in the structuring of the sector did not facilitate the development or strengthening of business links between the different categories of stakeholders and had negative consequences on market access. In order to compensate for this deficiency, contractualization could be an effective alternative.

The strengthening of business links between stakeholders in the livestock and meat sector contributes to the achievement of the ECOWAP/PRISAN second specific objective as set out above.

This thematic cluster aims at facilitating market access by developing new ways to market high value-added meat products and addressing under-exploited consumer segments. These new ways will be based on the vertical integration of the sector from the production of animals for slaughter to the distribution of meat, through contracting. Promising initiatives had emerged in the subregion, consisting of the purchase of "heavy" animals from fatteners and breeders, the slaughter of these animals in slaughterhouses according to standards, veterinary certification by a mandated private veterinarian, the transport of carcasses in a refrigerated truck and their distribution in major cities in coastal countries.

Pilot projects addressing this theme should consist of contractualization models and mechanisms between fatteners' groups and a meat distribution company operating in a niche market with high added value. The determination of the weight of animals for sale, which is necessary in the contractualization context, could be done by using simple and practical methods and tools such as barymetry or weighing bars instead of scales. In addition to cattle meat, such mechanisms may also concern "Tabaski sheep" operations based on animals with a high market value (eg, Balami sheep). Other innovative mechanisms to strengthen business links between stakeholders along the livestock and meat chain such as multi-stakeholder innovation platforms and productive alliances will be encouraged. Such mechanisms could take into account the development of appropriate financial and insurance tools adapted for the production or transport of animals.

2 SOME FOCAL POINTS WHEN PREPARING PROPOSALS

The proposals should be justified and argued on the basis of a thorough knowledge of the livestock and meat sector and the concrete issues of developing value chains, with particular attention to the analysis of the obstacles and levers to the implementation of good practices for the development of livestock and trade in livestock and meat at the level of the links in the sector and marketing corridors.

The project proposals should focus on the actions of one of the proposed thematic clusters, while promoting multi-scale and multi-stakeholder approaches, promoted in this call for project proposals via consortia of stakeholders. Also the proposals will therefore be evaluated according to the relevance and coherence of the proposed combination of actions.

The proposals will also have to consider key cross-cutting issues such as adaptation to climate change and environmental sustainability, gender equity and youth employment in the changes sought.

3 POLITICAL BACK-UP MEASURES

In addition to strengthening investments for innovation, a "Research, Capitalization and Advocacy" component will be implemented by the ECOWAS Commission and its partners (COFENABVI, APES, RBM, ROPPA, etc.) whose aim is to support the activities of professional or interprofessional organizations or public interest groups contributing to the organization, structuring and regulation of the livestock and meat sector in the two trade corridors targeted by the call for project proposals. This component will focus on actions under Component 1 of PRIDEC/PACBAO "Support for the

Management of Regional Policies Concerning the Livestock and Meat Sector", i.e. multi-stakeholder dialogs and processes at regional and cross-border levels.

This component will support prospective analysis of market dynamics and public policies, advocacy activities (promoting reforms or better implementation of existing policies and regulations), multi-stakeholder policy dialogs at bilateral or territorial level (around a limited trade area), or meetings involving the private sector and relevant public institutions in order to share some lessons learned from stakeholders who invested in innovation, which will be shared later via publications. Thus, these research, advocacy and dialog activities will strengthen investments in innovation by improving the business environment which is a barrier to market development and efficiency.

4 ELIGIBLE ACTIONS

The types of activities to be considered eligible in the framework of this call for project proposals, and potentially complementary, with a view to facilitating the development of livestock breeding, and livestock and meat trade, are described below.

Training and support and advice to stakeholders in the livestock and meat sector on thematic clusters that correspond to their experiences and needs, and on organizational methods at different levels, etc. These training sessions and advice can take different forms but will require a personal commitment from the participants. This may include training in production situations (fodder production, fattening of cattle and sheep, breeding of high-yielding animal) and training in class, as well as advice on the sanitary, hygienic and commercial quality of meat and meat products, management of slaughterhouse effluent, etc. Training and exchange visits are possible in the intervention areas of other projects and to advanced professional organizations on issues related to the three (3) thematic clusters selected in the call for project proposals.

Training of technicians and advisors in the approach and principles of developing livestock breeding value chains to improve animal productivity and the competitiveness of meat products. Attention will be paid to the pedagogy associated with research and development activities, which should give great importance to participation, observation and listening in order to seek technical or organizational solutions adapted to the concrete problems of professionals in the livestock and meat sector, by enhancing their know-how and innovative practices.

Demonstrations and experiments to adapt innovations and good practices in livestock breeding and trade. This activity involves a long-term commitment on the part of producers and professionals in the livestock and meat sector in order to avoid passive participation or participation linked only to granting material benefits. These demonstrations and experiments to adapt innovative livestock breeding and trade practices will be entrusted to responsible and available stakeholders to carry out the technical work but also welcome their colleagues. The stakeholders of the projects can of course build on and adapt the participatory approaches of innovation design and multi-stakeholder holder innovation platform, insofar as they promote and empower producers and professionals in the livestock and meat sector. These demonstrations are used to validate or discuss:

- practices proposed by the stakeholders who wish to adapt and modify them;
- practices that proved their value elsewhere and that will also need to be adapted; or even enriched by local knowledge to lead to operational know-how.

Support for investments to be made in the livestock and meat sector which are essential to remove constraints on the adoption of technical innovations. For example, for the upgrading of cross-border livestock markets and experimentation, small equipment (eg, weighing bars) and services (veterinary certification, one-stop shop for administrative documents, financial and insurance services, etc.) are required. In addition, there are all forms of organization to make investments, equipment and new services to professionals more profitable or facilitate their procurement (loan):

- development of fodder plots, bourgou fields, etc.
- support for procurement modes and collective management of zootechnical and veterinary inputs, small materials and equipment;
- development of technological innovations (eg, multifunctional livestock trailers);
- equipment for cross-border livestock markets, livestock counters, mini-slaughterhouses; butcher's and pork butcher's shops, etc.

Activities in support of input or equipment sectors and veterinary, and support and advice service providers needed to change practices will also be eligible. They should make it possible to go beyond the stage of small-scale demonstration by encouraging the emergence of a private sector (fodder, BMND, high-yielding animals, AIBP, small equipment, etc.) which can also provide advice (quality of inputs, compliance with regulations, etc.).

Experimental marketing actions insofar as they promote change in practices. This may involve the development of short circuits enabling consumers to appreciate and reward product quality. The marketing process can also take place through innovative long circuits insofar as they promote the development of value chains and provide fair remuneration to professionals in the livestock and meat sector. This type of action is eligible if it is connected to an upstream activity in the same project leading professionals to change their practices.

Information and awareness-raising activities on the challenges of developing value chains in the livestock and meat sector. It may be relevant, by ensuring the link with other activities among those mentioned above, to consider information and awareness-raising activities for livestock and meat sector stakeholders (including stakeholders not directly targeted by the action), and sector support institutions (national and local authorities, cooperation agencies and other stakeholders in the corridors concerned), around the development challenges of value chains in the livestock and meat sector.

Concrete actions will have to be presented on the field to enable the livestock and meat sector stakeholders involved in the project to validate and even adapt innovations relating to the production, transport and marketing of livestock, as well as the processing and distribution of meat and meat products. This will require training activities.

Field projects should not be limited to the development and dissemination of technological and organizational innovations nor to research activities with other purposes (knowledge production). The objective is first of all to provide models, mechanisms and procedures enabling the professional organizations of the sector to support innovation processes by combining local and exogenous knowledge (eg, research proposals).

The consultation activity between different stakeholders in the livestock and meat sector (innovation platforms, productive alliances, etc.) cannot be the only activity or the central activity of a project. It will necessarily have to be combined with actions to change livestock production and trade patterns and the processing and distribution of meat and meat products (hides and skins, etc.).

Support for investments along the value chain (livestock markets, multifunctional livestock trailers, fixed or mobile mini-slaughterhouses, butcher's and pork butcher's shops, tanneries) should be well justified in relation to the development of efficient value chains in the livestock and meat sector. The same applies to support for food and genetic input chains (high-yielding animals) which, from an economic point of view, should develop if producers' demand increases.

The proposals will be evaluated, among others, in terms of the coherence of proposed activities combination.

During the design phase of the project and at its beginning, project leaders should plan diagnostics and a baseline study if they do not have up-to-date field data or information on certain innovations and issues they wish to address.

5 INELIGIBLE ACTIONS

Research, capitalization, advocacy and policy dialog activities, which will be taken into account by the ECOWAS Commission and regional organizations, are not eligible. The same applies to exploratory studies unless they are essential and of short duration, in order to establish reference situations. This does not exclude experimentation, adaptation and scaling up of technologies and innovations led by the stakeholders of the livestock and meat sector and their professional organizations.

Section 3: Criteria and Scoring Grids for Proposals

Before scoring the concept notes, the following eligibility criteria will be applied. (Table No 1).

TABLE NO. 1: ELIGIBILITY CRITERIA

Criteria	Indicators
Nature of the bidder	<ul style="list-style-type: none"> Correspondence with one of the types of development operators eligible to submit project proposals
Formation of the consortium responsible for the implementation of the project	<ul style="list-style-type: none"> Effective presence of at least 2 types of members eligible for consortia Presence of a formally created professional organization for the livestock and meat sector within the consortium Project leader under the law of one of the ECOWAS Member States or Chad The project leader can also be an international organization with a local partner, with actions to be implemented in the planned corridors
Quality of the commitment of the project stakeholders	<ul style="list-style-type: none"> Minimum level of 10% co-financing by the project leader and partners The co-financing nature (and the convertibility into explicit monetary value of co-financing in kind) with documents certified by an audit firm
Budget and duration of proposals	<ul style="list-style-type: none"> Grant budget (90% of the total) between 150,000 and 200,000 US dollars Duration between 24 and 30 months
Adequacy between the objectives and activities of the project proposal, and the objectives and types of eligible activities of PRIDEC/PACBAO	<ul style="list-style-type: none"> Stakeholders and territories involved in the Central and Eastern marketing corridors Combination of actions under one of the three thematic clusters of the call Consideration of eligible activities (main types of activities listed)

The PRIDEC/PACBAO-specific criteria were incorporated into the scoring grids for concept notes and detailed proposals, and are presented in Table 2.

TABLE NO. 2: SCORING CRITERIA SPECIFIC TO PRIDEC/PACBAO

Criteria	Indicators
Relevance of the proposal according to the call for project proposals	<ul style="list-style-type: none"> Presentation and justification of the levers for action to engage or support livestock breeding development and livestock trade
Formation of the consortium responsible for the implementation of the project	<ul style="list-style-type: none"> Level of integration of the consortium in the project area Previous experiences of collaboration Functioning procedures of the consortium (proposal formulation, governance, budget allocation, ownership of references and generated capitalization products)
Experience of development operators who are members of the consortium (NGO, association)	<ul style="list-style-type: none"> Experience in supporting stakeholders in the livestock and meat sector Experience in multi-stakeholder project management Experience in terms of capitalization

Experience of other consortium members	<ul style="list-style-type: none"> • Previous knowledge of the livestock and meat sector issues, and of the obstacles and levers to the adoption of good practices and innovations in value chains • Participation in national, sub-regional networks or the livestock and meat sector
Technical and methodological quality of the proposal	<ul style="list-style-type: none"> • Adequacy between the proposed activities and the expectations of the target audience • Explanation of the innovative nature of the proposal (in particular in terms of mechanisms, methods, models, mechanisms) for the development of value chains in the livestock and meat and meat products sector • Relevance of the combination of thematic clusters and proposed activities • Consistency between the intervention area considered and the objectives and results of the proposal • Soundness of the internal monitoring and evaluation system • Explanation of the proposed approach and mechanism for internal capitalization of the project
Consideration of cross-cutting issues	<ul style="list-style-type: none"> • Gender equity aspects • Place of youth in the changes sought • Essential needs for adaptation to climate change • Consideration of environmental aspects.
Ability to change scale and pursue actions undertaken	<ul style="list-style-type: none"> • Explanation of the procedures for continuing the actions undertaken by the project at the end of the financing • Demonstration of the ability to mobilize technical and financial resources after the project • Explanation of the project's contribution to a possible scaling up at the end of the project
Adequacy between the objectives and activities displayed and the resources identified	<ul style="list-style-type: none"> • Consistency between objectives, results and activities, and the budget • Time required to achieve the expected effects and impact
Complementarities and synergies with other interventions in areas close to those targeted by the project	<ul style="list-style-type: none"> • Complementarities and possible synergies with other Swiss Cooperation actions on the one hand, and with the actions of other donors and development operators around the development of value chains in the livestock and meat sector on the other

TABLE NO. 3: SCORING GRID FOR THE PROJECT CONCEPT NOTE

Headings	Rating	Weighting	Maximum score
1. Project coherence	1 to 5 points	Sub-total	40
1.1 Clear presentation of the problem and linkage between the defined problem and the needs of the region, beneficiaries and target groups	5	2	10
1.2 Clear definition of the objectives and expected results of the action and their link with the objectives of the call	5	2	10
1.3 Consistency of the proposed combination of activities with the objective of the proposal and the objective of the call for project proposals	5	1	5
1.4 Relevance of the partnerships envisaged for the implementation of the project	5	1	5
1.5 Innovative nature of the proposal	5	2	10
2. Approach and management	1 to 5 points	Sub-total	40
2.1 Consistency between expected results, planned activities and proposed methodologies	5	1	5
2.2 Bidder's experience in supporting livestock and meat sector stakeholders, implementing multi-stakeholder projects (coordination, financial management, and monitoring and evaluation) and capitalization	5	2	10
2.3 Relevance and horizontality of the proposed consortium operation	5	1	5
2.4 Experience (s) in collaboration between consortium partners	5	1	5
2.5 Expertise of the bidder and its partners on issues related to the development of value chains in the livestock and meat sector	5	3	15
3. Results and impact	1 to 5 points	Sub-total	20
3.1 Accuracy and feasibility of the expected medium-term results	5	1	5
3.2 Impact on target groups and final beneficiaries in the long term	5	1	5
3.3 Degree of sustainability of the expected generated processes	5	1	5
3.4 Ability to change scale	5	1	5
Total score			100

Evaluation of concept notes

- 1) The project concept note will be assigned a score between 20 and 100 in accordance with the above evaluation grid.
- 2) The evaluation criteria are subdivided into headings and subheadings. For each subheading, a score between 1 and 5 is assigned, in accordance with the following scale of assessment: 1 = very insufficient; 2 = insufficient; 3 = medium; 4 = good; 5 = very good.
- 3) Only project concept note with a minimum score of 70 points will be pre-selected.

TABLE NO. 4: SCORING GRID FOR DETAILED PROPOSALS

HEADING	Rating	Weighting	Maximum score
1. Project relevancy	1 to 5 points	Sub-total	25
1.1 Are the issues addressed clearly presented? Has the link between the issues and proposed activities, and the needs of the value chain under consideration, the beneficiaries and the target group (s), been adequately argued?	5	1	5
<i>1.1.1 Has the link between the issues and activities proposed, and the needs of the value chain under consideration, been adequately argued?</i>	2	1	2
<i>1.1.2 Has the link between the issues and the proposed activities, and the needs of the final beneficiaries and the target group (s), been adequately argued?</i>	3	1	3
1.2 Are the objectives of the action and the levers for action to engage or support the development of the livestock and meat sector, and their link with the needs of the final beneficiaries and the target group (s), well defined?	5	1	5
1.3 Is the innovative nature of the proposal relevant to the selected thematic clusters? Is it well presented?	5	1	5
<i>1.3.1 Is the innovative nature of the proposal relevant to the selected thematic clusters?</i>	2	1	2
<i>1.3.2 Is the innovative nature of the proposal well presented?</i>	3	1	3
1.4 Does the consortium created respond to the challenges of the action (scales of intervention, functions and skills of the different stakeholders involved)?	5	1	5
1.5 Is the value chain considered consistent with the objectives and expected results of the action?	2	1	2
1.6 Are cross-cutting issues relating to the essential needs of adaptation to climate change, gender equity aspects, place of young people in the desired changes and preservation of the environment addressed?	2	1	2
1.7 Are the announced effects and impacts consistent with the duration of the project?	1	1	1
2. Methodology	1 to 5 points	Sub-total	20
2.1 Does the overall structure of the project reflect the analysis of the basic problems?	5	1	5
2.2 Is the action plan clear and achievable? Are the proposed activities appropriate, practical and consistent with the objectives and expected results?	5	1	5
<i>2.2.1 Is the action plan clear and achievable?</i>	1	1	1
<i>2.2.2 Are the proposed activities appropriate, practical and consistent with the objectives?</i>	2	1	2
<i>2.2.3 Are the proposed activities appropriate, practical and consistent with the expected results?</i>	2	1	2
2.3 Is the level of involvement and participation of consortium partners in decision-making and activities satisfactory?	5	1	5
2.4 Is the internal monitoring and evaluation system of the project satisfactory?	3	1	3

2.5 Are the proposed approach and mechanism for internal capitalization of the project clearly explained and relevant?	2	1	2
3. Operational and financial capacity	1 to 5 points	Sub-total	25
3.1 Does the bidder have sufficient experience in managing multi-stakeholder projects?	5	1	5
3.2 Do the bidder and its partners have sufficient technical expertise in the development of livestock and meat value chains?	5	2	10
3.3 Do the bidder and its partners have sufficient financial management capacity?	5	1	5
3.4 Do the bidder and its partners have sufficient capitalization experience?	5	1	5
4. Impact or sustainability	1 to 5 points	Sub-total	15
4.1 Is the action likely to have a tangible impact on the final beneficiaries and target groups?	5	1	5
4.2 Are the possibilities and procedures for continuing the actions undertaken and the results obtained by the project at the end of the financing sufficiently explained?	2	1	2
<i>4.2.1 At the institutional level, will there be institutions or organizations that allow the activities to continue?</i>	1	1	1
<i>4.2.2 Will there be local ownership of the project results?</i>	1	1	1
4.3 Will the project have multiplier effects? (including the possibility of replication and extension of project results and dissemination of information).	5	1	5
<i>4.3.1 Are there opportunities for replication and extension of project results?</i>	1	1	1
<i>4.3.2 Are there any possibilities for disseminating the references and information generated?</i>	1	2	2
<i>4.3.3 At the policy level (if applicable), what will be the structural impact of the project? Will it contribute to improving the legal framework, enforcement of regulations, etc.?</i>	1	2	2
4.4. Are complementarities and possible synergies with the actions of other donors and development operators around the development of value chains in the livestock and meat sector possible and envisaged?	3	1	3
5. Budget and cost-effectiveness	1 to 5 points	Sub-total	15
5.1 Is the relationship between resources (human and technical) and expected results satisfactory?	5	1	5
5.2 Are the proposed resources (human and technical) necessary for the implementation of the project?	5	2	10
Total score			100

Evaluation of Detailed Proposals

- 1) The detailed proposal will be assigned a score between 38 and 100 according to the evaluation grid above.
- 2) The evaluation criteria are subdivided into headings and subheadings. For each subheading, a score between 1 and 5 is assigned, in accordance with the following assessment scale: 1 = very insufficient; 2 = insufficient; 3 = medium; 4 = good; 5 = very good.

- 3) Only detailed proposals that have obtained a minimum score of 70 points will be pre-selected.
- 4) A ranking of the detailed proposals will be established on the basis of the score obtained, following the decreasing order of ranking, and according to the country where the action is proposed.
- 5) The three detailed proposals per country with the highest evaluation scores will finally be selected.
- 6) Once the best 9 detailed proposals have been selected, fairly distributed among the nine countries targeted by PRIDEC/PACBAO, the remaining detailed proposals with the highest evaluation scores and allowing a minimum representativeness of the links or value chains in the livestock and meat sector will be selected, in decreasing ranking order, until the remaining budgetary envelope is allocated.

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Annexe A. Project Concept Note Form

Deadline for receipt of applications:

WARNING

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

The evaluation of your project concept note will only be carried out if your proposal is deemed eligible.

The project concept note file must include:

- A single document of concept note, the content of which must follow the format presented in this template (Annexe A);
- A front page (template in Annexe E) of the project concept note signed by the person authorized to request co-financing for the organization;
- Information sheet (s) relating to the partner(s) of the completed project (sheet template in Annexe G);
- A partnership statement (Annexe H);
- A checklist of documents to send (Annexe I).

Format and Content of the Concept Note

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

Please provide the following information answering the questions below.

1. Summary of the action. (1 page)

1.1 Brief description of the proposed action.

2. Relevancy: (1 page)

2.1- *How relevant is your proposal regarding the needs and constraints of the target country and corridor in terms of livestock development and trade?*

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

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

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

2.5- *What is the added value of the action: what does the action bring in relation to the different livestock development and trade initiatives being implemented in the target corridor?*

3. Methodology and Sustainability: (1.5 page)

3.1 *What are the main activities of the project?*

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

3.3 *What are the considered functions of your organization and the partners of the created consortium?*

3.4 *What are the functioning procedures of the consortium (project formulation and implementation)?*

3.5 *How will the project achieve its sustainability objective?*

3.6 *Will the project have multiplier effects?*

4. Operational capacity and expertise: (1 page)

4.1 *What experience does your organization have in supporting stakeholders in the livestock and meat sector, managing multi-stakeholder project (s) (coordination, financial management, monitoring and evaluation) and capitalization?*

4.2 *What experience do your organization and partners have in livestock development and trade?*

5. Budget (model in Annexe C)

6. Logical Framework (model in Annexe D)

Annexe B. Detailed Proposal Form

Deadline for receipt of applications:

WARNING

Please complete this form carefully to make its use by evaluators easy.

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

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

The detailed proposal file must include:

- A single detailed proposal document, the content of which must follow the format presented in this template (Annexe B);
- A proposal budget (template in Annexe C);
- A logical framework of the proposal (template in Annexe D);
- A front page of the detailed proposal signed by the person authorized to apply for funding for the organization (Annexe E);
- An information sheet relating to the bidder (applicant) completed and signed by the person authorized to apply for funding for the organization (sheet template in Annexe F);
- An information sheet (s) relating to the partner (s) of the completed project (sheet template in Annexe G);
- Partnership statement (Annexe H);
- Declaration of integrity, eligibility and environmental and social commitment duly signed by the project leader (Annexe J) ;
- Checklist of documents to send (Annexe I).

Format and Content of the Detailed Proposal

The detailed project proposal must follow the format below (font and size must be Arial 10). Any detailed project proposal that does not meet these requirements will be rejected without consideration.

Please provide the following information using the questions below.

1. Description

1.1 Title

1.2 Location (s)

Country, target territory

1.3 Duration (in months)

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

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

1.5 Presentation of the consortium of partners formed to carry out and implement the action (Maximum 2 pages⁴)

Please provide the required information regarding the following points:

1.5.1 Presentation of the bidder:

- Experience in multi-stakeholder project management (particularly in terms of coordination, financial management and monitoring and evaluation);
- Experience in terms of capitalization;
- Ongoing activities related to the marketing of livestock and meat.

1.5.2. Presentation of the other consortium partners:

- Experience in supporting professionals in the livestock and meat sector;
- Knowledge of livestock development issues and the obstacles and levers to the marketing of livestock and meat;
- Ongoing activities related to the marketing of livestock and meat.

1.5.3. Previous experiences in collaboration between consortium members

1.6 Objectives (Maximum 1/2 pages)

Please describe the global objective (s) that the action contributes to achieving and the specific objective that the action aims at achieving.

1.7 Justification (Maximum 4 pages)

Please provide the required information using the questions below.

- 1.7.1 Relevance of the action regarding the objectives and priorities of the call for project proposals.
- 1.7.2 Nature of the problem to solve; identification of the needs and constraints in the marketing of livestock and meat related to the selected thematic clusters.
- 1.7.3 Identification of the levers for action and justification of the proposed combination of actions.
- 1.7.4 Description of the target groups and final beneficiaries and estimate of their number.
- 1.7.5 Reasons for choosing the target group (s) and final beneficiaries, and identification of their specific needs and constraints. How does the action contribute to satisfying and removing them?

⁴ Purely explanatory footnotes will not be reproduced on the application forms.

- 1.7.6 Justification of the value chain or link considered.
- 1.7.7 Justification of the consortium formed, and description of the consortium's functioning procedures.
- 1.7.8 Level of integration of the consortium into livestock development or livestock and meat trade.
- 1.7.9 Consideration of cross-cutting issues (adaptation to climate change, gender equity, place of youth in the changes sought, others) in the proposal.

1.8 Detailed Description of Results and Activities (Maximum 8 pages)

Please include the title and a detailed description of each result and activity programmed to produce the results, justifying the choice of these activities and specifying, if applicable, the role of each partner in these activities. In this respect, the detailed description of activities should not repeat the action plan (see Section 1.10).

1.9 Methodology (Maximum 4 pages)

Detailed description of the following elements:

- 1.9.1 Method of implementation and reasons for the choice of the proposed methodology;
- 1.9.2 If the action is a continuation of an existing action, please explain how it is based on the results of that action;
- 1.9.3 If the action is part of a wider program, please describe how the action fits into that program and how coordination is ensured;
- 1.9.4 Please describe the potential synergies with national and regional policies and strategies in the sector targeted by the selected thematic clusters. To what extent will the project contribute to support decisions and discussions on the design and implementation of national and regional programs in the sector?
- 1.9.5 What organizational, institutional, methodological or technical innovation (s) is or are proposed by the project?
- 1.9.6 Monitoring and evaluation system considered (internal or external);
- 1.9.7 Presentation of the proposed capitalization approach and mechanism, and the capitalization experiences of the bidder and partners;
- 1.9.8 Description of the participation and role of each of the consortium members in the action, and the reasons for the role of each of them;
- 1.9.9 Description of the participation and role of other stakeholders (target groups, local authorities, etc.) in the action and the reasons for the role of each of them;
- 1.9.10 Proposed human resources for the implementation of the action (by function, it is not necessary to specify the names of the persons);
- 1.9.11 Main means proposed for the implementation of the action (equipment, material, etc.).

1.10 Duration and action plan

The duration of the action will be ___ months.

Note: Applicants are recommended to include a safety margin in the action plan. This should not include detailed descriptions of activities but only their titles. Possible months without activities can be included in the action plan and in the duration of the action.

The action plan should be written in accordance with the following template:

Years 1													
Activity	Semester 1						Semester 2						Agency in charge of the implementation
	Month 1	2	3	4	5	6	7	8	9	10	11	12	
Example	Example												Example
Preparation of Activity 1 (title)													Local partner 1
Implementation of Activity 1 (title)													Local partner 1
Preparation of Activity 2 (title)													Local partner 2
Etc.													

Years 2 to 3										
Activity	Terms	1				2				Agency in charge of the implementation
		1	2	3	4	1	2	3	4	
Example	Example									Example
Preparation of Activity 1 (title)										Local partner 1
Implementation of Activity 1 (title)										Local partner 1
Preparation of Activity 2 (title)										Local partner 2
Etc.										

2. **Obtained Results**

2.1 Expected impact on target groups or beneficiaries (Maximum 2 pages)

Please indicate how the project will improve:

2.1.1 The situation of the target or beneficiary groups.

2.1.2 The technical and management capacities of the target groups or partner (s).

2.2 Concrete results (Maximum 1 page)

Please be specific and quantify the expected results as much as possible. Indicate the particular planned publications.

2.3 Multiplier effects (Maximum 1 page)

Please describe (i) possible synergies with other projects and actions of stakeholders involved in livestock development and trade in the corridor and target countries, (ii) the procedures for continuing the actions undertaken by the project at the end of the financing, as well as (iii) the reproduction and extension possibilities (scaling up) of the project results.

2.4 Durability (Maximum 3 pages)

Please distinguish the three aspects:

- 2.4.1 Financial and economic aspect: how will the activities or management structure (s), if any, be financed at the end of the grant?
- 2.4.2 Institutional aspect: will there be institutions ready to support activities to continue at the end of the action? How to ensure local "ownership" of the results of the action?
- 2.4.3 Possible political aspect: what structural impact will the action have? For example, will it lead to better legislation, regulations, methods, etc.?

2.5 Logical framework

Please complete Appendix D.

3. Action budget

Please complete Appendix C.

4. Expected sources of funding

Please specify the sources of funding (own resources of the bidder and its partners, or other funders) and indicate which are already acquired and which are planned.

(To be described in INCL. TAX and US dollars, any amount entered in "Requested Subsidy" must be exclusive of tax and customs duties)

Project Title:

Budget (US\$) (1)	Year 1				Years 2				Total Years 1 + 2 (2)	Applicant's contribution to co-financing	Grant requested
	Unit	Quantities	Unit cost	Total	Unit	Quantities	Unit cost	Total			
1. Human resources											
1.1 Salaries (gross amounts, including social security charges and other corresponding related costs, local staff)											
1.1.1 Technical	Per month				Per month						
1.1.2 Administrative or support staff	Per month				Per month						
1.2 Salaries (gross amounts, including social security charges and other corresponding related costs, expatriate and international staff)	Per month				Per month						
1.3 Per diem for missions or travels (3)											
1.3.1 Abroad (staff assigned to the project)	Per diem				Per diem						
1.3.2 On spot (staff assigned to the project)	Per diem				Per diem						
1.3.3 Participants to seminars/conferences	Per diem				Per diem						
Human resources sub-total											
2. Travels											
2.1. Local and regional trips (West Africa)	Per month				Per month						
Travels sub-total											
3. Equipment et supplies (4)											
3.1 Car rental	Per vehicle				Per vehicle						
3.2 Furniture, computer hardware											
3.3 Machines, tools, etc.											
3.4 Spare parts or material for machines, tools											
3.5 Other (specify)											
Equipment and supplies sub-total											
4. Local office											

4.1 Office rental	Per month				Per month						
4.2 Consumables - office supplies	Per month				Per month						
4.3 Other operating expenses (tel. or fax, electrical power, maintenance)	Per month				Per month						
Local office sub-total											
5. Other costs, services (5)											
5.1 Publications											
5.2 Studies, required action-research to conduct the project											
5.3 Evaluation costs											
5.4 Translators, interpreters											
5.5 Conferences or seminars costs											
5.6 Communication actions et visibility (6)											
Other costs, services sub-total											
6. Direct costs of the project investments											
Insert as many lines as necessary to quantify the activities planned by thematic clusters - these investments should be at least 70% of the financing of the ECOWAS grant											
Sub-total of the project investments											
Sub-total others											
7. Sub-total of direct eligible costs of the Action (1-6)											
8. Supply for unexpected things (5% maximum)											
9. Total of direct eligible costs of the Action (7+8)											
10. Administrative costs (7% maximum) (7)											
11. Total of eligible costs of the Action (9+10) (INCL. TAX and \$US)											

NOTA BENE:

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

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

Annexe D. Logical Framework of the Action

	Description	Indicators	Base value	Target value	Means of verification	Assumptions
Goal	<i>What are the goals to which the action will contribute?</i>	<i>What are the key indicators related to these goals?</i>			<i>What are the sources of information for these indicators?</i>	
Outcome	<i>What outcome should the action achieve as a contribution to the goal?</i>	<i>What indicators show in detail that the outcome of the action is achieved?</i>			<i>What sources of information exist and can be collected? What are the methods for obtaining this information?</i>	<i>What factors and conditions beyond the Recipient's control are necessary to achieve this outcome? (External conditions) What are the risks to be considered?</i>
Outputs	<i>The output are the achievements that will help produce the outcome? What are the outputs? (Number these outputs)</i>	<i>What indicators can be used to verify and measure that the action is achieving the outputs?</i>			<i>What are the sources of information for these indicators?</i>	<i>What external conditions must be met to achieve the output within the expected time frame?</i>
Activities	<i>What are the key activities to be implemented, and in what order, in order to produce the outputs? (Group activities by results)</i>	Means: <i>What means are required to implement these activities: staff, equipment, training, studies, supplies, operational facilities, etc.?</i>			<i>What are the sources of information on the progress of the action?</i> Costs: <i>What are the costs of the action (their nature)? (Details in the action budget)</i>	<i>What preconditions are required before the action begins? What conditions beyond the direct control of the Beneficiary must be met for the implementation of the planned activities?</i>

Annexe E. Data on the Bidder and the Project

(Front page for the concept note and detailed proposal)

Applicant	
Acronym	
Nationality	
Legal status	
Address	
Telephone number	
Fax number	
E-mail address	
Website	
Contact – project	
E-mail address contact - project	
Project title	
Local partners	
Locations (countries, region [s], cities)	
Total cost of the project	
Contribution requested to ECOWAS	
Contribution of other potential partners	
Co-financing rate (%)	
Project duration	

Annexe F. Bidder Information Sheet

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

Specify the total number of partners involved in the project:

Full name of the organization:	
Acronym:	
Postal address: (to which all correspondences regarding this project should be sent)	
Location of the registered office: (if different from the postal address)	
Telephone:	
Fax:	
E-mail address:	
Website:	

Object of the organization:	
Intervention area (s):	
Intervention sector (s):	
Membership of groups, networks, platforms:	
Organization's main publications	
Contact person (s) for this project:	
Technical referee : (name, telephone and e-mail address)	
Financial referee : (name, telephone and e-mail address)	
Administrative referee : (name, telephone and e-mail address)	
Surname, first name and position of the person responsible for the co-financing application file⁵	
Surname and first name of the Executive Director (or equivalent)	

⁵Attach to the administrative file the list of persons authorized to sign contracts and any other official document for the association

Annexe G. Information Sheet for Each Project Partner

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

Full name of organization:	
Acronym:	
Postal address:	
Location of the registered office: (if different from the postal address)	
Telephone:	
Fax:	
E-mail address:	
Website:	
Contact person (s) for this project:	
Surname and first name of the Executive Director: (or equivalent)	
Date of creation:	
Legal Status: (Attach the certificate of registration or equivalent to the technical file, if the association is informal specify it here.)	
Name and first name of the president (or equivalent)	
Number of members making up the Board of Directors (BoD):	
List of BoD members :	
Object of the organization:	
Main areas of intervention:	
Human resources of the association:	
Total annual budget in US dollars:	
Main donors :	
Membership of networks, federations, groups, etc. :	
Background and nature of cooperation with the partner (s): institutional and contractual links	
Role and involvement in the preparation of the proposed project:	
Role and involvement in the implementation of the proposed project	
Experience in similar actions depending on one's role in the implementation of the proposed action:	

Annexe H. Partnership Statement

Important: this statement should be made by each partner.

Title of the action:	
Organization:	
Name:	
Function:	

A partnership is a substantive relationship between two or more organizations involving a shared responsibility for the action funded by the contracting agency. In order to conduct action properly, the RAAF requires all partners to acknowledge this by accepting the principles of good partnership defined below.

1. All partners must have read the grant application form (Project Concept Note and Detailed Proposal) before submitting it to the call for proposals and understood what their role will be in the action.
2. The applicant and its partners must consult each other regularly and keep each other informed of the progress of the action.
3. All partners must receive copies of the narrative and financial reports submitted to the RAAF.
4. Changes relating to the components of the action in which they are involved (e.g. activities, partners, etc.) must be accepted by the partners concerned before being proposed to the RAAF. If no agreement between partners has been reached, the applicant must report this when submitting amendments for approval.

I, the undersigned, as the responsible person within the partner organisation, certify that I have read the contents of this statement and that I promise to comply with the principles of good partnership.

Date and place:

Name:

Function:

Signature:

Annexe I. Check-List before Submission of Proposals

BEFORE SENDING YOUR CONCEPT NOTE, PLEASE CHECK THAT EACH OF THE FOLLOWING ELEMENTS in your file is COMPLETE and meets the following CRITERIA.	TO FILL IN BY THE BIDDER		TO FILL IN BY THE RAAF	
	YES	NO	YES	NO
1. The concept note form, published in the framework of this call for project proposals, was used to prepare the detailed proposal.				
3. The proposal is typed and is in French, or English, or Portuguese.				
4. The electronic version of the concept note is sent by e-mail to the addresses indicated in this call for project proposals document.				
6. The action will be implemented in one of the following countries: Benin, Burkina Faso, Côte d'Ivoire, Mali, Niger, Nigeria, Senegal, Togo or Chad.				
7. The bidder meets the defining criteria of the livestock and meat sector operator.				
8. The consortium of stakeholders formed meets the eligibility criteria of the consortia indicated.				
9. The bidder and each of the local partners completed and signed the partnership statement (Annex H).				
10. The requested grant is between US\$ 150,000 and 200,000 (excluding taxes and customs duties).				
11. The financial contribution of the bidder or its partners is equal to or greater than 10% of the total budget of the proposal.				

BEFORE SENDING YOUR DETAILED PROPOSAL, PLEASE CHECK THAT EACH OF THE FOLLOWING Elements of your file is COMPLETE and meets the following CRITERIA.	TO FILL IN BY THE BIDDER		TO FILL IN BY THE RAAF	
	YES	NO	YES	NO
1. The detailed proposal form, published in the framework of this call for project proposals, was used to prepare 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 e-mail to the addresses indicated in this call for project proposals document.				
9. The bidder and each of the local partners completed and signed the information sheets (Annexes F and G).				
10. The requested grant is between US\$ 150,000 and 200,000 (excluding taxes and customs duties).				
11. The financial contribution of the applicant or its partners is equal to or greater than 10% of the total budget of the proposal.				

Annexe J. Declaration of Integrity, Eligibility and Environnemental et Social Engagement

(Text to leave unmodified)

Title of the call for project proposal:.....

To: Mr Executive Director of the RAAF..... (the « **Project Owner** »)

1. We acknowledge and accept that the Swiss Cooperation ("SDC") only finances the projects of the Project Owner on its own terms and conditions, which are determined by the financing agreement between the SDC and the Project Owner. Consequently, there shall be no legal relationship between the SDC and our organization, our group and our subcontractors. The Project Owner shall be the only person responsible for the preparation and implementation of the contract award process and subsequent execution.

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

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

(2.2) have been convicted of any act referred to in Articles 6.1 to 6.4 below or of any offence committed in the context of the award or execution of a contract for less than five years by a judgment which has the force of res judicata in the country where the project is carried out⁶;

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

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

2.5) not having fulfilled our obligations relating to the payment of social security contributions or our obligations relating to the payment of our taxes in accordance with the legal provisions of the country where we are established or those of the Project Owner's country;

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

2.7) be subject to an exclusion decision by the World Bank, as of 30 May 2012, and be included as such on the list published at <http://www.worldbank.org/debarr>⁷;

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

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

3.1) shareholder controlling the Project Owner or subsidiary controlled by the Project Owner, unless the resulting conflict has been brought to the attention of SDC and resolved to its satisfaction.

⁶ In the event of such a conviction, you may attach to this Declaration of Integrity additional information that will allow you to consider that this conviction is not relevant in the context of the contract financed by AFD.

⁷ In the event of such an exclusion decision, you may attach to this Declaration of Integrity additional information that will allow you to consider that this exclusion decision is not relevant in the context of the contract financed by AFD.

3.2) have a business or family relationship with a member of the Employer's services involved in the selection process or the resulting contract control, unless the resulting conflict has been brought to the attention of SDC and resolved to its satisfaction;

3.3) control or be controlled by another bidder, be placed under the control of the same company as another bidder, receive grants directly or indirectly from another bidder or award grants to another bidder, have the same legal representative as another bidder, maintain direct or indirect contacts with another bidder allowing us to have and give access to the information contained in our respective offers, influence them or influence the decisions of the Project Owner;

3.4) be recruited for an advisory assignment which, by its nature, may prove incompatible with our assignments on behalf of the Project Owner;

(3.5) in the case of a procedure for the contract award of works or supplies:

i. have prepared ourselves or been associated with a consultant who has prepared specifications, plans, calculations and other documents used in the competitive process under consideration;

ii. be among us, or one of the firms to which we are affiliated, recruited, or to be recruited, by the Project Owner to supervise or control the works in connection with the Contract.

4. If we are a public institution or public company, we certify that we enjoy legal and financial autonomy and that we are managed in accordance with the rules of commercial law.

5. We pledge to inform the Project Owner without delay, who will inform the SDC, of any change in the situation with regard to sections 2 to 4 above.

6. In the context of the Contract award and execution:

6.1) We have not and will not commit any unfair practice (act or omission) intended to deliberately deceive others, intentionally conceal elements from them, surprise or vitiate their consent or cause them to circumvent legal or regulatory obligations or violate their internal rules in order to obtain an improper profit.

6.2) We have not and will not commit any unfair practice (act or omission) contrary to our legal or regulatory obligations or internal rules in order to obtain an illegitimate profit.

6.3) We have not promised, offered or granted and we will not promise, offer or grant, directly or indirectly, to (i) any person holding a legislative, executive, administrative or judicial office in the Project Owner's State, whether permanently appointed or elected or not, whether remunerated or not and regardless of his hierarchical level, (ii) any other person who holds a public function, including for a public body or public enterprise, or who provides a public service, or (iii) any other person defined as a public official in the Project Owner's State, an undue advantage of any kind, for himself or for another person or entity, to perform or refrain from performing an act in the exercise of his official functions.

6.4) We have not promised, offered or granted and we will not promise, offer or grant, directly or indirectly, to any person who directs or works for a private sector entity in any capacity whatsoever, an undue advantage of any kind, for himself or herself or for another person or entity, to do or refrain from doing anything in violation of his or her legal, contractual or professional obligations.

6.5) We have not and will not commit any act likely to influence the contract award process to the detriment of the Project Owner and, in particular, any anti-competitive practice having as its object or effect the prevention, restriction or distortion of competition, in particular by tending to limit access to the Contract or the free exercise of competition by other companies.

6.6) We, or one of the members of our group, or one of the subcontractors, will not acquire or

supply equipment and will not operate in areas under embargo from the United Nations, the European Union or Switzerland.

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

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

Name _____ As _____

Signature

Duly authorized to sign the offer for and on behalf of⁸

Dated on _____

⁸ In the case of a group, enter the name of the Group. The person signing the bid on behalf of the Bidder shall attach to the Bid the Power of Attorney given by the Bidder.

Annexe K. Full Administrative File

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

**To the attention of Mr 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 Po Box 1816 Lomé-Togo**

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

- The copy of the articles of association certified as true to the original;
- The copy of the registration declaration and copy of the publication in the Official Journal [or equivalent according to the legislation in force in the country where the organization is located];
- The dated list of members of the governing bodies, the office and the main managers and their contact details, including the date of the last elections;
- The organization chart dated and signed by the manager;
- The last minutes of the General Assembly or at least the agenda of the last General Assembly and the main resolutions, as well as any document demonstrating the activities undertaken and carried out and the proven associative or operative life;
- The balance sheets and operating accounts for the last three financial years (with annexes and explanatory notes), validated by the General Assembly, showing the origin (public or private) of financial resources. This information shall then be updated annually;
- The estimated budget for the current financial year, showing the list of public funds approved by the body responsible for closing and approving the organization's accounts (indicating if possible whether they have been acquired, requested or are to be requested);
- The documents proving the already available sources of co-financing of the action;
- The other administrative documents deemed necessary may be requested by the contracting body.

NOTA BENE:

It is not necessary to send this administrative file along with the concept note or detailed project proposal.