



Republic of Senegal

***Support for the improvement of rural family poultry farming
in the departments of Mbour, Fatick and Kaolack***

5 September 2021



GAFSP call for proposals: model proposal from a producer organization¹³

Section 1. Basic data

a. Project title	Support for the improvement of rural family poultry farming in the departments of Mbour, Fatick and Kaolack	
b. Country and region	Senegal – Regions of Thiès, Fatick and Kaolack	
c. Producers' organization (PO)	Name: National Council for Concertation and Rural Cooperation (CNCR)	
	Postal address: Lot 58 A - Lotissement CICES - Dakar - Senegal	
	Registration: Receipt issued by the Ministry of the Interior	Yes (indicate the date and place of registration)
	N ° 09989 / M.INT. / DAGAT / DEL / AS	01 October, 1999 Dakar
	PO website or link to the annual report	www.cncr.org
	Primary activities of the PO	Capacity building of member producers and numerous farmers' organizations working in the agricultural, forestry, livestock and fisheries sector in Senegal Dialogue with decision makers to develop policies favorable to family farming
	Type of target farmers	Family farmers
d. PO Mission Statement	Contribute to the development of peasant agriculture that ensures sustainable socio-economic promotion of family farms	
e. PO Focal Point (for this project)	Name: Nadjirou Sall Title: President Email: sgfongs@yahoo.fr	
f. SE Focal Point	Name: Jean-Philippe Audinet Title: Lead Global Technical Advisor, Rural Institutions, PMI / IFAD Email: j.audinet@ifad.org	
g. Total GAFSP Grant Funding Requested (refer to Annex 1 – Project Budget Table)	USD 2,286,017	
h. Estimated project start and end dates: 07/2022 - 06/2025		
i. Preferred supervisory body (select one): International Fund for Agricultural Development (IFAD)		



<input type="checkbox"/> African Bank (AfDB) <input type="checkbox"/> Asian Development Bank (AsDB) <input checked="" type="checkbox"/> International Fund for Agricultural Development (IFAD) <input type="checkbox"/> Inter-American Development Bank (IDB) <input type="checkbox"/> Food Organization of the United Nations and agriculture (FAO) <input type="checkbox"/> World Bank (WB). <input type="checkbox"/> World Food Programme (WFP)
j. Has the PO already received funding from the <i>Missing Middle Initiative</i> GAFSP? <input type="checkbox"/> Yes, complete <i>Annex 4</i> <input checked="" type="checkbox"/> No

Section 2. Project Description (weighting coefficient: 35%) (Suggested length: 6 to 8 pages)

2.1 Project development objective (maximum 2 sentences)

The project aims to ***increase the income of young women and men village poultry entrepreneurs and the food and nutritional security of their families.***

2.2 Provide a clear description of the proposed project

Rationale and approach

1. Senegal recorded its first official case of COVID-19 on March 02, 2020. Following this, restrictive measures were put in place by the state to stem the spread of the disease. Among these, the closure of rural markets from March 2020 to October 2020 combined with travel limitations between regions resulted in a sharp drop in trade and an increase in the prices of basic foodstuffs.
2. During this period, 85 per cent¹ of households experienced a drop in income and six out of ten households tried to stock up on food without being able to do so. A quarter of households in need of medical care did not have access to it, the main reason cited being lack of money. Regarding family farming, the cash flow of family farms severely decreased, limiting their capacity to acquire sufficient agricultural inputs for agricultural and livestock production for the 2020 rainy season. Women and youth, due to their low autonomy, were particularly affected by the measures put in place for COVID-19.² The ability for women and youth to engage in income-generating activities became very limited, whether for the small-scale commerce practiced by women in rural markets or the temporary jobs held by youth in the city during the dry season. This led to a drastic drop in their income and considerably reduced their contributions, through cash transfers, to cover the food needs

¹ ANSD, 2020

² See <https://www.ipar.sn/Etude-filiere-Elevage-Aviculture-et-COVID-19-au-Senegal-Situation-et>.



of their families.

3. Through short cycle activities that can be repeated several times a year, the project aims to support rebuilding the assets and investment capacities of family farms. The project will target women and youth and aims to strengthen their autonomy and resilience to ensure they are able to be productive over the long term and better meet market and consumer needs for agricultural and animal products. At the same time, the project provides a relevant response to overcome the effects of the pandemic and improve resilience in the face of future risks.
4. The proposed intervention targets rural family poultry farming. This sector has strong potential, namely by providing (i) a good return on investment in the short term, (ii) an additional source of animal protein, thereby improving the food and nutritional security of rural family farms and (iii) a driving force for trade in the local and territorial economy. In terms of turnover, in 2019, rural family poultry farming in Senegal was estimated at CFAF137.68 billion, or 40 per cent of the overall turnover of the poultry sector.³ However, the role of rural family poultry farming, already threatened by the development of industrial poultry farming, is likely to be further eroded by the effects of COVID-19. The consequences would include (i) a virtual disappearance of local chicken from the market, even though there is still demand for it, particularly in urban areas and (ii) a reduction in income-generating opportunities for rural women and youth. In addition, in 2020, among the livestock sold by agropastoral households, poultry came out on top. The income from these sales is mainly used for household food expenses.
5. The project will build on the achievements of previous initiatives that developed poultry habitat models and strengthened the capacities of poultry farmers. In addition, it will further tackle the local constraints of insufficient health coverage, inadequate poultry feed and poorly organized markets. To do so, the project will build on an innovation dedicated to rural family poultry farming that has already been successfully applied in several African countries: the **APMI** (African Poultry Multiplication Initiative) model. The APMI is a set of technologies and methods that significantly improve animal health, genetics and livestock management while retaining the quality of taste of local chicken. The model is, among other things, based on cross-breeding the local rooster with a traditional French recessive hen with high production potential. This technology has been developed and proven effective in Burkina Faso, Ethiopia, Tanzania and Rwanda by the Hendrix Genetics Group. The project considers family farms as the target population and will support up to 1,400 young women (75 per cent) and men (25 per cent) village poultry entrepreneurs, aged 20 to 35. The members of the target group will each lead a farm of 500 chicks, from start to finish, for 12 weeks, i.e. four production cycles per year. The project will cover the departments of Fatick, Kaolack and Mbour in which women represent 52 per cent of the population and young people represent 67.3 per cent.
6. This project is an initiative of the **National Council for Concertation and Cooperation of Rural People (CNCR)**. It was prepared under the coordination of the CNCR and will be implemented by mobilizing a broad coalition of public and private actors, namely: (i) the ministries in charge of Livestock and Animal Production, Agriculture and Women, Family, Gender and Child Protection, (ii) agricultural and agrifood research centers, (iii) the Order of Veterinary Doctors of Senegal, (iv) a private company specializing in the production of chickens that has experience and skills in Hendrix Genetics Group technologies, (v) professional organizations of poultry farmers operating at the grassroots and regional levels, (vi) a think-tank specializing in agricultural and rural forecasting, (vii) the agricultural bank of Senegal, (viii) private economic operators involved in the processing and distribution of poultry products through interprofessional poultry associations and (ix) IFAD through its country office and efforts to promote youth entrepreneurship in agriculture.

Development objective, components and key activities

7. To achieve its development objective ("**to improve the incomes of women and youth village poultry entrepreneurs and the food security and nutrition of their families**"), the project is organized around three components: (a) Sustainably increase productivity and family poultry production, (b) Improve marketing and institutional strengthening of poultry producer organizations and (c) Coordination, monitoring and evaluation, and capitalization.

³ Fall, (2020).



8. **Component A: Sustainably increase productivity and rural family poultry production** aims to remove the genetic, health, food, technological and organizational constraints that prevent rural family poultry from fully expressing its potential. This involves improving productivity to sustainably increase production, resulting in increased village poultry productivity. Key activities under this component are described below:
9. **Support for the establishment of small formalized rural poultry businesses** managed by women and youth: An information and awareness campaign for young women and men will be carried out by the grassroots poultry POs in the project area to publicize the opportunities and conditions for selection of future beneficiaries by the project. An application form will be made available to allow motivated youth to express their interest. Candidates will be selected based on criteria relating to age, gender, experience, literacy level, personal motivation and level of family support. Setting up candidates' businesses will consist in supporting each young woman and man to legally register their business, thus acquiring the formal status allowing them to be recognized as a private economic operator.
10. **Technical and managerial capacity building for young women and men village poultry entrepreneurs:** In support of women and young poultry entrepreneurs, the project will enable the acquisition and practice of knowledge in (i) poultry farming and breeding techniques through workshops and henhouse-school-poultry farmer exchanges and field visits, (ii) management techniques for small businesses to improve their viability and profitability and (iii) management and monitoring of specifications and requirements to produce quality local chicken.
11. **Facilitation of access to basic investments, working capital and poultry inputs:** The project takes into account the lessons learned from previous initiatives in support of rural family poultry that determined key conditions for good poultry habitats, feed and animal health, while accounting for accessibility and economic profitability. Through poultry POs, the project will support each beneficiary in preparing and negotiating a bankable business plan for his/her company with a financing institution in order to finance a secure henhouse adapted to the size of his/her farm, and acquire small equipment and working capital to cover operating costs (feed, care, hygiene, etc.). The support will focus on (i) the financing conditions by the financing institutions, (ii) the selection of local businesses for the construction of henhouses and the acquisition of equipment. To acquire chicks, the project will facilitate the negotiation and signing of contracts between an industrial hatcher using the Hendrix Genetics Group's technologies and poultry POs acting on behalf of the young women and men poultry entrepreneurs. For feed, the project will build on the achievements of the IFAD PAFA project, which promoted small-scale grain processing units in the project area. POs will negotiate delivery contracts with these small local food-manufacturing units.
12. **Facilitation of animal health services and breeding advice support:** The project will support grassroots and regional poultry farmers' organizations to set up a network of breeding auxiliaries made up of women and men (50 per cent for each gender) trained in hybrid chick breeding, nutrition and poultry waste management. These trained breeding auxiliaries will work directly with young women and men village poultry entrepreneurs to provide them with animal health and local advisory services on the management of their poultry flocks, nutrition and poultry waste management. In addition, the grassroots and regional poultry POs will contract with veterinary and zootechnical service providers to supervise the services provided by livestock auxiliaries and also intervene, as a second line, for care and advice beyond the auxiliaries' competencies. Auxiliaries and veterinary and zootechnical service providers will work in close collaboration with the local and territorial public services of the Ministry of Livestock. In addition, the project will support young village poultry entrepreneurs to subscribe to a digital application for technical and financial management of village poultry farming.
13. **Support for the installation of 10 small poultry feed manufacturing units based on local raw materials in the project intervention area:** The project will support 10 women's groups to set up and operate small-scale feed manufacturing units based on local raw agricultural and animal materials. The support will consist in completing the equipment (grinders, mixers, bagging machines) of already existing facilities managed by women oriented in the transformation of millet and corn into flour. The project will carry out a study to define the equipment to be provided. Training of women in the operation and management of such units will also be provided. The project will facilitate networking between POs producing raw materials and POs bringing together young women and men village poultry entrepreneurs for feed. The project will work with ISRA



(Senegalese Institute for Agricultural Research) and CNA (National Poultry Center) to provide feed manufacturing units with the best feed formulas that draw on available local raw materials.

14. **Component B: Improve marketing and institutional strengthening of poultry producer organizations** aims to (i) increase market shares for quality village chicken and (ii) strengthen poultry POs' representation and economic service functions to members. The key activities are:
15. **Dissemination of quality village poultry farming specifications among young women and men village poultry entrepreneurs:** The project will support consultations between public and private actors in the village poultry value chain and provide them with expertise to define and validate quality specifications for chickens to be marketed. The project will then organize information and training workshops for young women and men village poultry entrepreneurs on the provisions of these validated specifications. The National Poultry Center will be mobilized to ensure the certification of women and young poultry entrepreneurs who have fully and satisfactorily applied all the specification requirements. The chickens of young women and men certified village poultry entrepreneurs will be banded to allow distributors and consumers to identify quality local chicken.
16. **Promotion of contractualization between poultry POs, processors and distributors:** In order to formally structure and further secure the marketing of quality local chicken, the project will support poultry POs in negotiating sales contracts with processors and distributors. At a date agreed upon by the contractors, the project will support the organization of an annual workshop to evaluate the technical and financial execution of the contracts in order to identify and agree on the corrections to be made in relation to any dysfunctions.
17. **Assistance with installation by poultry processing units:** The project will facilitate a market study to identify the needs and volumes of small-scale urban restaurants and fast-food companies as well as consumers with low purchasing power in demand for poultry cuts. The project will support private processing units that invest in cutting of poultry interested in developing relationships with poultry POs. In addition the project will strengthen the capacities of the staff of the private processing units in good hygiene and food manipulation practices.
18. **Capacity building of poultry POs on negotiating, executing and monitoring commercial contracts:** The project will strengthen the capacities of poultry POs in negotiating, executing, managing and monitoring contracts, particularly in terms of planning deliveries and consolidating production.
19. **Strengthened democratic and economic governance of poultry POs more inclusive of women and youth:** The project will strengthen the leadership and gender capacities of PO leaders in order to promote greater empowerment of women and youth within decision-making bodies. The project will also support the improvement of the administrative and financial management and monitoring systems of POs.
20. **Support for the representation and participation of poultry POs within the Senegalese interprofessional poultry association:** The project will support poultry POs to join the interprofessional poultry association in order for their concerns to be better considered by this body. This association brings together private actors along the entire poultry value chain. In particular, the project will strengthen the knowledge of PO leaders on the legal texts governing the functioning of interprofessional associations.
21. **Component C: Coordination, monitoring and evaluation and capitalization:** The CNCR will enhance the coordination mechanism already tested in projects financed by development partners. The CNCR's Technical Support Unit, which has a gender specialist, will be responsible for coordinating project interventions. As such, it will have to set up a monitoring and evaluation mechanism for intermediate and final results, which will be further specified by the supervision entity during project design. This component will provide the Ministry of Livestock with evidence-based lessons for scaling the project's approach.
22. The implementation of capacity building, health services and animal feed activities combined with improved henhouses will lead to a significant improvement in poultry productivity through reduced mortality rates and increased chicken weight. The quality of the chicken produced will meet the demand of processors, distributors and consumers and, thanks to a contractual approach, will promote more stable market conditions and adequate remuneration for the project's target group. The integration of young poultry entrepreneurs within poultry POs (whose service provision capacities and



governance will be improved) will be a positive and advantageous factor to increase professionalization. It will also allow POs to better ensure their service and representation functions. By aggregating chicken supply and consolidating input and service needs, POs will also enable rural family poultry farming to achieve economies of scale, further increasing their competitiveness.

2.3 Elaborate on the target population and the targeting strategy for the project

Target population and targeting strategy

23. **The project's target population** is made up of the members of the 120,000 family farms in the project area, estimated at 1,626,373 rural inhabitants of which 52.1 per cent are women and 65 per cent are youth. Their main activities are rain-fed agriculture and small-scale livestock farming (small ruminants and poultry). Rural poverty affects women and youth more strongly in the most vulnerable farms of type 2 and 3 (see paragraph 24.). The project area is also affected by rainfall variations that lead to erratic agricultural production and insufficient grazing land.
24. **The targeting strategy** is inclusive and gender sensitive, facilitating the participation of vulnerable households and the young women and men of these households in project implementation, management, decision-making mechanisms and activities. The project will adopt a range of approaches to optimize its targeting strategy, including direct targeting, self-targeting, and facilitation, procedural and operational measures to identify vulnerable households within the project communities. It will seek to understand the constraints and needs of targeted youth, and develop interventions with a transformative effect on gender equality. The targeting strategy will be based on the selection of 1,400 direct beneficiaries within the most vulnerable family farms. Through its Family Farms Observatory, the CNCR grouped family farms into three categories based on their level of poverty and vulnerability: a first category, estimated at 20 per cent of the family farms, cover their food needs all year round through their own production and income; a second category of family farms (60 per cent) cover their food needs for 6 to 8 months and resort to exodus and agricultural wage labour; and a third category (20 per cent) cover no more than three months of their food needs. The targeting of the project will focus entirely on the last two categories, whose vulnerability has been accentuated by the restrictive effects of COVID-19. The targeted young women and men entrepreneur is a member of a family farm and the support provided by the project must strengthen the social ties and resilience capacities of the whole family, while promoting the relative empowerment of the individual young man or woman. The choice of direct beneficiary within a family farm will therefore be made in agreement with the family in order to guarantee that the necessary support for the young entrepreneur's activity will be provided first and foremost by the entrepreneur's family, and then by the PO. Because of the social restrictions faced in terms of education, nutrition and children's health, young married women, aged 20 to 35, will constitute at least 60 per cent of the direct beneficiaries. The remaining 40 per cent will be divided between young women and men, aged 18 to 25. Targeting these groups is motivated by their propensity for rural exodus to large urban centers and illegal immigration from Senegal. Their absence deprives family farms of labour without the expected transfer of income as compensation. At the start of the project, the baseline data will allow for a better understanding of the asset losses suffered by beneficiaries due to the pandemic and the investment capacities of family farms. This information will allow the CNCR to further refine the project's targeting and support to help beneficiaries "build back better."

2.4 Describe the main obstacles to the development of smallholder farmers and related small businesses in the food and agriculture sectors in the project area.

25. The small size of the farms, their dispersal and insufficient structuring and grouping have limited the possibilities for consistent economies of scale that could be obtained for the supply of inputs, the provision of animal health services and group marketing. Genetic constraints were addressed by the introduction of breeding roosters but as the herd multiplied, the genetic qualities were lost. In terms of marketing, the shortcomings that limit rural family poultry farming emerge from its lack of competitiveness: supply is irregular, quality is unstable and prices are relatively high compared to industrial



poultry production. COVID-19 has amplified these constraints: restrictions on the movement of people and the closure of rural markets have reduced already limited marketing opportunities and, consequently, have had a strong impact on the cash flow of family farms as rural family poultry farming is the primary source of income to meet daily and urgent expenses.

26. The situation of the poultry sector, both industrial and rural, has recently been the subject of an in-depth analysis by private and public actors.⁴ A Poultry Recovery Plan emerged outlining the directions, strategic axes and policy and business environment reforms to support the sector's recovery post-COVID 19. More specifically, with regard to rural family poultry farming, the Poultry Recovery Plan recommended (i) the promotion of innovative family and rural poultry farming models with improved genetics and nutrition, (ii) the promotion of income-generating activities and jobs specifically for women and youth, (iii) the improvement of legislative and regulatory frameworks, in particular by implementing a veterinary public health code and obtaining legal status for private poultry farmers. The results and activities of this project are well aligned with these recommendations.

2.5 Describe the envisaged links between POs and private sector actors.

27. To ensure the project's impacts and effects are sustainable, particularly the financing of young village poultry entrepreneurs, it is planned from the outset to put young poultry entrepreneurs in touch with commercial banks through their POs. These banks will provide financial support for basic investments, particularly improved henhouses and small equipment, and for working capital to cover operating costs (purchase of chicks, feed, health services). The will first facilitate and support young village poultry entrepreneurs to develop a bankable business plan. Subsequently, the project will provide advice on negotiating financing terms with commercial banks. Direct payments from buyers of quality local chicken to the poultry entrepreneurs will be put forward as one of the assets to secure loan repayment. Given that most of the young village poultry entrepreneurs will not have a pre-existing relationships with banks, the project will set up a guarantee fund equivalent to around 20 per cent of investment needs to encourage commercial banks to lend to them over the short and medium term. The conditions for drawing on this guarantee will be negotiated at the onset of the project between the project, poultry POs and the commercial banks wishing to support the women and youth village poultry entrepreneurs. The funds will be transferred back to the poultry POs at the end of the project and can continue to facilitate the financing of new women and youth entrepreneurs after the end of the project. In addition, commercial banks will be involved as early as possible in the formulation and selection of business plans for young village entrepreneurs to minimize rejection rates. In addition, the commercial banks solicited will be involved as early as possible in the formulation and selection of the business plans of young village poultry entrepreneurs in order to minimize rejection rates. In general, and particularly on this aspect of the link between entrepreneurs and banks, the project will draw lessons from the GAFSP/MMI⁵ project being implemented in Mali by the CNOP and AOPP under IFAD supervision.
28. The project will facilitate the development of contracts with other private sector actors, particularly processors and distributors. This will involve supporting the negotiation and signing of annual contracts between the POs, processors and distributors in order to secure the market for quality local chicken. These contractual relationships will be evaluated each year during review workshops bringing together private and public actors in order to improve their effectiveness and meet the satisfaction of all stakeholders.

2.6 Describe the expected results of this project and how they will be measured at the level of products, results and impact (cf. annex 2 - Tables D and E)

⁴ Ministère de l'Élevage et des Productions Animale, *Plan de Relance de l'Aviculture Sénégalaise* (Avril 2021).

⁵ The project is called : Insertion Economique des Jeunes Ruraux dans les Chaines de Valeur Avicole et Piscicole au Mali (PIEJR_GASFP)



Impacts

29. With regard to the project's impact, "**increasing the income of young village poultry entrepreneurs and the food and nutritional security of their families**," the main indicators to be measured will be the percentage increase in income for young village poultry entrepreneurs and the family food consumption score. To measure these, a baseline study will be carried out at the beginning of the project in order to better document the starting point for project indicators. An evaluation will also be carried out to measure mid-term progress and an impact study will take place at the end of the project. These three reports will serve as the basis to measure project activities.

Results and outputs

30. "**Increased rural family farms' poultry productivity**" is the first expected result of the project. Poultry productivity, the first milestone for increased income, will be measured using two indicators, namely (i) poultry mortality rate and (ii) average live weight in kilograms of local quality chicken. The data source will be the poultry weight and mortality monitoring sheets kept by the entrepreneurs and compiled by the poultry POs on a quarterly basis. To achieve this result, the project will ensure the following:
- (i) **Formalized small-scale rural poultry enterprises managed by women and young people are set up:** the indicator, "number of small enterprises of women and young people formalized," will be measured through business registration receipts and the project's biannual activity report.
 - (ii) **The technical and managerial capacities of women and young village poultry entrepreneurs are strengthened:** the indicator for this output, "number of women and young poultry entrepreneurs who have benefited from capacity building," will be measured each year through project activity reports and attendance lists at capacity building activities.
 - (iii) **Access to basic investments, working capital and poultry inputs is facilitated:** the indicator, "number of women and young poultry entrepreneurs in the village who have benefited from at least one financing from commercial banks," will be measured by loan notifications. The indicator, "number of day-old chicks delivered to young and female village poultry entrepreneurs," will be measured through (a) contracts between poultry POs and industrial hatchers and (b) purchase and delivery invoices for day-old chicks.
 - (iv) **Access to animal health services and breeding advisory services is facilitated:** three indicators to measure this output will include (a) "number of veterinary and zootechnical service providers contracted," (b) "number of breeding auxiliaries contracted by poultry POs," and (c) "number of subscriptions to the digital management application." These indicators will be measured by counting the number of contracts signed with each professional category, the mission reports to assess their proper execution and the number of subscriptions recorded.
 - (v) **Poultry feed manufacturing units based on local raw materials operating in the project area:** the indicator, "quantity in tonnes of feed purchased," will be measured through annual surveys based on purchase invoices.
31. "**Increased market shares for quality village chicken**" is the second expected result of the project and the second milestone for increased income. The indicator, "quality chicken market shares," will be measured through an annual survey. Three outputs will be produced:
- (i) **The specifications for quality village poultry farming are disseminated:** the indicator, "number of women and young poultry farmers applying the specifications in their operations," will be measured through the certification of women and young entrepreneurs at the end of each production cycle.
 - (ii) **Contracting between women's poultry POs and young village poultry entrepreneurs, processors and distributors is promoted:** the indicator, "number of sales contracts signed between women's POs and young poultry entrepreneurs and processors and distributor," will be measured by counting the number of contracts
-



signed.

- (iii) **Poultry slaughtering and processing units are set up:** the indicator, quantity of poultry cuts in tons, will be measured through the sales invoices of poultry cuts.

32. **"Poultry POs strengthened in their functions of representation and economic services to members"** is the third expected result of the project. The indicator, "number of members accessing at least one economic service," will be measured through the project's semi-annual activity reports. Three outputs are to be produced:

- (i) **"Poultry POs' capacities are strengthened in negotiation, execution and monitoring of commercial contracts":** the indicator, "number of contracts executed without default," will be measured by campaign assessments.
- (ii) **"More inclusive, democratic and economic governance of poultry POs in favor of women and youth":** the indicator, "percentage of women and young people in decision-making bodies," will be made by the nominative and gender-disaggregated lists of the heads of POs.
- (iii) **"Increased representation and participation of poultry POs within the interprofessional poultry association":** the indicator, "number of poultry POs that are members of the interprofessional association," will be measured through membership acceptance letters.

2.7 What is the evidence that the proposed approach and activities will be successful in addressing the issues identified?

33. Improving the productivity and market access of rural family poultry farming has been the focus of interventions by public development projects, POs and NGOs for over 15 years. The lessons incorporated into the design of this project are to develop the means to better sustain the provision of animal health services, adequate feeding and breeding advice. These efforts will be based on (i) auxiliaries employed by POs and the contracting of veterinary and zootechnical service providers whose services will be covered by the poultry entrepreneurs at the end of the project and (ii) making feed available, geographically accessible and cost-effective. To do so, the project will rely on greater use of local feed manufacturers and of poultry feed formulation incorporating all energetic and growth needs. The project also draws lessons from past marketing difficulties, particularly the lack of formal relationships between buyers and producers, and the dispersion of poultry farmers. As such, the project will also ensure that (iii) its contract-based approach and POs' aggregating role will stabilize and improve the relationships between buyers and producers over time.
34. The project targets women and youth whose difficulties in empowering themselves by generating greater income are a major concern for the Government and POs. The project strongly supports these target groups so that they can set up and operate formal businesses that will allow them to earn a regular and decent income. By strengthening their technical capacities, by inserting them into professional organizations to receive the services necessary for their activities and by connecting them to market operators and commercial banks, the project will promote long-term and remunerative jobs for these target groups. For these reasons, the project complements and extends the work of a new government-IFAD project on youth entrepreneurship. To this effect, IFAD has agreed to bear part of the project costs, insofar as the capitalization resulting from the project will be a relevant basis for scaling up its project in other regions.

2.8 In summary, why should GAFSP fund the proposed project?

35. The proposed project supports the quantitative, qualitative and sustainable improvement of rural family poultry production and its secure connection to the market while consolidating its traditional food security functions. The project targets women and youth, two vulnerable groups who need autonomy to contribute significantly to the well-being of their families. The project is also an opportunity to diversify the GAFSP project portfolio, which is largely dominated by crop production projects. The rural family poultry sector and the proposed project are aligned with the GAFSP's priority targets and cross-cutting themes. Finally, the proposed project strongly improves the resilience of its target groups in the face of COVID-19, climate change and natural resource degradation. The proposed project will also strongly contribute to the production of organic fertilizers, a crucial component to improve soil fertility.



Section 3. Context of the proposed project (weighting coefficient: 20%) (suggested length: 2 to 3 pages)

3.1. Describe the state of the agricultural and food system in the project area, including any pressures to which the sector is or will be subjected (eg climate risks). Describe the consequences of COVID-19 and the possible disruptions it generates, in particular the impacts on the project activity areas and on the target populations. How was the response to COVID-19 coordinated locally and in the project area? Indicate the context and data specific to COVID-19, if any, relevant to the proposed project.

36. Family poultry farming is the “breadwinner” of rural families, in that it allows them to meet immediate needs (purchase of school supplies, medicine, transportation, foods that are not self-produced). The village livestock system is characterized by its small size (10 to 50 hens) and extensive management using family labour and available food scraps, explaining its low productivity. The risks associated with these systems are (i) the lack of protection against diseases, bad weather and predators due to the lack of suitable habitats, (ii) insufficiently appropriate food (leftover meals, crop residues) compared to energy and vitamin requirements, (iii) high mortality (50.7 per cent in 2019) mainly due to Newcastle disease and to coryza, smallpox and avian cholera. At the start of the project, the baseline study will document the specific situation of the intervention zone of the project⁶.
37. COVID-19 has strongly impacted the Senegalese poultry industry. Measures have been taken by state authorities to contain the spread of the virus, namely through the closure of hotels, restaurants and markets, as well as a ban on interurban traffic. The result was a sharp decrease in sales of poultry, and therefore of income. The measures to combat the spread of COVID-19 have had drastic effects on the poultry industry as a whole, disrupting the production, processing, transport and marketing of poultry products. These disruptions were even more serious as COVID-19 coincided with preparations for major sales during the religious holiday period in the second quarter of 2020, leading to a further drop in poultry meat sales.

3.2. How will the proposed project manage the response to COVID-19 and the recovery of agriculture and the food sector in the medium to long term and how will it comply with the principle of 'building back better'?

38. The main lesson learned from the pandemic in 2020 was to reorganize the marketing of poultry by formally linking poultry farmers to consumers to minimize the risk of low sales. In addition, the COVID-19 pandemic has shown the need to make better use of digitalization to provide essential services to family farms. The review of the poultry sector by the government and private actors also highlighted that rural family poultry farming is an opportunity to better support women and youth. The proposed project addresses these realizations and contributes to Senegalese authorities’ aim to support the recovery of the livestock and food sector in the medium and long term. The project directly targets one of the levers for the revival of Senegalese poultry farming, namely the inclusive promotion of rural family poultry farming through a new approach based on innovations (vaccinated hybrid chick) associated with the professionalization of poultry POs for more efficient and sustainable health, feed and marketing services. This more inclusive approach to rural family poultry farming will allow young and female entrepreneurs to no longer be isolated, to be connected to networks of actors allowing them to receive health, feed and marketing services without having to travel outside their territories. The promotion of rural family poultry farming through this new approach will thus improve resilience to disruptions.

3.3. What are the links between the proposed project activities and relevant strategic priorities for the organization of producers involved?

⁶ Data of the Interprofession on Poultry in Senegal are being studied for this reason.



39. As part of its strategic plan (2021-2024), the CNCR has selected, among other strategic priorities, those of "strengthening the capacities of member federations to provide economic, technical and social services adapted to member family farms," "strengthening the economic power of women and youth" and "improving food and nutrition security and the resilience of family farms." Project activities and results are well aligned with these three strategic priorities. Furthermore, the implementation strategy and approach used by the project should be replicable by the CNCR in other sectors.

3.4. Are the activities of the proposed project in line with national priorities (the country's agriculture and food security strategies, the national COVID-19 response plan or other approved development plans) and links with public programmes planned?

40. In response to the effects of COVID-19 and the economic crisis it has engendered, the Government of Senegal has updated its Priority Action Plan for the 2019-2023 period of its Emerging Senegal Plan. In particular, an emergency programme for the employment and socio-economic integration of young people ("Xeyu ndaw ni ") has been adopted. The Government is looking to find ways to implements its strategy and to encourage private and social actors to take initiatives aimed at supporting youth employment. For the livestock sector, among the targeted and priority interventions for economic recovery following the pandemic, it was decided to "put in place the necessary conditions for the development of entrepreneurship in livestock farming, particularly for women and youth." In order to support this priority, the Government of Senegal approved the PRAVIS (Senegalese Poultry Revival Plan) in April 2021, prepared by the Ministry of Livestock and the poultry industry. The development objective of the Plan focused on increasing the income of women and young village poultry entrepreneurs and the food and nutritional security of their families. Project activities that will contribute to these objectives are perfectly articulated in PRAVIS, whose vision is to create "a competitive and sustainable poultry value chain for the food and nutritional security of populations, the employment of youth and women and economic growth." The choice of direct project beneficiaries (women and youth) is relevant and consistent with the priorities of the adjusted Priority Action Plan of the Emerging Senegal Plan and the objectives of the national emergency programme for youth employment.

Section 4. Cross-cutting themes (weighting coefficient: 20%) (suggested length: 2 to 3 pages)

4.1 Does the proposed project focus on priority cross-cutting themes of GAFSP? (The proposal will be evaluated only against the selected themes. Select only the themes on which the project relates directly and for which it will measure and report the impacts / results in the framework of project monitoring such as the logistical framework or the results framework.)

- X Gender and empowerment of women and girls**
- Climate resilience
- Improved nutritional outcomes

41. The project addresses, to varying degrees, the three priority crosscutting themes GAFSP. **Gender and the empowerment of women and girls**: All project initiatives will aim at the empowerment of women and girls and the socio-economic inclusion of young poultry entrepreneurs in a gender transformative approach in line with IFAD strategies. The project also responds to the government's guidelines in terms of equity and gender equality and promotion of youth participation in the construction of an emerging Senegal. Women and young poultry entrepreneurs will benefit from approaches, investments, tools and financing to (i) increase their productivity and professionalization, (ii) benefit from a better



distribution of unpaid labour and social and economic benefits of project activities, and (iii) ensure their involvement and equitable participation in political and economic bodies (governance of institutions/farmers' organizations and investment committees). Social inclusion and gender equality awareness campaigns will be organized for all actors at all levels.

42. Rural family poultry farming is largely dominated by women as both owners of poultry flocks and as primary end users of poultry production. The distribution of tasks within rural families and the activities directly or even exclusively involving women and youth place family and rural poultry farming at the heart of any action to promote gender and the empowerment of women and girls with the least pressure on social codes and access to land resources. This is why 75 per cent of direct project beneficiaries fall into these social categories. Through support for the creation and development of small poultry businesses managed by women and young girls and by strengthening their technical and managerial capacities, the project offers them decent and sustainable income opportunities allowing them to better contribute to their family's well-being and overall social and economic status. The project supports the leadership of women and girls in poultry POs. By promoting a stronger and larger presence of women within the governing bodies of poultry POs, the project enables their concerns to be better taken into account, and thus to improve their economic and social autonomy.
43. **Climate resilience:** Using few natural resources (land, water) in rural areas, rural family poultry farming contributes to the preservation of biodiversity and protection of natural resources, essential factors in dealing with climate resistance. In addition, rural poultry farming allows for the recovery of crop residues and agro-industrial by-products, preventing them from being lost or burnt. Unlike industrial poultry farming, feed made from local products also allows for less maize-dependent poultry farming. Finally, through the production of manure, village poultry farming is a source of organic manure, which improves the fertility and water retention capacity of cultivated soils. The rural family poultry farming supported by the project serves as the basis for circularity within family farms.
44. **Improved nutritional results:** Regarding nutrition, the project will support the implementation of improved national guidelines to promote nutrition-sensitive and quality poultry production. According to data from the Ministry of Livestock,⁷ self-consumption of village poultry products is estimated at 32 per cent of production. Chicken and eggs are among the most nutritious and healthy sources of dietary protein. Through the project, community nutrition could be improved through self-consumption on family farms if accompanied by strict hygiene measures, management of poultry waste (to minimize health risks for children), and food awareness/education campaigns within communities. This holistic approach will increase income, improve food and nutrition security, and improve health, while empowering women and youth and promoting their socio-economic inclusion at the household, community and institutional levels.

4.2 Describe how the project will cover the identified thematic area (s) of intervention. Describe

45. For gender and the empowerment of women and girls, the project will adopt discriminatory targeting for these social categories. The result and product indicators will be disaggregated by gender to verify that this priority has been taken into account and applied across all project support activities. Regarding climatic resistance, the mid-term evaluation and impact studies at the closure of the project will document data relating to the production and use of poultry manure. The project's monitoring and evaluation system will collect data relating to the recovery of harvest residues from women and young poultry entrepreneurs as well as the use of local raw materials in the manufacturing of poultry feed. For nutrition, the project will document the Food Consumption Score indicator to verify that quality local chicken raised by women and young village poultry entrepreneurs has contributed to improving this score, particularly in terms of protein intake.

4.3 Specify how the proposed project will increase the participation and role of women small producers within POs and small producer groups (answer this question even if the gender theme has not been selected).

⁷ Ministère de l'Élevage et des Productions Animales, *Actualisation des paramètres techniques de la filière avicole sénégalaise* (June 2019).



46. Targeting women poultry entrepreneurs is the first factor on which the project relies to increase women's participation. As direct project beneficiaries, women will benefit from stronger managerial and leadership capacities, positioning them to take more responsibility within grassroots poultry POs. Throughout its implementation, the project will ensure that women participate and are empowered in negotiations with other private actors, processors, distributors, commercial banks and others. Above all, women will be well represented in the delegations taking part in Senegalese poultry industry meetings as representatives of rural family poultry farming. Through these activities, women entrepreneurs will acquire leadership skills that will give them greater responsibility within their affiliated POs and within territorial and federative POs. In addition, by supporting poultry feed manufacturing and poultry processing activities almost exclusively targeted at women, the project will strengthen the positioning and participation of small-scale women producers in the development of rural family poultry farming.

Section 5. Project implementation, sustainability and budget (weighting coefficient: 25%)
(suggested length: 5 to 6 pages)

5.1 What are the risks to achieving the objectives of the proposed project and what are the potential negative effects or externalities of activities and targeting the proposed project? What is their likelihood, what would their impact be and what mitigation measures are being considered? Insert a detailed assessment in Appendix 3, Tables E and F.

Risks and mitigations

47. In terms of the technical design of the poultry farming model promoted, the risk is linked to the technicity of the activity and the level of average education of the beneficiaries. The requirements for managing hybrid chick breeding could prove difficult to adopt by women and young village poultry entrepreneurs. This risk, although low, will be mitigated by the rigorous selection of direct beneficiaries, taking into account pre-requisites relating to their experience in village poultry farming and their level of literacy in French, national dialects or Arabic, amongst other factors.
48. An second risk could be insufficient support from members of the family farm to women or young poultry entrepreneurs would be a factor that could compromise expected results. The project will ensure that project benefits to the family are made clear through information and awareness campaigns. In addition, family farms will be involved in targeting to demonstrate that the choices made are the most relevant and the most democratic.
49. There is a low risk that industrial production capacity for hybrid day-old vaccinated chicks will be insufficient and that the demands for day-old chicks cannot be met in time. Indeed, the project will support poultry POs and suppliers of vaccinated hybrid day-old chicks to plan orders and deliveries taking into account the installed capacities.
50. At the level of institutional capacities, the capacities of the actors at the starting point of the value chain is considered as a low risk as the low credibility and insufficient solvency of processors and distributors of quality local chicken could hinder the contractual agreements. To mitigate this risk, the project will conduct a thorough verification of each processor and/or distributor's experience and creditworthiness, including the acceptance that future payments will be channeled through financing institutions.
51. At the same time, the insufficient capacity for poultry POs to properly execute and monitor contracts is a low risk that could impact expected results. The project will provide training focused on creating contracts and will organize coaching sessions with poultry POs to help them properly execute and monitor contractual obligations. The insufficient capacity of poultry POs to properly monitor the execution of contracts is a low to moderate risk: accurate monitoring of contractual commitments to processors, distributors, input suppliers and veterinary services requires human and financial resources internal to poultry POs. To mitigate the impact of this risk, the project will strengthen the human resource capacity of poultry producer organizations as well as their financial management systems. The project will organize coaching missions to support the poultry POs to have a monitoring and evaluation system adapted to their capacities and means in order to



be able to anticipate possible difficulties in implementing contractual commitments.

52. The fiduciary management capacities of the project by the applicant and its implementing partners are a low risk: in fact, timely compliance with procurement, reporting and expenditure justification procedures is critical for an efficient level of fund absorption. The mitigation measures planned include (i) delegation of fiduciary management to ASPRODEB, which already has experience with several projects financed by IFAD, the World Bank and the European Union. At the level of the implementing partners, the capacities are available and in addition, the project will set up a system of monitoring and renewal of funds per quarter. Finally, sanitary risks, whether animal health (epidemics) or human health (new wave of COVID), will be anticipated for the former by planning vaccine orders and for the latter by supplying masks and gels, raising awareness of barrier measures and distributing digital applications for remote advice. The whole range of risks and mitigation measures are described in table F of annex 3.

5.2 What specific design measures will be incorporated in order to sustain the activities or results of the project?

Sustainability

53. The sustainability of project impacts and results will be guaranteed by the long-term provision of animal health services and breeding advice, the supply of quality and competitive foods and the securing of new markets through contracts. The project strengthens the technical and managerial capacities of women and young poultry entrepreneurs so that they are primarily responsible for the sustainable growth and sustainable development of their businesses. Their affiliated poultry POs will be strengthened to plan, organize and monitor the provision of animal health services, poultry feed and breeding advice as well as contractual marketing. With regard to investment and working capital financing, the project will consolidate business relationships between women and young village poultry entrepreneurs and commercial banks through the monitoring of repayments by poultry POs and guarantee funds, both of which will increase and secure the confidence of commercial banks.
54. The recurrent costs of animal health services and breeding advice (consultations, medicines, treatment) will, from the start of the project, be partially charged to women and young village poultry entrepreneurs. The project will provide a 50 per cent subsidy for two production cycles for each entrepreneur who sets up a business. The project will support poultry POs to have a management and accounting system separate from other funds in order to ensure that cost recovery by POs and their members is effective and continued beyond the project implementation period.
55. The project plans to support the establishment of small-scale food manufacturing units. Project support complements existing facilities that are well managed by women groups for over 10 years. The sustainability of the project's investments will be based on the management experience of these small existing flour mill units, followed by securing feed markets by linking feed manufacturing units and poultry POs. The project will also provide training to strengthen the technical and management capacities of the feed manufacturing units, including how best to manage the maintenance and renewal of equipment and how to share the benefits among members.
56. The project is supported by the Ministry of Livestock and Animal Production. The project approach and results will be scaled up in other regions of Senegal to improve the conditions of young women and men and to make rural family poultry farming a significant segment of the poultry sector. The CNCR, with its experience in advocacy and influencing public policies, will work closely with the Ministry of Livestock to mobilize more national resources for large-scale replication of the project's achievements and methods, in particular, a study to assess the extent to which households are willing to pay a higher price for traditional chicken compared to industrial chicken (consumer demand elasticity) including the price difference and profit margins.

5.3 Who was consulted or involved in the development of the proposal?

57. The proposal is the result of a coalition of public and private actors made up of: (i) the Ministry of Livestock and Animal Productions, represented by the Director of the CNA (National Poultry Center) and the Head of the CEP (Studies and Planning Unit), (ii) IPAR (Initiative Prospective Agricole et Rurale), represented by a professor-researcher and former President of the Senegalese Order of Veterinarians, (iii) AVIVET, an industrial incubator represented by its director, (iv)



ASPRODEB (Senegalese Association for the Promotion of Grassroots Development) through its executing department, (v) FAFA (Federation of Poultry Industry Actors) through its President, (vi) IPAS (Interprofession Avicole du Sénégal) through its President and (vii) the Technical Support Unit of the CNCR. This multidisciplinary team collected and analyzed documentation on village poultry farming and drafted the proposal.

58. The CNCR organized virtual consultations with the poultry POs operating in the project area. The exchanges made it possible to collect data on the effects of COVID-19 and suggestions on the project's objectives, results and expected outputs. The project approach was also discussed, and full agreement was obtained from these POs, which include women and young poultry entrepreneurs – the project's future beneficiaries. The conclusions of these exchanges have been incorporated into the design of the proposal.
59. All stakeholders involved in the proposal design will be mobilized for project implementation. The project will sign an agreement with each entity to support implementation activities corresponding to their competencies. The project will involve all these partners in the annual planning of activities, the semi-annual review of activity implementation and the supervision and evaluations missions that will be carried out jointly with IFAD.

5.4 Describe the structure of the PO, including its members, and the services it offers.

60. The CNCR (Conseil National de Concertation et de Coopération des Ruraux) is made up of 32 national federations of farmers, breeders, fishermen, foresters and rural women. These national member federations are active in the main crop, animal, fishery and forestry sectors. They represent 175,000 family farms in the 14 regions of Senegal, with an estimated population of 1,750,000 of which 54 per cent are women and 60 per cent are young people aged 18 to 40. Following a pyramid organizational structure, these professional associations are made up of and represent cooperatives and municipal-level groups and associations, regional-level unions and national-level federations. As the CNCR, they represent, defend and promote the interests and concerns of family farms and family farming. The main CNCR offices is located in Dakar.
61. The governance bodies of the CNCR are made up of farmers, herders, fishermen, foresters and rural women delegated by their federations and elected by their peers. The bodies are:
- ✓ The Congress, the highest body which decides on the organization's orientations, approves activity reports, financial accounts and ratifies membership
 - ✓ The Board of Directors which ensures the regular functioning of the CNCR
 - ✓ The National Executive Board which operationalizes the decisions of the Board of Directors and ensures their follow-up
62. The Technical Support Unit and ASPRODEB in its capacity as Executing Agency are the two technical bodies that support the proper functioning of the governance bodies and operationalize projects and programmes with member federations. Membership services are carried out by these two bodies, and include (i) representation in ministerial consultation and decision-making bodies, (ii) capacity building and coaching, (iii) financial and commercial intermediation, (iv) institutional and organizational strengthening and (v) information and communication. Staff is divided into 2 categories: 20 technical staff including agronomists, economists, PO specialists, finance managers and accountants and 15 support staff.
63. Funding for the CNCR is covered by (i) annual membership fees at the rate of FCFA250,000 per member, (ii) payments for financial and commercial intermediation services (FCFA50 million in 2020) and (iii) project and programme management fees. Through the services provided, the CNCR supports the marketing of peanuts (CFAF4 billion in 2020), rice (CFAF1 billion in 2020), onions and potatoes (CFAF2.5 billion in 2020).

5.5 Describe the arrangements made for the implementation of the proposed project, in particular the responsible ministries and partners as well as the other partners (private companies, development partners, civil society organizations or women's groups) who will participate in the implementation of the project and their functions. What are the arrangements for implementation within the responsible PO? Clearly present the roles and responsibilities of the various entities involved.



Implementation of the Project

64. The implementation of the project will be based on the partnership between POs, public livestock services, civil society organizations, private actors in the poultry sector and funding institutions involved in the livestock sector. The project will sign partnership agreements with partners from the public, associative and private sectors, based on terms of reference, for the implementation of certain activities. All partners will be involved in two business-planning meetings. The partners already identified include:
- (i) The poultry POs, with project support, will be responsible for sharing information on the support mechanisms available and project requirements for women and youth, selecting and supporting young and women poultry entrepreneurs to organize and negotiate service and commercial contracts with veterinary and zootechnical service providers, private companies and funding institutions.
 - (ii) The CNA (National Poultry Center), a public reference service with expertise in capacity building and advisory support for poultry farmers, will be responsible for training on the technical operations for the breeding of hybrid chicks and for facilitating consultations between private and public actors on the specifications for chicken quality. It will also be responsible for the certification of young and women village poultry entrepreneurs who have complied with the specifications.
 - (iii) IPAR (Initiative Prospective Agricole et Rurale), a think-tank specializing in the agricultural sector, will be responsible for studies on the baseline situation, the mid-term evaluation and the impact evaluation.
 - (iv) ASPRODEB, in its capacity as an executing agency experienced in the management of public funds from technical and financial partners, will be responsible for strengthening the economic capacities of poultry POs and the fiduciary management of the project.
 - (v) The CNCR's Technical Support Unit will be responsible for consolidating the monitoring data that will be collected from POs and for reporting and capitalizing on project activities.
65. From the start of implementation, the CNCR will set up a Steering Committee with a mandate to approve the technical and financial implementation reports, the annual work programmes and budget. This steering committee will also facilitate the project's collaboration with other public and private projects operating in the project area. To do this, the Steering Committee will meet at least twice a year to (i) approve the technical and financial implementation reports and the work programme and budget for the coming year and (ii) during the year, follow project progress and obstacles to implementation, and take necessary corrective measures. The Steering Committee will be composed of representatives of (i) the Ministries of Livestock, Women, Vocational Training, Youth, Trade and Finance, (ii) IPAS (Inter-Profession Avicole du Senegal), (iii) territorial communities in the project area and (iv) civil society organizations. Project partners who have signed agreements will attend as observers. The Technical Support Unit of the CNCR and ASPRODEB will act as the Project Coordination Unit to ensure the management and monitoring of agreements with partners and the secretariat of the Steering Committee.

5.6 Describe the financial and implementation arrangements envisaged between the supervisory body and the PO, including the distribution of funds and how they will be transferred from the supervisory bodies to the POs as well as the system for monitoring financial aspects and the progress to be implemented.

Financial implementation arrangements

66. IFAD will sign a technical and financial project implementation contract with the CNCR specifying the payment scheme and its conditions. The CNCR will delegate the fiduciary management of the project to ASPRODEB, its executing agency. ASPRODEB, which has been executing funding from several technical and financial partners, including IFAD, since 1995, will develop a technical and financial implementation manual for activities to be reviewed by IFAD. It will use its financial, administrative and accounting management system and the project's technical and financial implementation manual to



manage finances, reporting and auditing of the use of funds. Project funds will be placed in a commercial bank as agreed with IFAD and will be moved under double signature.

67. The transfer of funds from IFAD to the project will be based on the annual work programme and budget approved by the Steering Committee and IFAD as the supervising entity. A first advance covering the expenses of the first semester will be made and its renewal will be subject to the production of an independent auditor's expenditure verification report and a technical implementation report that will be provided to IFAD for approval.
68. Each year, at the end of the fiscal year and no later than the end of the first quarter of the following year, the CNCR will conduct an audit of the financial, administrative and accounting management of project funds. The terms of reference for this mission will be approved in advance by IFAD and the auditor's report will be submitted to the Steering Committee and to IFAD for review. This audit report along with the approved annual work programme and budget will be used by IFAD for further transfer of funds.
69. Regarding the transfer of project funds to implementing partners who have signed agreements, ASPRODEB, on behalf of the CNCR, will transfer the amounts planned for a quarter of activities to the partners on the basis of the work programme and the budget approved by the Steering Committee and IFAD. At the end of the quarter or when funds are exhausted, each implementing partner will send an activity report and a financial report that will be verified by the administrative and financial service of ASPRODEB before any new transfer. ASPRODEB will monitor the cash flow and budget on a monthly basis in order to ensure the necessary measures are in place for optimal absorption of project funds.
70. The CNCR Technical Support Unit will establish a plan for monitoring the project's gender-disaggregated results indicators. This plan will indicate the data collection methodology, data sources, processing to be done, reports and dashboards to be produced, as well as their frequency. The reports will be shared with the implementing partners in order to draw lessons for improving the effectiveness and efficiency of project resources. The Steering Committee will also be informed during the annual work programme and budget approval session in order to inform its decisions. The CNCR and IFAD will organize supervision, mid-term review and final evaluation missions of the project in addition to the internal monitoring of the project.

5.7 Present the overall project budget using Tables A, B and C in Annex 1. Respond to Annex 1. Do not insert a table here.

5.8 Preparedness of the PO: Provide the following information on the PO:

Previous experience of working in partnership with the privileged supervisory body

71. The CNCR has been working with IFAD almost continuously since 1995. From 1995 to 2010, the CNCR was a stakeholder in the PSAOP (Agricultural Services and Producers' Organizations Programme) jointly funded by IFAD and the World Bank. The CNCR participated in the design and negotiation of the IFAD loan agreement and delegated the implementation of the PO component to ASPRODEB, financed with US\$ 10 million. The CNCR also worked with IFAD for the implementation of the Food Facility financed by the European Union in 2008. The CNCR is also a stakeholder in the Farmers' Forum organized every 4 years by IFAD to listen to and understand the concerns of small producer organizations regarding the impacts and methods of its investments in agriculture, livestock and fisheries. In 2020, the CNCR signed a memorandum of understanding with the IFAD Dakar Office to commit the CNCR to independent monitoring of IFAD-financed projects in Senegal.

Prior experience in managing funds from supervisory bodies privileged and / or other international organizations such as development agencies or international NGOs

72. The CNCR's executing agency, ASPRODEB (responsible for the fiduciary management of the project) has long and varied experience in fund management since 1995. From 1997 to 2000, it managed (i) the funds of the Special Food Security



Programme co-financed by the Government of Senegal and the FAO for upwards of FCFA2 billion. From 2000 to 2010, it managed funds dedicated to the PO component of the PSAOP (Agricultural Services and Producers' Organizations Programme) amounting to FCFA10 billion from joint IFAD-World Bank financing. From 2010 to 2012, ASPRODEB managed funding from the Delegation to the European Union in Dakar to establish cooperatives and revitalize peanut seed production for an amount of €3 million. From 2016 to 2019, it managed funding from the World Bank for the dissemination of bread technologies made from local cereals for an amount of FCFA1.5 billion. All these funds were executed with disbursement rates close to 100 per cent and audit reports certified without reservation.

Main activities carried out by the PO over the last 5 years and external donors for these activities

73. The CNCR has carried out the following activities over the past 5 years:

- **International Fair of Agriculture and Animal Resources (FIARA)**: This tool set up by the CNCR more than 20 years ago has become a reference in West Africa in the field of marketing agro-sylvo-pastoral, fishery and artisanal products. Financed in large part by its own funds, FIARA has gone from being a non-profit association to a private limited company whose capital of CFAF10 million is 51 per cent owned by CNCR members and 49 per cent owned by the national private sector.
- **Leadership of women and youth**: Since 2005, the CNCR has invested in advocacy, policy influence and the implementation of pilot actions to place rural women and youth issues at the center of public policies and of POs. With its own funds (more than FCFA100 million), the CNCR also mobilized IFAD funding in 2010 to strengthen the capacities of women in leadership. This mobilization resulted in the design and implementation of public programmes for youth supported by IFAD, ADB and the World Bank. The issue of women's access to land has also made progress insofar as they can now have titles to secure their properties. Within the CNCR, women and youth have dedicated spaces to analyze their situations, make proposals and partner with public and private actors.
- **Citizens and Local Organizations Mobilized for a Better Use of Natural Resources (COMMON)** funded by the European Union for €640,000 over 4 years (2017-2021): The project supports the preservation of the Medina Yoro Fula Forest against timber trafficking by strengthening citizen engagement, preserving resources and influencing favorable forest policies.
- **Les Savoirs des Gens de la Terre (LSGT)** funded by the Union des Producteurs Agricoles du Québec (Canada) for €380,000 over 4 years (2017-2021): The project aims to support the development of the groundnut sector in Senegal, particularly in the regions of Kaolack and Kaffrine, by supporting the development of family farms and by strengthening the commitment of peasants in their local environment and within their community organizations.
- **Project to strengthen the dissemination and operationalization of the Voluntary Guidelines on Responsible Governance of Land Tenure in Senegal** funded by FAO for €50,000 over 4 years (2017-2021): The project aims to support dissemination and implementation of the Voluntary Guidelines through a multi-stakeholder process bringing together public and private actors, researchers, civil society and farmers' organizations, with a view to improve governance of land tenure.
- **Protection and promotion of women's rights and social and economic emancipation** funded by the European Union and OSIWA (African Funding Organization) for €960,625 over 3 years (2013-2016) with the aim of supporting the emancipation of women through dissemination and awareness raising of their economic and social rights and by supporting them in the process of acquiring, managing and securing their land.
- **Partnership between research and producer organizations for improved quality and better marketing of processed products from priority agricultural sectors** funded by the African Center for Agricultural Research and Development for €900,000 over 3 years (2013-2016): The project supports micro, small and medium-sized processing companies to set up a quality policy that improves product quality, increases competitiveness and



protects consumer health.

Experience in contract management, not limited to funding agreements.

74. The CNCR is a stakeholder in several consultation frameworks in which it plays either a leadership role or a key role as the representative for family farms. The CNCR coordinates the activities of:
- The Framework for Reflection and Action on Land in Senegal (CRAFS) which plays a central role in the land reform process in Senegal as well as in the protection of grassroots community rights in the face of large-scale land acquisitions;
 - The Social and Political Dialogue Group (GDSP) which is the civil society and private sector mechanism within the framework of the National Agricultural Investment Programme for Food Security and Nutrition (PNIASAN), the national translation of ECOWAP (West Africa's regional agricultural policy) by the State of Senegal. It is aligned with the Comprehensive African Agriculture Development Programme, the commitments of Heads of State in Maputo in 2003 and Malabo in 2014, and the Sustainable Development Goals.
 - The CNCR plays a leading role in the Reflection Group that was recently set up on the theme of agroecological transition in Senegal. This group brings together the Platform for Ecological and Organic Agriculture (EOA), the Senegalese branch of the Alliance for Agroecology in West Africa (3AO) and the Multi-actor Task Force for the promotion of Agroecology in Senegal (TaFAé). It supports the State in defining its agroecological transition policy.
 - The CNCR acts as vice-president of the National Platform on Voluntary Guidelines and Land Governance (FAO). The latter is chaired by the Ministry of Agriculture and Rural Equipment.

The CNCR also represents Senegalese peasants on the boards of several public agencies: ITA (Institute of Food Technology), ISRA (Senegalese Institute for Agricultural Research) and ANCAR (National Agency for Agricultural and Rural Council). The CNCR is a founding member of the Network of Farmers' and Producers' Organizations of West Africa (ROPPA) and of La Via Campesina.

ANNEX 1: PROJECT BUDGET TABLES


Provide full information on the proposed project budget. All figures should be in dollars and rounded to the nearest thousand.

1. Table A: Summary of overall project

Funding Source	Amount	Has this funding been assured (Yes / No)?
GAFSP Grant Amount Requested	2,286,017	N/A
PO Co-financing	242,302	Yes
Other Funding Sources (SE, ODA, international NGO, etc.)		
Government Agri-Youth Project financed by IFAD	65,800	Yes
Total project cost	2,594,119	

Table B: detailed project budget (indicate, for each component, which will manage funds and purchases - supervisory body or PO)

Components	Activities	Funding requested from GAFSP		Amount from other sources of funding (in USD)
		Amount requested (in USD)	Management of funds and purchases	
Component 1: Sustainable increase in productivity and rural family poultry production	Activity 1: Supporting the establishment of formally recognized small-scale rural poultry farms	160,000	CNCR	46,000
	Activity 2: Training in poultry-rearing techniques and small business management	342,636	CNCR	
	Activity 3: Facilitating access to investments, working capital and poultry farming inputs	328,000	CNCR	
	Activity 4: Facilitating access to animal health services and breeding advisory services, including nutrition and poultry waste management	114,800	CNCR	45,200
	Activity 5: Promoting small-scale poultry processing units	186,000	CNCR	
	Activity 6: Other operational costs	260,520	CNCR	109,080
TOTAL COMPONENT 1:		1,391,956		200,280
Component 2: Improved marketing and institutional strengthening of poultry producer organizations	Activity 1: Disseminating the specifications for quality rural family poultry farming	89,200	CNCR	16,800
	Activity 2: Promoting contracting between POs, processors and distributors	82,900	CNCR	5,400
	Activity 3: Supporting the development of private operators for poultry processing	13,000	CNCR	
	Activity 4: Strengthening democratic and economic governance of poultry POs	101,200	CNCR	28,800
	Activity 5: Support for family nutrition of the women and youth involved in the project	82,000	CNCR	
	Activity 6: Poultry waste management and backyard/home gardens	142,273	CNCR	
	Activity 7: Support for membership and participation in interprofessional organizations	7,500	CNCR	

TOTAL COMPONENT 2:		523,073		51,000
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Components	Activities	Funding requested from GAFSP		Amount from other sources of funding (in USD)
		Amount requested (in USD)	Management of funds and purchases	
Component 3: Coordination, management and project capitalization	Activity 1: Coordination and management	53,000	CNCR	
	Activity 2: Information and awareness	9,000	CNCR	
	Activity 3: Monitoring and evaluation capitalization	102,700	CNCR	19,800
	Activity 4: Fiduciary management of the project and collaboration agreements	55,200	CNCR	
	Activity 5: Equipment and rolling stock for the Technical Support Unit of the CNCR	59,000	CNCR	14,000
	Activity 6: Contribution to project staff salaries of the Technical Support Unit	53,880	CNCR	13,470
	Activity 7: Other operating expenses	38,208	CNCR	9,552
TOTAL COMPONENT 3:		370,988		56,822

¹⁷ List only financial contributions. Additional information on financial or in-kind contributions can be given in the answer to question B.3.



TOTAL BUDGET - ALL COMPONENTS COMBINED	2,286,017	CNCR	308,102
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Note: Do not add items for contingencies; integrate unforeseen events into the cost of components.

B.1. Specify the assumptions underlying the proposed budget. Examples: indicative unit costs of major investments (specifying how they are calculated), programme coordination costs, additional budget notes, etc.

Indicative unit costs of major investments

- Motorcycles, all-terrain vehicles and pick-up vehicles: the unit cost of each item is based on the lowest priced available from distributors in 2020, following consultation
- Poultry feed manufacturing equipment (grinder, mixer, bagging machine, pelletizer): the cost of each piece of equipment has been estimated on the basis of limited consultation with suppliers during the proposal preparation phase
- Installation of solar kits: the cost applied is the one applied by ongoing projects
- Workshops at the terroir level: the cost applied is that agreed by all development partners, i.e. US\$20 per participant per day
- Workshops at the departmental level: the cost applied is that agreed by all development partners, i.e. US\$30 per participant per day
- Livestock auxiliary and breeding technician salaries: the cost is that commonly applied by the projects and POs themselves
- Consultants and private organizations: the person/day cost applied covers fees, travel and per diems
- Public service allowances: the cost applied only covers travel and per diems
- Contributory salary costs for coordination: the cost of staff per person/day is based on current contracts, the GAFSP funding would cover 70 per cent of this costs for a short period each month entirely dedicated to the coordination of the project. The remaining 30% of the cost during this period being covered by CNCR own resources.
- Computer and printer: the unit cost of each item of equipment is the one offered by the lowest bidder in 2020 following consultations

B.2. Will the PO contribute financially or in kind to the project? - The CNCR and the poultry POs will financially contribute to the costs of the project. This contribution is estimated at US\$242,302.



ANNEX 2 - RESULTS MONITORING MATRIX AT THE PROPOSAL STAGE

Consult Table D below, which lists the GAFSP level 1 (impact) and level 2 (products and results) indicators and select the indicators relevant to the proposal. The selected GAFSP monitoring and evaluation (M&E) indicators should be included in the results monitoring matrix presented in *Table E* and should feed into the results framework or the project logistics framework if the proposal is selected.

Present a monitoring matrix results in the proposal stage in Table E. This should include indicators for the project as a whole and for all of its components, as well as indicative end-of-project target values. Consult the [GAFSP Monitoring and Evaluation Plan](#) to know the requirements to be met for any selected proposal. Refer to the list of level 1 and level 2 *Table D* indicators in and insert the selected indicators in *Table E*. It should be noted that the GAFSP Monitoring and Evaluation Plan is being revised and that the list of indicators base can be changed. Specifically, new indicators may need to be used for PO-led projects to report results relating to PO institutional capacity and access to financial services that POs provide to their members. These modifications (once finalized) will be communicated to the selected candidates in order to integrate them into the results monitoring matrix in the oversight body's project design document


Table D: GAFSP Tier 1 and Tier 2 Indicators

#	Tier 1 impact indicators for all GAFSP projects	Check if Yes
1	Food and nutrition security ☑ Mandatory Food Insecurity Experience Scale (FIES) indicator and optional indicators are Food Consumption Score (FCS), Minimum Dietary Diversity-Woman (MDD-W) and Minimum Dietary Diversity -Children (MDD-C)	<input checked="" type="checkbox"/>
2	Household income	<input checked="" type="checkbox"/>
3	Crop yield (apply only to those projects with explicit productivity gain goals)	<input type="checkbox"/>
#	Tier 2 indicators for all GAFSP projects, <i>Mandatory Breakdowns</i> [†] (unit) ☑ Indicator notes	
1	Number of beneficiaries reached, gender disaggregated, percentage who have been helped to cope with impact of climate change ^{††} ☑ People receiving benefits from the project. ☑ Disaggregation for gender and those receiving Climate-Smart Agriculture (CSA)-specific support.	<input type="checkbox"/>
2	Land area receiving improved production support, <i>percentage of these that are climate smart</i> (ha) ☑ Area that adopted new inputs/practices, new/rehabilitated irrigation services, land registration, etc. ☑ Disaggregation for climate-smart interventions.	<input type="checkbox"/>
3	Number of smallholders receiving productivity enhancement support, gender disaggregated, climate-smart agriculture support ☑ Number of end-users who directly participated in project activities. ☑ Includes technology/technique adoptees, water users with improved services, those who had land rights clarified, people offered new financing/risk management services. ☑ Using CSA approaches.	<input checked="" type="checkbox"/>
4	Number of producer-based organizations supported (number) ☑ Relevant associations established or strengthened by project.	<input checked="" type="checkbox"/>
5	Volume of agriculture loans that are outstanding. ☑ Volume of outstanding loans for agriculture and agribusiness in a financial institution	<input checked="" type="checkbox"/>
6	Percentage of beneficiaries with secure rights to land, property, and natural resources (percent of total beneficiaries) ^{††} ☑ Measured as those with legal documentation or recognized evidence of tenure and those who perceive their rights are recognized and protected.	<input type="checkbox"/>
7	Roads constructed or rehabilitated, percentage resilient to climate risks (km) ☑ All-weather roads built, reopened, rehabilitated, or upgraded by project. ☑ Percentage that are designed to withstand changes in climate.	<input type="checkbox"/>
8	Number of post-harvest facilities constructed and/or rehabilitated (number) ☑ Includes markets, agro-processing/storage/quality control facilities.	<input type="checkbox"/>
9	Volume of agricultural production processed by post-harvest facilities established with GAFSP support, <i>by food group</i> (tons) ☑ Tons of total produce processed sorted by 10 major FAO food groups.	<input type="checkbox"/>
10	People benefiting from cash or food-based transfers, <i>gender disaggregated</i> (number of people) ☑ Number of people who benefited from cash or food transfer interventions.	<input type="checkbox"/>
11	People receiving improved nutrition services and products, <i>gender disaggregated, age disaggregated</i> (number of people) ☑ Number of people who received nutrition counseling/education, recipients of Ready-to-use-Therapeutic Foods, bio-fortified foods, and Vitamin A and micronutrient supplements. ☑ Number of people receiving extension support for nutrition-relevant techniques (e.g., homestead gardens, Farmer Field School support, etc.).	<input checked="" type="checkbox"/>
12	<i>Direct employment provided; gender disaggregated</i> (full-time equivalent) ☑ Number of direct employees in a client company. ☑ Part time jobs aggregated to full-time equivalent.	<input type="checkbox"/>
13	Persons receiving capacity development, <i>gender disaggregated, organization type</i> (number of people) ☑ Agricultural and non-agricultural rural training and capacity building support provided. ☑ Distinguishes between individual producers/household members, civil society organization staff, and government officials.	<input checked="" type="checkbox"/>
14	Number of substantive deliverables on food security processes completed (number) ☑ Measures “soft support” for institutional development provided through discrete deliverables. ☑ Deliverables include policy studies, strategies and plans, best practices, and lessons learned, among others.	<input type="checkbox"/>

Table E: Results monitoring matrix at the proposal stage

Indicators	Unit of measurement	Baseline	MTR	End of project target	Data source (data collection instruments)
Indicators at the project level					
Food Insecurity Experience Scale (FIES) (GAFSP Tier 1 Indicator 1)	Score	TBD	21-35	> 35	Baseline situation report, mid-term and final impact study reports
Food consumption score of the families of women and young village poultry entrepreneurs involved in the project (GAFSP Tier 1 Indicator 1)					
Number of stable and remunerative jobs for women and young poultry entrepreneurs supported by the project (GAFSP Tier 1 Indicator 2)	Job occupied for 12 months	0	1,000	1,400	Baseline situation report, mid-term and final impact study reports
Percentage increase in income for women and young village poultry entrepreneurs supported by the project (GAFSP Tier 1 Indicator 2)	Percentage increase	TBD	10	15%	Baseline situation report, mid-term and final impact study reports
Number of smallholders receiving productivity enhancement support (W/M/Y) (GAFSP Tier 2 Indicator 3) ⁸	Number (W/M/Y)	0	1,000	1,400	Activity reports
Indicators at the component level²⁰					
Component A: Increase in productivity and rural family poultry production					
Result indicator 1:					
1.1. Mortality rate of poultry	Mortality rate	50%	25%	4%	Avian flock monitoring sheets compiled every quarter
1.2. Average live weight in kilograms of finished poultry	Live weight in kilograms for sale	0.800 kg	1,1	1.300 kg Product	
Output Indicator 1.1: Number of small-scale women and youth enterprises formalized	Notices of formalization	0	1,000	1,400	Indicator monitoring dashboard – biannual
Output Indicator 1.2:					
1.2.1. Number of women and young poultry entrepreneurs who benefited from capacity building (GAFSP Tier 2, Indicator 13) ⁹	Participants	0	1,000	1,400	List of workshop participants
1.2.2. Number of participants in Henhouse-School-Poultry farmers sessions (W/M/Y)	Participants	0	1,000	1,400	Workshop participants attendance list

⁸ Indicator corresponds with the IFAD CI 1 indicator under outreach: Persons receiving services promoted or supported by the project.

⁹ Indicator corresponds with the IFAD CI 1.1.4 indicator under access to agricultural technologies and production services: persons trained in production practices and/or technologies.

Indicators	Unit	Baseline	MTR	End of project target	Data source (data collection instruments)
Output Indicator 1.3: 1.3.1. Number of women and young poultry entrepreneurs in the village who have received at least one financing from commercial banks (GAFSP Tier 2, Indicator 5) ¹⁰	Loan notification	0	1,000	1,400	Semi-annual project reports
1.3.2. Volume of agricultural loans that are outstanding (GAFSP Tier 2 Indicator 5)	Loan notification	TBD	TBD	TBD	Notification of approved loans
1.3.2. Number of day-old chicks delivered to young and female village poultry entrepreneurs	Number of day-old vaccinated chicks	0	7,000,000	1,050,000	PO/Hatchery contracts, purchase notes, delivery invoices
Output indicator 1.4: 1.4.1. Number of livestock assistants employed by professional poultry organizations (GAFSP Tier 2, Indicators 3, 11 and 13)	Contracts signed	0	20	20	Semi-annual project reports
1.4.2. Number of veterinary and zootechnical service providers contracted	Contracts signed	0	20	20	Semi-annual project reports
1.4.3. Number of subscriptions to the digital application for the management of rural family poultry farming ¹¹	Subscription	0	800	1,120	Semi-annual project reports
1.4.4. Size of the horticulture gardens that recycle poultry waste	Cultivated hectares	0	20	35	Semi-annual project reports
1.4.5. Number of women and youth sensitized on nutrition (GAFSP Tier 2 Indicator 11)	Participants	0	1000	1,400	Semi-annual project reports
Output indicator 1.5: Quantity in tons of feed purchased	tons	0	50	100	Purchase and delivery invoices
Component B: Improvement of the marketing and institutional strengthening of poultry producer organizations					
Result indicator 2: Market share of quality chicken	Percentage of the poultry market	0		10	Annual reviews of contracts
Output Indicator 2.1: Number of women and young village poultry	Applicants	0	800	1,120	Semi-annual project reports

¹⁰ Indicators corresponds with the IFAD CI 1.1.5 indicator under inclusive financial services: Persons in rural areas accessing financial services

¹¹ Indicator corresponds with the IFAD CI 1.1.3 indicator under access to agricultural technologies and production services: rural producers accessing production inputs and/or technological packages

entrepreneurs applying the specifications					
Output indicator 2.2: Number of sales contracts signed ¹²	Contracts signed	0	20	30	Contracts signed, semi-annual project reports
Output indicator 2.3: Quantity in tonnes of chickens processed (GAFSP Tier 2, Indicator 9)	Tonnes of chicken processed	0	50	100	Sales invoices
Result indicator 3: Number of members accessing at least one economic service	Members receiving at least one service	TBD	2,000	3,500	Activity reports from poultry POs and the project
Output indicator 3.1: Number of contracts executed without default ¹³	Contracts executed without default	0	15	25	Campaign assessment, semi-annual project reports
Output indicator 3.2: Percentage of women and young people in decision-making bodies (GAFSP Tier 2 Indicator4) ¹⁴	Percentage	TBD	15	25	List of member names of relevant bodies and poultry POs
Output indicator 3.3: Number of poultry POs adhering to interprofessional associations (GAFSP Tier 2 Indicator4) ¹⁵	Membership	5	8	10	Acceptance letters
Composante C: coordination, monitoring and evaluation and capitalization					
Results indicator 4: The performance level of the project is satisfactory	Performance on implementation	0	Satisfactory	Satisfactory	AM of supervision missions MTR report
Output indicator 4.1. Annual reports and AWPB's approved within deadlines	Number of annual reports and AWPBs approved on time	0	2	3	Minutes of the Steering Committee
Output indicator 4.2. Annual audit reports cleared	Number of annual audits	0	2	3	Annual Audit reports
Output indicator 4.3. Project methodologies and impacts are capitalized	Number of capitalization products	TBD	TBD	TBD	Capitalization products

¹² Indicator corresponds with the IFAD CI2.2.3 indicator under rural producers' organizations: rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities

¹³ Indicator corresponds with the IFAD CI2.2.3 indicator under rural producers' organizations: rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities

¹⁴ Indicator corresponds with the IFAD CI 2.1.3 indicator under rural producers' organizations: Rural producers' organizations supported

¹⁵ Indicator corresponds with the IFAD CI 2.1.3 indicator under rural producers' organizations: Rural producers' organizations supported

ANNEX 3 - RISKS AND NEGATIVE EXTERNALITIES

F. Describe the significant potential risks for *the achievement of the development objectives of the project* taking into account the scale, complexity, duration and magnitude of the activities and operations of the proposed project. Assess the likelihood and level (severity, impact) of risks and indicate proposed mitigation measures. Add rows to the table as needed.

Table F: Project Risk Assessment

Risk	Likelihood (L, M, H)	Risk rating (L, M, H)	Risk Description	Proposed mitigation measures
Technical design: risk that the technical design could affect the project reaching its objectives				
Technicity of the activity related to the education levels of the beneficiaries	L	L	The requirements for conducting hybrid chick rearing could prove difficult for women and young village poultry entrepreneurs	The selection of direct beneficiaries will consider their experience with poultry farming, their level of literacy to master the technical itinerary and the application of AVIMTOO
Insufficient support from family farm members	L	L	The entrepreneur does not benefit from the support of other members of the family farm	The information and awareness campaign will highlight the advantages that can be obtained by the family farm
Insufficient capacity of industrial production of vaccinated day-old chicks	L	L	The industrial hatcher is not able to respond to orders for day-old and vaccinated chicks in time	The hatcher will be involved in the planning of orders by the poultry entrepreneurs. The industrial hatcher has over 10 years of experience so the risk is considered low.
Veterinary services not provided on time	M	H	Failure to plan interventions of veterinarians does not allow time to meet the demands of women and young entrepreneurs	Poultry POs will agree on a monthly planning of interventions and verify the execution of support missions

Institutional capacities for implementation: risk that there is insufficient capacity to implement the project				
Capacities of the actors in the value chain	L	L	Low credibility and insufficient solvency of processors and distributors	The project will conduct a thorough verification of the experience and degree of formalization of these actors, especially good relations with banks
OP capacity to monitor the contracts is insufficient	L	M	Insufficient capacity of poultry OPs for contract monitoring	The project will provide training on contracting and organize coaching sessions
Fiduciary management of the project	L	M	The risk that CNCR has issues with the fiduciary management of the project is low because the fiduciary management is handled by ASPRODEB, which has a long experience in this area of work (see paragraph 71 and 72). The collaboration between the CNCR and the other partners makes the fiduciary management more complex and dependent of the capacities of the partners.	If need for additional training and institutional strengthening in this area would arise, the CNCR benefits from a institutional capacity development grant, FO4ACP, through ROPPA, where resources can be used to meet those needs. Regarding the project partners, the transfer of funds will be done every quarter to anticipate and make corrections on delays or lack of justification of expenses.
Adverse animal health situation	L	M	Unfavorable zoo-sanitary situation, epidemic or limited access to vaccines	The project will facilitate the planning and the ordering of the vaccines with the supplier.
	M	H	A new wave of the COVID-19 pandemic and related restrictive measures	The project will distribute kits (masks, gel,...) and raise awareness among the beneficiaries. A digital application will allow remote advisory services and marketing.

For probability: L (low probability), M (medium probability) or H (high probability)

For risk level: L (low risk or impact), M (moderate risk or impact) or H (high risk or impact)

²¹ Indicative list of risks to be assessed: technical difficulty of the project, extent to which the design of the project is based on analytical work, adequacy of the number of components and sub-components, experience in the design and implementation of operations of the same type, unproven or unfamiliar technologies and procedures incorporated into or at the basis of the design, degree of dependence of project benefits on external factors beyond the scope of the project.

²² Indicative list of risks to be assessed: complexity of institutional arrangements (at central and local level) such as the number of entities responsible for implementation, the geographical spread of the project intervention areas and the remoteness of these areas, the experience of the agency responsible for the implementation of projects of a comparable scale with international organizations.

G. Describe the significant potential externalities or negative spillovers from the implementation of the project based on the scale, complexity, duration and magnitude of project activities and operations, with an assessment of the likelihood and level (severity, impact) of risks and proposed mitigation measures . Add rows to the table as needed.

Table G: Assessment of negative externalities

Potential	Likelihood (L, M, H)	Level of risk (L, M, H)	Description of potential negative externalities	Proposed mitigation measures
Environmental ²³	L	L	The project activities can produce only small negative externalities: (i) the size of the poultry flock at the level of each woman and young entrepreneur is limited and therefore the production of poultry waste, especially droppings, is in reasonable proportions that do not lead to additional work; (ii) the mismanagement of even small amounts of poultry waste can lead to health impacts especially for children.	The project will conduct awareness campaigns on poultry waste management and provide training to beneficiaries to recycle poultry waste into small vegetable gardens. This action will have a double benefit: the control of poultry waste and the production of nutritious foods such as African vegetables that contribute to improving dietary diversity and balance.
Social ²⁴	L	L	The potential negative externality would be a breakdown in social cohesion and solidarity within family farms because the project targets women and young people in particular.	The project plans to involve family farms in the selection of women and youth as family members. In addition, the project's information campaign will highlight the potential benefits to the family: (improved nutrition through the consumption of quality eggs and white meat, African vegetables from the garden and a monetary contribution by the woman or youth to the family expenses while being on site.



Gender	L	L	The project's activities are oriented towards the economic and social empowerment of women and youth. From this point of view, the planned activities do not generate negative externalities on gender.	The project targets women and youth as beneficiaries, especially the most vulnerable in the communities. The support provided should improve their economic status within the family farms. At the level of grassroots poultry organizations, the project will support training to promote greater inclusion and empowerment of women and youth in decision-making bodies.
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For probability: L (low probability), M (medium probability) or H (high probability)

For risk level: L (low risk or impact), M (moderate risk or impact) or H (high risk or impact)

²³ Examples: potential effects on natural resources such as water resources, forests and protected areas, possible effects on biodiversity and, where applicable, possible impacts on the climate of uncontrolled anthropogenic emissions of greenhouse gases and pollutants short-term climatic conditions (PPCV).

²⁴ Examples: potential effects on the health and safety of populations, nature, magnitude and duration of social effects such as the need to acquire land or involuntary resettlement, potential impacts on equity and indigenous peoples and potential impacts on physical cultural resources.



ANNEX 4: PREVIOUS GAFSP FUNDING

NOT APPLICABLE

Provide details on each of the *Missing Middle Initiative* GAFSP funding already granted to the PO (if applicable).

Project name	
Country	
Organization responsible for implementation	
supervisory body Responsible	
Amount of GAFSP funding and amount disbursed	Total amount of funding: USD Amount disbursed (date): USD
Approval date of program	
Project status (active or closed)	
Closing date of the project	
Update on implementation (<i>progress, results, difficulties, etc.</i>)	
Most recent execution note from the supervisory body for i) achievement of project objectives and ii) progress of implementation	
Will the project presented in this proposal build on or be linked to previous funding GAFSP? If so, how?	

(Copy the table if more than one previous funding)



ANNEX 5 - TEAM RESPONSIBLE FOR PREPARING THE PROPOSAL

Indicate the name, position, organization and e-mail address of the main members of the team responsible for preparing the proposal (including private consultants and oversight body staff who directly contributed to the preparation of the proposal). Do not list in the table the people who participated in consultation meetings or larger workshops organized as part of the preparation of the proposal; their participation and influence in the proposed development will have been described in section 5.3.

Name	Function	Organization	Email address
CISSE El Hadji Thierno	Coordinator	CNCR	elhadjithierno@yahoo.fr
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