

Process appraisal document (process BEMO) for the award of grants

I. REQUESTED DECISION CONCERNS

GENERAL DETAILS OF THE GRANT PROGRAMME	
Name of grant programme	Drylands Sahel Program
Brief description of grant programme	The program invests in dryland agriculture in Burkina Faso, Mali and Niger, aiming at increased productivity, higher incomes, better diets, strengthened resilience of smallholder family farms and regeneration of degraded lands/prevention of degradation.
Policy department /Mission	IGG
Funds centre	1702U01030002
Duration of grant programme	10 years
Ceiling for this grant scheme, in euros	100.000.000
Applicant's minimum own contribution	N.a.
Deadline for publication in Government Gazette	15 November 2019
Phased application procedure	YES
Deadline for submitting applications	Submission period from January 02 till February 28, 2020
Type of grant programme	Call for grant proposals

II. POLICY RELEVANCE OF THE GRANT PROGRAMME

2.1 Choice of 'grant award' (either 'call for proposals' or 'first come, first served') as instrument

Grant award has been chosen as instrument because there are several organisations, all with good track records, that potentially are able to implement a program as proposed here. A consortium of international and local civil society organisations, having long term ties and local knowledge and experience, seems best fit for implementation of this programme.

In order to allow for an integrated approach, minimum transaction costs, coherent implementation and the building of trust and institutions, only one proposal will be selected for the entire amount and period of the grant. A call for proposals will be announced and the best proposal selected. The grantee will be asked to elaborate the proposal into a detailed program, which will go through a Q@E process (Quality at Entry).

2.2 Complementarity of grants with other policy instruments in the policy area

Regarding decentral programs (only in Mali), the Dryland Sahel Program (DSP) is complementary to the Sourou program that is being developed. The latter program is focused on integrated development of the Sourou region, of which sustainable land management is one of the components. DSP might contribute to this component and/or work on land management in adjacent areas.

The program will complement two other centrally funded instruments that are being applied in the same countries and subject area:

1. Multilateral contributions to IFAD (and in the future possibly AfDB). These concern loans to governmental programs with a relatively generic public goods approach to agriculture and rural development.
2. Subsidies to IFDC and SNV based on a waiver. These concern value chain development programs based on a tailor-made public-private partnership approach specifically developed by these organisations ('uniqueness').

These activities are well-defined and delineated and therefore easily to discern from possibly proposed activities under this grant programme, i.e. there is no risk of double financing of the same activity.

2.3 Contribution to BZ's policy objectives

The BHOS policy note 'Investing in Global Prospects' mentions on page 39 with regard to the Sahel that 'The Netherlands plans to set up integrated programmes in the field of food security, water and climate action around small urban growth centres.' And specifically with regards to 'Sustainability of rain-fed farming and livestock raising (SDG 2)': 'Efforts in this area focus on increasing market orientation and reducing vulnerability to land degradation and climate change. Where possible, activities will be aligned with the African-led Great Green Wall Initiative against land degradation and desertification.', with reference to the motion submitted by Isabelle Diks MP and others, Parliamentary Paper 34775 XVII, no. 22.

This policy objective has subsequently been translated into the Multi Annual Country Strategies (MACS) of Mali, Burkina Faso and Niger as well as into the policy letter on Food Security of 6 June 2019 (*Op weg naar een wereld zonder honger in 2030: de Nederlandse inzet - 2019Z11528*).

III. POLICY FRAMEWORK

3.1 Objective of the grant programme

Problem statement

The Sahel region faces a complex set of challenges fuelled by conflict and insecurity, weak governance, fragile economies and declining agricultural yields exacerbated by the effects of degrading soils and climate change. High population growth leads to pressure on scarce natural resources and an enormous youth bulb for whom perspectives on a better live are generally lacking.

In the Sahel region agriculture (crop and livestock) are the main economic activities, with about 80-90% of the population actively engaged in agriculture. Land degradation in the Sahel is characterized by soil degradation (wind and water erosion, decreasing organic matter content, decreasing soil fertility, etc.) and is a major environmental issue affecting the region, with negative consequences on agriculture. Unsustainable agricultural practices in the region in turn promote land degradation. Climatic factors are of influence such as drought and diminishing rainfall, but also expansion of areas under crop production, overgrazing and over-exploitation of woodlands for energy and construction. This results in reduction of vegetation cover and quality of grazing lands, decrease in fallow periods and a reduction in the balance between fallow areas and cultivated fields; fallow land being vital to maintaining soil fertility and reducing losses from erosion. Land degradation in drylands is also known as desertification, and is defined by the loss of the biological or economic productivity of land. Desertification reduces agricultural output, contributes to droughts and increases human vulnerability to climate change.

In the rural areas of the Sahel, men are generally dominant in decision-making and the planning of farming activities. Nonetheless, rural women play a key role in natural resource management and achieving food security. They often grow, process, manage and market food and other natural resources. They are generally responsible for small livestock, vegetable gardens and collecting fuel, fodder and water. Men increasingly leave to look for jobs in urban areas, leaving women to assume new roles and responsibilities on the farm. However, women's access to and control over natural resources (such as land) and agricultural support services (including credit, extension services, etc.) are often restricted. Insecure land tenure reduces women's and men's incentives to maintain soil quality. Without secure land use rights, farmers have little or no access to credit, rural organizations and other agricultural inputs and services.

Regreening experiences (see Reij et al, 2016 and WRI 2015) showed that degrading soils in the Sahel still have remarkable regenerating potential, that can be triggered by agroforestry and soil and water conservation techniques. Restoring rangelands and sustainable land management practices can preserve drylands biodiversity, restore ecosystem functions, halt land degradation and contribute to raising production and income. However, since the last big droughts of the seventies and early eighties, multiple national policies and programs, donor financed projects and NGO initiatives have addressed land degradation (*la lutte contre la désertification*), but still land degrades, and farming or cattle herding does not yet provide livelihoods that offer perspective to- and respond to the ambitions of the rural population and specifically the enormous numbers of rural youth.

Besides fairly recent human security aspects, several important blockages hinder scaling of land restoration / prevention of land degradation a.o.:

- Weak land management institutions: crumbling traditional land management arrangements in a narrowing space, inadequate formal legislation (forest law e.g.), inadequate and corrupt law enforcement, land tenure not offering longer term security¹
- Lacking markets and value chains: net farmers income does not stimulate to invest in land restoration and soil and water conservation.

Main objective of the programme

Promotion of ecological sustainability of farm- and common access (*zone sylvo-pastorale*) land use through reinforcement of landscape management (*gestion de terroir*) institutions and the promotion of on-farm and landscape level technical interventions that prevent land degradation and enable a sustained production and income improvement, both for crops and animal husbandry.

Targeted geographical areas

The drylands of the agro-ecological Sudano-Sahel zone in Mali, Burkina Faso and Niger. The intervention area should not be too fragmented and should, where relevant, address also trans-border aspects between the three countries.

The program should be elaborated per country, fitting in to national policies and linking with the relevant governmental services at regional level, as well as with other relevant donor/NGO projects.

Intervention logic:

3 different levels of decision making/intervention are at stake:

Farmer household: at individual farm level many decisions are taken and techniques applied as to what crops are grown, quality of seeds and other inputs, use of organic fertilizer / compost, soil and water conservation measures, selling of surplus, etc.

Farmer organizations: there are a number of individual needs and goals that are more efficiently reached when organizing one-self with others with the same need and/or complementary

¹ Tor A. Benjaminsen & Boubacar Ba (2018): Why do pastoralists in Mali join jihadist groups? A political ecological explanation, The Journal of Peasant Studies

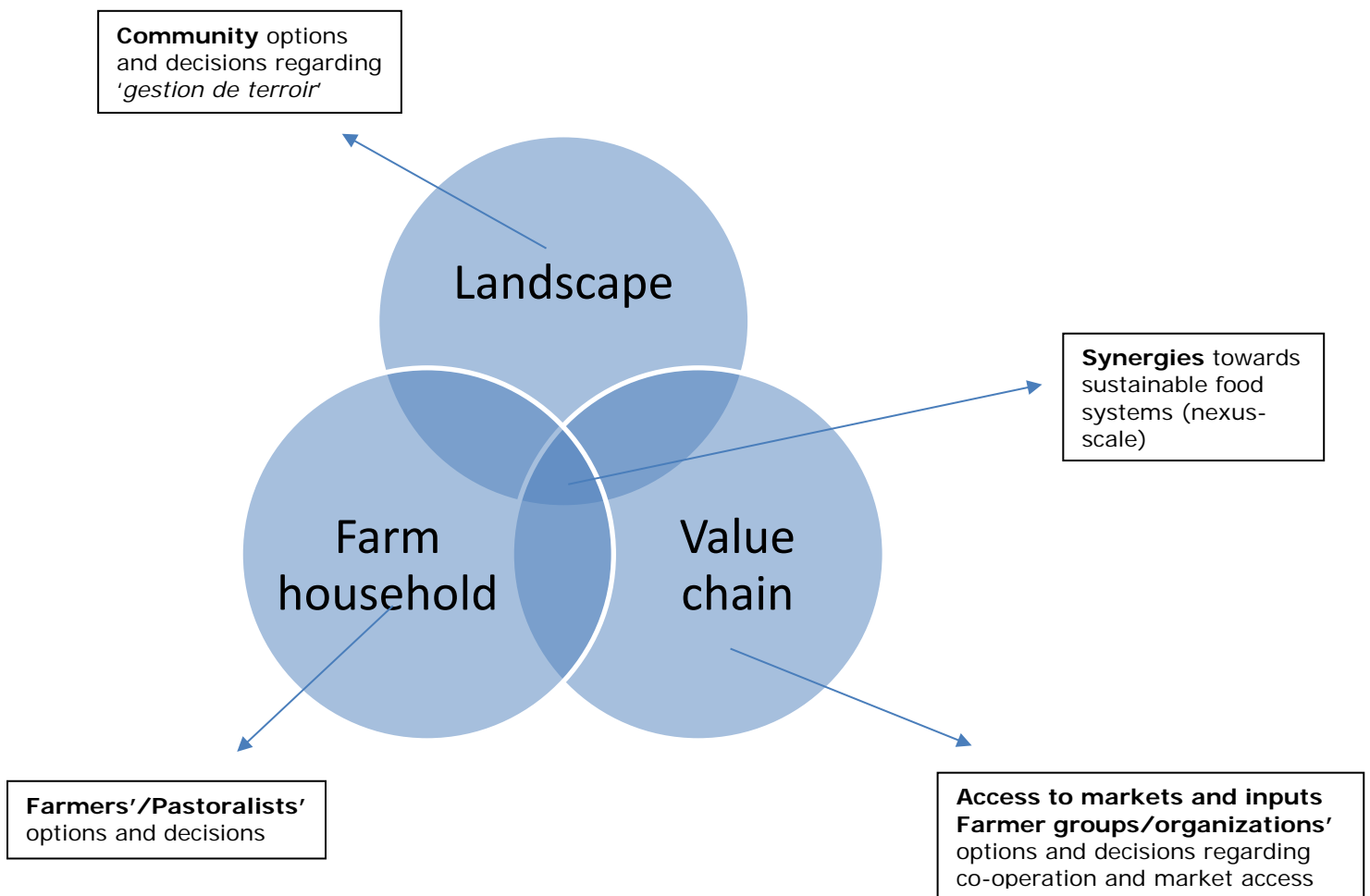
competences: buying, selling and transporting inputs or produce, obtaining knowledge and expertise, lobby and advocacy, etc.

Community and local governments: a number of decisions and techniques to sustainably manage soils and water goes beyond individual farm households and concerns all the users of the landscape and/or all the inhabitants of the village/commune/*sous-préfecture* and the local authorities: erosion control in (sub-)catchments, water harvesting / small dams in valley bottoms, access to- and sustainable use of common land (pastures, woodlands), enforcement of rules and regulations, conflict resolution, etc.

Each of these 3 levels of intervention needs its own approach and methodology of extension – guidance – encouraging. On all 3 levels gender issues need explicit attention. A major challenge is to reach scale on all 3 levels in a cost-effective manner.

Theory of Change:

The main objective of the program (see above) implies three levels where interlinked changes are required: on farm, in value chains/markets and in landscape management.



Farm:

Change: from clearing land, erosion, overgrazing and nutrient-mining to integrated soil fertility management including a.o. soil and water conservation, increase in soil organic matter content (composting), natural regeneration (trees, shrubs), controlled grazing, agroforestry, improved seeds and targeted micro doses of fertilizers.

Interventions: awareness-raising, training, extension: all gender-responsive.

Assumption: farmers will apply these practices when advantages are (made) visible in terms of productivity, income and resilience.

Value chains and markets:

Change: from (semi-)subsistence production below the poverty line to selling surpluses on the (local) market for increased income and better nutrition; improved access to inputs, information and knowledge

Interventions: support farmers, and SMEs in processing, transport, buying/selling and organizing/lobbying: all gender-responsive.

Assumption: lucrative markets, e.g. in small rural towns, are present and accessible.

Landscape:

Change: from weak/uncertain land use rights and unsustainable management to secure land use rights and sustainable land use arrangements and implementation thereof.

Interventions: social (building trust), institutional (capacity and accountability) and technical (soil/land use planning and implementation): all gender-responsive.

Assumption: local stakeholders (farmers, pastoralists, government) have shared interests in, and willingness to, establishing improved landscape management.

An additional challenge is to realize synergies between these three levels: farms being part of value chains that take into account landscape management. Co-location of interventions can be a basis for integration. A nexus approach can be followed to forge synergies, either through (food) system analysis or by contextualizing progressively from farm level to value chain and landscape level.

Results

The program will contribute to:

- Four objectives of the Food Security policy and results framework:
 - Small scale food producers² doubled their productivity and income
 - Diets of beneficiaries are adequate and diverse
 - Farmland³ is converted to sustainable use
 - Policies, rules and regulations for sustainable land and water management are improved
- Two objectives of the Water policy and results framework:
 - Water is used sustainably and equitably, ensuring the needs of all sectors and the environment.
 - Efficient water use in agriculture
- One objective of the Climate policy and results framework:
 - Climate change adaptation: reduced vulnerability of human and natural systems to current and expected impacts of climate change through increased resilience or reduced exposure (SDG 13/Paris)
- Two objectives of the Private Sector Development policy and results framework
 - Strengthened economic governance and institutions
 - Business development
- Two objectives of the Security and Rule of Law policy and results framework
 - Human Security: reduced levels of violence and levels of fear experienced
 - Peace processes & political governance: states, regional and local authorities and societies at large are able to effectively prevent and resolve conflict in a non-violent and inclusive manner

In addition, but more indirect and only measurable by proxy, the program will contribute to the overarching goal of the Dutch Sahel strategy:

- A strengthened social contract between government and citizens and increased stability.

² Semi-subsistence households that live from agriculture/livestock/fish farming/fisheries/forest products

³ Including pastures/woodlands and fishing grounds

Projections and results for the following indicators are expected:

Output (yearly reach):

Number of small scale food producers (m/f/y) reached directly with activities (technologies/products/services) to improve productivity and income

Number of people for whom more and better food becomes available

Number of hectares of farmland (disaggregated for agriculture and livestock grazing) directly reached with activities (technologies/products/services) that aim to increase ecological sustainability

Number of watersheds/landscapes with a management plan

Number of community driven small-scale infrastructure works for land and water management

Number of people (m/f/y) supported with the development of income generating activities

Number of farmer groups/organizations/co-operatives, and total number of member beneficiaries, supported

Number of civil servants actively involved in project activities

Number of conflicts (local/national/regional) that have been addressed

Number of dialogue processes organized for (local/national/regional) conflict management

Number of people (f/m) trained in conflict resolution skills

Outcomes (measured against base-line):

Number of small scale food producers (m/f/y) that progressed in realizing a living income

Number of small scale food producers (m/f/y) that progressed in closing the yield gap

Number of female small scale food producers that progresses in their empowerment

Number of small scale food producers (m/f/y) whose farming enterprise became more resilient to (climate) shocks

Number of hectares of farmland (agriculture/grazing) under conservation practices and efficient water use

Number of hectares of farmland (agriculture/grazing) that agro-ecologically became more resilient to (climate) shocks

Number of people (m/f/y) that enjoyed (more) secure tenure rights to land

Number of watersheds/landscapes that is managed sustainably, including fair distribution of water

Number of farmer groups/organizations/co-operatives, and total number of member beneficiaries, strengthened

Number of direct jobs supported in SMEs

Number of improvements in legislation and local rules and procedures

Number of civil servants enabled to more effective policy implementation and more effective service delivery to citizens

Demonstrable changes in beneficiaries' perception and/or behavior regarding violent extremist groups/organizations

Number of beneficiaries who report they have access to viable (livelihood) alternatives to those offered by extremist groups

It is difficult to set quantitative targets for this programme, because any magnitude of reach (in terms of number of farmers/hectares) only has meaning in combination with expected impact (in terms of productivity, income, empowerment, land use rights, conservation, resilience). Depending on expected impact, total reach might vary somewhere between 0,5 and 1,5 million small scale food producers in the first five-year phase, increasing to 2-5 million in the second phase

3.2 Duration

10 Years

In order to embed the program, to build trust and institutions, to validate and optimize approaches and strategies and eventually to reach scale, 10 years is considered a sufficient duration. After 4 years an external evaluation will take place; in case the evaluation concludes positively, payments for the grantee will be made available for the next 5 years. The evaluation can also inform adjustments in the program and in the risk analysis or even conclude that funding will not be continued. Based on the

findings and conclusions of the evaluation and an updated risk analysis, IGG will decide on continuation or not. If the grant will not be continued, this means a procedure to reduce the grant and shorten the grant period will have to be followed according to applicable sanction procedures.

3.3 Ceiling

Euro 100 million for 10 years in one multi-country program

3.4 Consultation

The program is part of the shift in policy to the focus region Sahel. For that process, a consultation meeting has been held in December 2018 with Dutch stakeholders active in, and knowledgeable about, food security, agriculture and natural resource management in the Sahel. A clear outcome of the consultation was the relevance and need for programs like the one solicited for here.

3.5 Quality at entry (Q@E)

After the call for proposals, the proposal selected will be worked out into a detailed program. This program will be subjected to a Q@E with relevant MoFA colleagues (including IOB) and external experts.

3.6 Lessons learned

The program is a follow-up of the *“Drylands Development Program (2013 – 2019), a Farmer-led Programme to Enhance Water Management, Food Security, and Rural Economic Development in the Drylands of Burkina Faso, Mali, Niger, Ethiopia, and Kenya”*, reviewed by MDF in 2018 (van Gerwen et al, July 2018).

A first important lesson of this program is that, no matter how important regional exchange and learning is, planning and implementation of these kind of farmer-led field programs should be done locally and in a flexible way, allowing adaptive changes to theory of change and resulting implementation framework. Therefore, in the current grant program the point of gravity should be on the local level, with bottom-up learning and steering and with regional exchange and learning limited to what is really necessary and functional. To allow for local embedding, learning and adapting a duration of ten years is chosen.

Secondly, DryDev has adopted a sub-catchment approach to plan and implement its interventions in all countries that was effective for creating coherence and synergy in the implementation of water, land and soil management interventions. However this sub-catchment approach should be integrated in land management and governance institutions that are related to existing administrative entities instead of creating program-linked new institutions. Therefore, in the current program existing institutional units and arrangements for land and water management should be point of departure and parallel structures should be avoided.

Third, the sub-catchment approach proved to be less relevant for on-farm production support and value chain development (VCD), and strengthening market linkages. Therefore, in the current program the three levels of intervention should each have their most logical and suitable approach, progressively contextualizing towards impact and scale and linking activities where relevant.

Fourth, there is a tension between a geographical task division at field level between implementing partners and the broad knowledge base needed for a complex program and often not present within one implementing partner. However, roaming specialists risk to waste their time traveling and will have trouble to build relations of trust with the target groups. Therefore, for each locality an optimal mix between expertise present and ad hoc supporting expertise has to be found.

Fifth, there is a tension between intensive work on land management, water harvesting and market linkages and scaling of simple techniques and messages. It is a challenge for the current program to strike a balance between reaching many and all types of farmers, but obviously with limits to expected impact, and reaching farmers with relatively more potential, with obviously more expected impact. Proposals have to be explicit and clear on this issue (see also under results paragraph).

And finally, sixth, research is very relevant in - and for development projects. Therefore, in this program the linkage between development project and (applied, action) research should be formalised from the beginning and not limited to single issue institutions.

3.7 Monitoring and evaluation

The consortium will build its own monitoring and evaluation framework, based on its own systems and on country specificities. Subsequently, IGG will start a dialogue with the consortium to align its M&E framework to the extent possible to IGG's FNS standard results framework. IOB will be asked to advice on the quality of the monitoring framework.

IGG, together with the concerned embassy-based policy officers, will follow implementation of the program through regular contact meetings, annual field visits, yearly reporting and through information from partners and related networks. In addition, IGG will establish an external advisory committee of 4-5 international experts to keep track of, and advise, on implementation through yearly visits on the ground. In the fourth year an external mid-term review will be held, providing elements for decision making on making payments available for the second five-year period (phase 2) of the program, including upscaling, exit strategy and sustainability.

An external and independent evaluation will take place in the ninth implementation year.

3.8 Grant recipients

The programme is intended for organizations that have strong implementation partners on the ground in the countries concerned. These would obviously be NGOs, knowledge institutes and possibly consultancy firms, Dutch as well as non-Dutch.. In writing the proposal, local partners should already be associated and contribute, taking their part of responsibility and ownership for the program.

Number of applications expected would be around 5-10, of which 1 will be selected for further elaboration into a detailed program. Objections are not expected.

3.9 Project size

Aim, and minimum as well as maximum size, is a multi-country program of Euro 100 million for a 10 year period. This restricts grant recipients, at least the lead organizations, to those that have a track record in managing projects of similar size. Most of the known potential applicants do have such a track record. Fragmentation is excluded up front by emphasizing the importance of synergies between the different intervention levels (integrated (food systems) approach).

3.10 Deadline for submitting applications

Applications can be submitted from January 02 till February 28, 2020

3.11 Grant programme – risk analysis

Key risks	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Mitigating measures	Residual risk
1. Activities: not locally embedded	Low	Medium	Build on proven practices and work with existing local organisations and through local institutions and monitor how the situation develops.	Local organizations might lose their connections with the local constituencies during implementation.
2. Organisations: local organisations with limited implementing capacity	Medium	Medium	Capacity strengthening is part of the program	Gaps that might remain between expectations and actual performance
3. Grant scheme: grants may reinforce culture of dependency	Medium	Low	Subsidies for public goods only	A culture of dependency might be created by other projects in the intervention area.
4. Location: instability, terrorism	High	High	Work through locally rooted organisations, midterm evaluation will offer opportunity for review of risk and discontinuation in case of negative development of the project.	Unpredictability of how the situation develops
5. Accountability reports: local organisations with limited reporting capacity	Medium	Medium	Capacity strengthening is part of the program. Regular progress meetings will be utilized as learning opportunities for local partners.	Capacity building might not fully overcome shortcoming in reporting capacities.

<p>6. Modality: lack of steering on results</p>	<p>Low</p>	<p>Medium</p>	<p>M&E will be intensive: embassies will keep track of implementation, IGG will organise an external advisory committee (of 4-5 international experts) which will perform yearly field visits to review implementation. In addition, in the fourth year an external evaluation will be organised.</p> <p>IGG is responsible to ensure findings from field visits, progress reports and evaluations are translated into learning and embedded in policy dialogue with the implementer(s) to ensure maximum focus on, and realization of, results on the ground</p>	<p>Outside visits might not always be able to fully assess the implementation reality on the ground.</p> <p>Unannounced spot checks are an important vehicle for accountability</p>
<p>7. Context: possibility of negative impacts of program</p>	<p>Low</p>	<p>High</p>	<p>Local embedding will be maximized, plus intensive M&E</p> <p>Possible negative impacts will be identified through advanced stakeholder consultation and political economy analysis (who stands to gain or lose from this program, why, in what way, when) and a dedicated policy to mitigate these issues</p>	<p>In spite of local embedding, monitoring etc., external developments cannot be foreseen for 100% and so undesired unexpected effects can never be fully excluded.</p>
<p>8. Governance: poor compliance, corruption</p>	<p>High</p>	<p>High</p>	<p>Work with trusted local and international organizations with good integrity track record. Ask yearly external accountants report. thorough monitoring by the ministry.</p>	<p>The risk of corruption might not be fully mitigated through the choice of partners, in addition misbehaviour of individuals cannot always be foreseen.</p>
<p>9. Financial: prepayments too high.</p>	<p>High</p>	<p>High</p>	<p>Prepayments will be made based on the receipt and approval of annual reports, annual plans, incl. insight of liquidity needs</p>	<p>In fact none, because advance payments will be based on liquidity needs.</p>

Furthermore, applicants are asked to elaborate on the risks that apply to the specific context(s) of their proposal.

IV. APPLICATION PROCEDURE

4.1 Application procedure phased/not phased

The application procedure is divided in two phases: a call for proposals (proposals of max. 40 pages, to limit workload) of which one is chosen (phase 1) and subsequently elaborated into a detailed program which will undergo a Q@E (phase 2).

Already in the proposal there should be clear engagement from local organizations, based on existing networks and relations of trust. This to avoid applications that shift involvement of local organizations to the detailed program writing phase, with the risk of subsidy-driven buy-in instead of real partnership. Visible contribution to the proposal from local partners is crucial.

The proposal should describe intervention area, problem context, vision and strategy, objectives, activities and expected results, as well as the organisational structure, steering and monitoring of the program. Three months should be a reasonable term for this.

For writing the detailed program, a term of three months will be allowed.

4.2 Consortia eligible/not eligible

Since one organisation will not easily incorporate all the knowledge, skills and experience, the call for proposals is open for consortia of international and national/local private organisations. Although PPP's might be relevant in implementation, the consortium cannot be a PPP. In any case, BZ will only be financier and not be a partner in the consortium.

In terms of organization, there are no requirements with regard to the composition of the consortium (other than that all members should have a civil law legal personality), but one consortium partner should have a local presence, local networks, and experience in project implementation.

An organization can be considered for a subsidy in the framework of DSP only once as lead applicant of a consortium or as sole applicant but can, next to that, also participate as co-applicant in (other) consortia lead by another organization. In case an organization is involved in multiple applications as lead of a consortium or as sole applicant, only the first received application concerned will be considered and later received applications will be rejected.

4.3 One or more front desks

Questions about the policy framework or about submission of a proposal can be asked by e-mail. Once a week the anonymized questions will be answered in Q&A format on:
<https://www.rijksoverheid.nl/onderwerpen/ontwikkelingssamenwerking/documenten/publicaties/2019/10/30/subsidieregeling-drylands-sudan-sahel-program-dssp> .

4.4 Information/documentation that must accompany the application

- Application form.
- Track record of the applicant or all consortium members in the region, with emphasis on concrete results realized.
- A *Theory of Change*.
- An overall overview of spending categories as well as of objectives, activities, outputs and expected effects for the first 5 year period; and an indication of how, and to what extent, what has proven to be successful and what has been established in the first period will be extended, scaled up and sustained (including exit strategy) during the second 5 year period.

4.5 Informing and communicating with applicants

Once published, the grant tender will be drawn attention to through the Food & Business Knowledge Network and the Netherlands Water Partnership (NWP) (by web page and mail). Information will be provided on <https://www.rijksoverheid.nl/onderwerpen/ontwikkelingssamenwerking/documenten/publicaties/2019/10/30/subsidieregeling-drylands-sudan-sahel-program-dssp>, including link to application form and contact details for further questions.

4.6 Number of applications expected

Around 5-10 applications are expected, of which 3-4 from Dutch applicants.

4.7 Reducing the likelihood of objection

Most organizations are known and already partner in other BZ-funded activities (SNV, IFDC, WUR, Oxfam and the like). Outsiders, e.g. consultancy firms, might also react and, if rejected, might claim that BZ prefers 'usual subjects'. The only way to reduce the likelihood of this is to be just, transparent and concise in the assessment of proposals, as well as in communicating the outcomes by means of well-motivated rejection decisions.

4.8 Reporting obligations

Yearly financial and narrative reports are required, containing in any case:

- audited financial report with audit statements (cf. control protocol that figures as annex to the grant decision)
- geographical spreading of expenditures
- results on (non-financial) performance indicators mentioned to be included in the grant decision

In addition, reporting cf. IATI standards is required.

4.9 Regulatory/administrative burden

Administrative burden is minimized by splitting the procedure in two parts: submission of proposal of which one is chosen to be elaborated into a detailed program.

To account for the administrative burden imposed by this subsidy tender, an assessment has been made according to the standard administrative cost model (see attachment b). The calculation takes into account the costs involved for submission of proposals only, because the costs for implementation and reporting are subsidized through the grant. The calculation shows that the total administrative costs for application as percentage of the total grant budget amounts to 0,4%.

V. ASSESSMENT PROCEDURE

5.1 Threshold criteria

Criterion D.8.c. (own contribution) of the MOFA Standard threshold check does not apply, because the activity will be subsidized 100%.

Refer to the policy rules DSP in annex a. for the threshold criteria and the information and documentation required.

5.2 Assessment criteria and scores on the qualitative check

Refer to the policy rules DSP in annex a. for the qualitative criteria on organisational and track record quality and quality of the proposals, and the information and documentation required.

VI. PROCESS IMPLEMENTATION

6.1 Doing things in-house vs outsourcing

Submitted proposals will be assessed by a MoFA team consisting of colleagues from DAF, DDE, DSH and IGG as well as from EKNs in the countries concerned. Because the assessment is based on the estimation of receiving 5 to 10 proposals of max. 40 pages each, this will be doable in terms of time/capacity.

Contract management and monitoring of the implementation of the program will be done in-house, by IGG. Required capacity is comparable to what is needed for similar programs that are being managed by IGG/VZ: about half a day per week on average, but spread irregularly over the year (more intensive in periods of reporting, visits, evaluation; less intensive in between).

6.2 Governance structure

Submitted proposals will be assessed by a MoFA team consisting of colleagues from DAF, DDE, DSH and IGG as well as from EKNs in the countries concerned.

The subsequently elaborated detailed program will be submitted to a Q@E process, involving the same group of MoFA colleagues, as well as a limited number of (3-5) external experts, representing agro-ecological, social, economic and institutional knowledge as well as practical intervention experience.

6.3 Decision-making process leading to grant award or rejection

The team assessing the proposals will rank the applications based on their scores on the established criteria. The highest in rank will be chosen for elaboration into a detailed program. Other applicants, if any, whose proposals are not awarded, will receive a rejection decision (including the possibility to lodge an objection).

The detailed program will be submitted to a Q@E leading to:

- approval or;
- approval with suggestions for modifications.

After approval, the applicant will be awarded the grant.

VII. PROCESSING APPROVED APPLICATIONS

The following steps must be carried out for each approved activity:

- registration in SAP;
- the public BEMO (the process BEMO at hand if it concerns a grant programme) must be made accessible through open data;
- an activity implementation document (UITMO) must be drawn up using the template accompanying the process BEMO for the award of grants.

VIII. TIMETABLE

Publication of policy framework	November 2019
Information meetings	n.a.
Names of assessment team members announced	January 2020
Deadline for submitting applications / submission period	02 January – 28 February 2020
Deadline for issuing decision on grant applications	17 April 2020 for proposals

IX. WORK IN PROGRESS ADVISORY OPINION

Append the advisory opinion by the grant proposals expert at Work in Progress to this process BEMO. Explain how the expert's recommendations have been incorporated, or give reasons for not adopting them.

WiP has advised two times: on 26 July 2019 and on 6 October 2019 (see attached documents). All advices have been discussed with WiP, resulting in conclusions that lead to several modifications, deletions and additions.