

# Activity Appraisal Document ODA

## € 1.000.000 or more

### I REQUESTED DECISION CONCERNS

Explanation of the policy data can be found in the [ODA Policy Data Guide](#).

For the **highlighted** subjects in table below the de [ODA Policy Data Guide](#) gives further explanation

**Red --> Parts which should not be published in the open data.**

<b>Application number</b>	4000004241
<b>Short name application</b>	Burkina Dry-More
<b>Long name application</b>	Building a resilient agro-processing sector in Burkina Faso that provides improved revenue and climate resilience to smallholder farmers and sustainable employment to youth and women
<b>Description application</b>	<p>The goal of Burkina Dry-More is to build a resilient agro-processing sector in Burkina Faso that provides improved revenue and climate resilience to smallholder farmers and sustainable employment to youth and women. The project will contribute to two outcomes:</p> <ul style="list-style-type: none"> <li>• Outcome 1: A resilient processing sector for 4 new value chains.</li> <li>• Outcome 2: An inclusive processing sector that supports improved revenue and climate resilience for smallholder farmers and sustainable employment to youth and women in 4 new value chains.</li> </ul>
<b>Budget holder</b>	BAM/OUA
<b>Number business partner</b>	30067509
<b>Implementing organisation(s)</b>	Advance Consulting B.V.; SENSE; AGRODEV; TIMINI; Afrique Verte
<b><a href="#">Legal relationship</a></b>	Grant
<b><a href="#">Commitment</a> in foreign currency (if applicable)</b>	n.a
<b>Corporate rate</b>	n.a
<b><a href="#">Commitment</a> in euros</b>	1 888 700 euro
<b>Funds centre</b>	1701U03020024
<b>Activity start date</b>	1 October 2020

<b>Activity end date</b>	30 September 2023		
<b>Contract start date</b>	1 October 2020		
<b>Contract end date</b>	30 September 2023		
<b>Has an evaluation been planned?</b>	Yes, mandatory (see decisiontree in 5.3.6.)		
<b><u>Aid modality</u></b>	Other aid		
<b><u>Donor role</u></b>	Single donor		
<b><u>Technical assistance</u></b>	25<TA<50 Between 25% and 50% of the activity budget		
<b><u>Beneficiary's country/region</u></b>	Burkina Faso / Cascades, Hauts-Bassin, North, and Centre-Ouest regions		
<b>Countries within the region (if applicable)</b>	n.a		
<b>Allocation country information</b>	Burkina Faso 100%		
<b>Location within the country (be as specific as possible)</b>	Territory	<b>Name location(s)</b>	Cascades, Hauts-Bassin, North, and Centre-Ouest regions
<b><u>CRS Code</u></b>	25030		
<b><u>Policy marker weight is 'principal'</u> (no minimum or maximum amount)</b>	PrivSct - Private sector development		
<b><u>Policy marker weight is 'significant'</u>. (no minimum or maximum amount)</b>	VdsZEK- Voedselzekerheid; Food security MrktOnt{ XE "Marktontwikkeling" } - Market development GlkhMV- { XE "Bevordering gelijkheid tussen mannen en vrouwen" }Promotion of equality between men and women, and women empowerment		
<b><u>Special pledges made by the Minister or State Secretary / and/ or special marks regarding sensitive information</u></b>	n.a		

## **II. ACTIVITY APPRAISAL**

### **2.1 Contribution made by the activity to BZ policy objectives (policy relevance)**

#### **2.1.1 Description policy relevance**

- *Explain the policy markers which have been assigned to the activity in the cover sheet of the BEMO.*
- *Explain the international policy markers which have been assigned to the activity in the cover sheet of the BEMO.*

The agricultural sector represents a large part of the country's economy. However, there are not enough productive, structural and formal jobs available due to the lack of investment in infrastructure, the low yield of agricultural production, the low level of mechanization, the low level of processing of agricultural products and the lack of access to finance and markets. Seasonality of work means that firms are unable and unwilling to invest in human capital in the agricultural sector.

This project addresses the problems of developing value chains for employment and entrepreneurship of young people and women in Burkina Faso by using mango processing facilities for other products during off season and develop opportunities for the livestock sector. These two value chains will serve as a starting point for the development of a programme leading to private sector development and (youth) employment.

It is aligned with the policy of the Dutch government in the Sahel region (Investing in Global Prospects 2018), on mobilizing the private sector for the SDGs. The aim is to increase productivity and promote economic growth that specifically helps increase the labour participation and prosperity of poor, vulnerable groups, measured in terms of jobs and disposable. The policy is reflected in the 2019-2022 multi-annual strategy for the Sahel region of the Burkina Faso.

At the national level, the project will support the policy objectives of the Government of Burkina Faso. It will contribute to the National Plan for Economic and Social Development (PNDES) 2016-2020, and to the Sector Policy for Agricultural, Forestry and Pastoral Production and the National Strategy for Industrialization in particular.

The project's logical framework integrates the elements of the Burkina Faso multi-annual strategic plan document 2019-2022 and falls under the principal priority thematic, HGIS 5 and significantly under the HGIS 6.

Concerning the HGIS 5 "Sustainable trade and investment", the project will contribute to these results areas:

- improved access to adapted financial systems;
- capacity building of local organizations and actors of the private sector;
- business development through investments and trade

They are in line with the policy marker : PrivSct - Private sector development, MrktOnt{ XE "Marktonwikkeling" } - Market development and WrkJng- Youth employment.

On this subjects the results of the project will contribute to strengthen the agro-processing sector in Burkina Faso and 4 agricultural value chains. This will generate 745 permanent jobs for women and 425 jobs for youth. It will also support 115 Burkinabe agribusinesses with a plan to invest, trade or provide services. In addition, the project will support 10 firms and 1,000 individuals to obtain financial services.

Concerning the HGIS 6 « Sustainable development, food security, water and climate», the project is targeting these thematic result areas :

- family farming systems productivity improved;
- better access to the markets for these family systems.

They are in line with the policy marker : VdsZEK- Food security ; MrktOnt – Market development and GlkhMV- { XE "Bevordering gelijkheid tussen mannen en vrouwen" } Promotion of equality between men and women, and women empowerment.

On this priority thematic, the results of the project will support 3,000 smallholder farmers and 100 cattle fattening micro-entrepreneurs with improved revenue of 30%+. It will also contribute towards the cultivation of 750 ha of land under sustainable land use. Inclusiveness is a strength of the mango processing sector. Alt-

though female managers are relatively rare, thousands of women are working in the sector under good circumstances. The project will build on this success, and put a gender specific strategy in place to improve the female position in the 4 target value chains in the North, Cascades, Hauts-Bassin and Centre-Ouest regions of Burkina Faso. It will contribute to upgrade the working conditions of the female employees at the processors and improve the knowledge and income of female smallholder farmers.

### **2.1.2 Appraisal**

*Appraise the policy relevance of the project, using the appraisal table. If the maximum score is not achieved, explain why. If certain criteria do not apply, please indicate this.*

<b>No.</b>	<b>Criteria 2.1 Policy relevance</b>	<b>Indicators ( score 0, 1, 2)</b>	<b>Score</b>	<b>EXPLANATION/ REFERENCES</b>
2.1.1	The proposed intervention ties in with the operational objectives in the Explanatory Memorandum and the related policy memorandum (policy theory and <a href="#">intervention logic</a> ).	<input type="checkbox"/> <p>The proposed intervention ties in with both the main objective and the secondary objectives .</p>	2	The project is targeting business development, sustainable production and trade, financial sector development; it will implement an integrated value chain approach that intervenes from smallholder farmer to international buyers, and it aims to address the missing linkages across the value chains, including markets, finance, inputs, cultivation, sourcing and processing, as well as knowledge and management capacity
2.1.2	The proposed intervention ties in with the ODA <a href="#">priorities</a>	<input type="checkbox"/> <p>The proposed intervention ties in with more than one of the result areas of the BH&amp;OS priorities.</p>	2	The project will contribute to the HGIS 5 Sustainable trade and investment and HGIS 6 Sustainable development, food security, water and climate
2.1.3	The proposed intervention ties in with the annual plan and the result chain of the <a href="#">MIB/MASP</a>	<input type="checkbox"/> <p>The intervention is specifically mentioned in the result chain of the MIB/MASP.</p>	2	Improve trade and investments of local companies and with NL; Create (youth) employment by supporting transformative industries; Agricultural development
2.1.4	The relevance of the proposed intervention to the crosscut-	<input type="checkbox"/>	2	The project will pay specific attention to gender and youth. Partner companies will

	<p>ting themes of women’s rights and gender equality / climate / PSD / coherence and strengthening of civil society organisations</p>	<p>The proposed intervention is relevant to more than one of the crosscutting themes.</p>		<p>be supported with the creation of sustainable jobs for women and youth, as well as with the engagement of female and youth farmers.</p> <p>The project contributes to climate change adaptation by promoting climate smart agriculture. The distribution and pre-financing of climate-smart smallholder farmer input packages, as well as capacity building on climate-smart agricultural practices, will make the smallholder farmers less dependent on the increasingly variable rainfall patterns.</p>
<p>Total score (maximum 8 out of 8 points)</p>				<p>8</p>

## **2.2 Problem analysis and lessons learned**

### **2.2.1 Description**

*Describe:*

- *what problem the proposed activity addresses;*
- *the extent to which the activity contributes to solving the problem*

*and (where applicable) briefly state supporting reasons.*

Agriculture is still the most dominant economic activity in Burkina Faso. It contributes 28% to GDP and employs over 80% of the working population. At the same time, agriculture represents less than 15% of exports, which are dominated by gold. The agricultural sector in Burkina Faso is still very traditional, even for African standards. It is essentially rainfed and dominated by smallholder farmers with limited access to inputs, markets, finance and labour.

Cereals are dominating agricultural production, with the main crops being sorghum, millet, maize and rice. The more traditional cereals such as sorghum and millet dominate food consumption and expenditure of rural households, while urban households prefer rice and maize. The most important cash crops are cotton, shea, groundnuts, onions and fruits, in particular citrus and mango. Livestock is also an important sub-sector. Sheep, goat and cow herding are important sources of income for pastoralists in the North of the country, which supply abattoirs, cattle fatteners and kilichi producers throughout the country.

Despite these variety of production, the agro-processing sector in Burkina Faso is severely underdeveloped. Most processing is still small and artisanal. There are very few modern processing facilities of any kind. Even the larger companies often work with old, outdated equipment and labour-intensive operations. Larger industrial processors can be found in sugar, grains, shea butter, cashew and mango, but in small numbers. More, the transportation and logistics relies on train and air operators. Approximately 90% of dried mango leaves Burkina Faso by train to Abidjan, and is shipped from there. A small quantity of dried mango is transported by

air to global destinations. There are about 20 exporters focusing on fresh and dried mango, of which 10 would be considered SMEs with an annual export of 20 – 100 ton.

Despite its strengths and successes, the dried mango sector faces the following inter-related challenges:


- Seasonality, operational for less than 6 month per annum, which further complicates the growth and professionalization of the processors.
- Outdated processing and marketing practices
- Lack of access to capital
- Lack of equipment suppliers and maintenance companies
- Inadequate public infrastructure
- High import duties
- Difficulties with quality management
- Increased competition
- Unsafe working conditions
- Absence of women and youth in management positions

This project envision an international competitive agro-processing sector in Burkina Faso, which supports a standard of living that meets middle-income criteria for communities in the agriculture sector. The country will benefit from primary and secondary processing of a wide array of agricultural products for own consumption and exports, which spurs sustainable economic development and employment. Public and private partners work together in running an efficient infrastructure, and the agro-processing in Burkina Faso is the regional knowledge hub in West Africa for food processing.

The project Burkina Dry-More contributes to realizing this vision of a mature agro-processing sector and overcome the challenges to the mango processing. It will leverage on the success of the mango processing industry, and introduce 4 new products for processing by mango processors during the mango off-season. The project will address all linkages across the value chains, to develop a successful economic partnership between Burkinabe and International buyers.

### **2.2.2 Appraisal**

Appraise the [contextual analysis](#) of the project proposal using the appraisal table. If the maximum score is not achieved, explain why and how this is dealt with. If certain criteria do not apply, please indicate this.

<b>No.</b>	<b>Criteria 2.2</b> <b>Contextual analysis</b>	<b>Indicators (score 0,1,2)</b>	<b>Score</b>	<b>EXPLANATION/ REFERENCES</b>
2.2.1	The proposal is based on a careful and thorough contextual analysis, from which a logical problem definition and objective are generated.	 <p>The proposal is based on a careful and thorough analysis and results in a logical problem definition and objective.</p>	2	The project is based on the analysis of Agricultural sector and especially the dried mango sector in Burkina. Mango processors in Burkina Faso managed to increase export of dried organic mangos from 150 tons in 2008 to 3,500 tons in 2019. The companies currently have a 25% market share of the European market, and the value chain is reasonably well-organised. Nevertheless, the dried mango sector also suffers, its inability to operationalize year-round

				processing hampers further development, as processing plants aren't being used during the mango off-season from August to March. Mango processing companies (processors) and raw material suppliers (cooperatives or pisteurs) are the change agents for the project.
2.2.2	Based on the problem formulated, the proposal explains in a logical manner why the intervention is aimed at the specified geographical location.	<input type="checkbox"/> <p>The proposal gives a realistic explanation of why the intervention is aimed at the specified geographical location and substantiates this with examples.</p>	2	<p>The Cascade and Hauts-Bassin regions are the intervention areas for 3 crops in the horticulture, spices and herbs value chains. The project aims to enhance the utilization of the existing mango processing infrastructure in the Hauts-Bassin Region and build on its success.</p> <p>North, Hauts-Bassin and Centre-Ouest are the regions for intervention in the kilichi value chain.</p>
2.2.3	The proposal justifies the choice of <a href="#">target group</a> .	<input type="checkbox"/> <p>The proposal clearly justifies the choice of target group.</p>	2	<p>Burkina Dry-More is a market-led project, in which Burkinabe SMEs are the change agents for value chain development</p> <p>The project will involve 7 raw material suppliers, 7 mango processors and 1 service provider that have strong management, operational and financial capacity. It will specifically focus on the creation of 850 sustainable jobs for women and youth (below 35 years).</p> <p>-3,000 smallholder farmers.</p> <p>-100 cattle fattening micro-entrepreneurs (emboucheurs)</p> <p>The project will pay specific attention to gender and youth. Partner companies will be supported with creation of sustainable jobs for women and youth, as well as with engagement of female and youth</p>

				farmers
2.2.4	The proposal sets out which relevant actors were involved in formulating the proposal and what influence they had on the content of the proposal.	<input type="checkbox"/> <p>The proposal sets out the involvement of actors, both in formulating the proposal and in the proposed intervention (including its management).</p>	2	A consortium of Advance Consulting, Sense, AGRODEV, Timini and Afrique Vert was formed to develop a proposal; Highly experienced experts from the consortium will team up with the project team to provide the necessary technical assistance and capacity building for the Burkinabe companies and farmers.
2.2.5	A <b>stakeholder analysis</b> (incl. women and youth) has been carried out and the results incorporated in the proposal.	<input type="checkbox"/> <p>The proposal sets out who has a stake in the programme/project and details their relative interests.</p>	2	Inclusiveness is a strength of the mango processing sector. The project will build on this strength, and put a gender specific strategy in place to improve the female position in the 4 target value chains in the North, Cascade, Hauts-Bassin and Centre-Ouest regions of Burkina Faso. The project will also integrate various activities and targets to create employment opportunities and improve working conditions for young adults (under the age of 35)
2.2.6	The proposal describes how the results of evaluations and/or studies feed into formulation of the proposal.	<input type="checkbox"/> <p>The proposal clearly sets out how results from evaluations and/or studies contributed to formulation of the proposal.</p>	2	<p>The project is based on the reports:</p> <ul style="list-style-type: none"> <li>-Short list composante A &amp; B v260520</li> <li>-Report on the agricultural sector <a href="https://www.statista.com/statistics/448893/burkina-faso-gdp-distribution-across-economic-sectors/">https://www.statista.com/statistics/448893/burkina-faso-gdp-distribution-across-economic-sectors/</a> 2019-2024 by IFAD</li> <li>- "Mango export and processing in Burkina Faso: Issues and Opportunities for Development" by the West Africa Trade and Investment Hub,</li> <li>- "Value Chain Analysis for Processed Fruits from Burkina Faso, Mali and Ivory Coast" by CBI and</li> <li>"Comparative analysis of Mango</li> </ul>



				Value Chain models in Benin, Burkina Faso and Ghana” by FAO/IFAD
Total score (maximum <sup>12</sup> out of 12 points)			12	

## **2.3 Objectives (outcomes), results (outputs), activities and resources, based on the SMART principle**

### **2.3.1 Description**

The goal of Burkina Dry-More is to build a resilient agro-processing sector in Burkina Faso that provides improved revenue and climate resilience to smallholder farmers and sustainable employment to youth and women.

The project will contribute to two outcomes:

- **Outcome 1:** A resilient processing sector for 4 new value chains.

The following targets will be realized under outcome 1:

- Increased export value of EUR 3 million (international & regional)
- EUR 2 million working capital and project financing raised for 5 processors and 5 raw material suppliers
- EUR 1 million own contribution secured from 5 processors and 5 raw material suppliers
- Increased export volume of 300 tons
- 4 international buyers sourcing from Burkina Faso, incl. 1 from The Netherlands
- 5 processors with HACCP, Organic and Fairtrade certifications
- 4 new innovations taken up by the processing sector
- 5 processors capacitated to source, process and market products
- 5 raw material suppliers capacitated to source and market products
- 5 processors and 5 raw material suppliers with improved revenue of 20%+
- 1 service provider capacitated to provide value chain services
- 1 financial product in place for pre-financing of smallholder input packages
- 1 Road map for all public, private and development stakeholders, along which lines the agro-processing sector will be developed towards maturity

- **Outcome 2:** An inclusive processing sector that supports improved revenue and climate resilience for smallholder farmers and sustainable employment to youth and women in 4 new value chains.

The following targets will be achieved:

- Transformation of 800 seasonal jobs into permanent jobs
  - o 90% women; 50% youth < 35 years
- Creation of 50 new permanent jobs
  - o 50% women; 50% youth < 35 years; 25 management positions
- 3,000 smallholder farmers with improved revenue of 30%+ and capacitated to cultivate quality crops
  - o 30% women; 40% youth < 35 years
- 1,000 smallholder farmers with improved access to inputs
  - o 30% women; 40% youth < 35 years
- 100 cattle fattening entrepreneurs with improved revenue of 30%+ and capacitated to use best practices
  - o 50% women; 50% youth < 35 years
- 750 ha of farmland with sustainable and climate resilient production
- 1 public-private coordination mechanism in place

The activities and outputs of Burkina Dry-More contribute directly and indirectly to the targets, and are structured in 5 Working Packages.

- Work Package 1: Market & technological support
- Work Package 2: Supply chain support
- Work Package 3: Access-to-finance support
- Work Package 4: Agronomy support
- Work Package 5: Project management, outreach & learning

A full logical framework and the Monitoring & Evaluation plan will be developed during the inception phase of the project.

The project aims to achieve :

- Financial sustainability on the bases of the development and the support of business cases
- Institutional sustainability by establishing a public-private coordination mechanism
- Environmental sustainability via the promotion of HACCP and Organic certification with the processors
- Technical sustainability via the development and promotion of new/adjusted drying technologies for the 4 target products

Overall, the project will lead to social sustainability by specifically targeting poor and vulnerable groups, as it is the project's purpose to improve income and climate resilience for smallholder farmers and sustainable employment to youth and women.

## Goal

**A resilient agro-processing sector in Burkina Faso that provides improved revenue and climate resilience to smallholder farmers and sustainable employment to youth and women**

## Outcomes & targets

### Outcome 1: A resilient processing sector for 4 new value chains

- Increased export value of EUR 3 million (international & regional)
- EUR 2 million working capital and project financing raised for 5 processors and 5 raw material suppliers
- EUR 1 million own contribution secured from 5 processors and 5 raw material suppliers
- Increased export volume of 300 tons
- 4 international buyers sourcing from Burkina Faso, incl 1 from The Netherlands
- 5 processors with HACCP, Organic and Fairtrade certifications
- 4 new innovations taken up by the processing sector
- 5 processors capacitated to source, process and market products
- 5 raw material suppliers capacitated to source and market products
- 5 processors and 5 raw material suppliers with improved revenue of 20%+
- 1 service provider capacitated to provide value chain services
- 1 financial product in place for pre-financing of smallholder input packages
- 1 Road map for all public, private and development stakeholders, along which lines the agro-processing sector will be developed towards maturity

### Outcome 2: An inclusive processing sector that supports improved revenue and climate resilience for smallholder farmers and sustainable employment to youth and women in 4 new value chains

- Transformation of 800 seasonal jobs into permanent jobs
  - 90% women; 50% youth < 35 years
- Creation of 50 new permanent jobs
  - 50% women; 50% youth < 35 years; 25 management positions
- 3,000 smallholder farmers with improved revenue of 30%+ and capacitated to cultivate quality crops
  - 30% women; 40% youth < 35 years
- 1,000 smallholder farmers with improved access to inputs
  - 30% women; 40% youth < 35 years
- 100 cattle fattening micro-entrepreneurs with improved revenue of 30%+ and capacitated to use best practices
  - 50% women; 50% youth < 35 years
- 750 ha of farmland with sustainable and climate resilient production
- 1 public-private coordination mechanism in place

## Outputs

### WP 1: Market & technological support

- Technical and economic feasibility study 5 shortlisted crops and kilichi
- Processing pilots for 5 products
- 1 (virtual) trade missions
- Match making between 5 international buyers and 7 processors
- Match making between 5 local buyers and 7 processors
- Sample shipments for 3 crops
- 5 binding contracts between 4 international buyers and 5 processors
- 2 binding contracts between 2 local buyers and 2 processors
- Technical documentation for 4 new technologies
- 5 processors supported in preparation of commissioning of 4 new technologies
- 5 processors supported during international export of 3 crops
- 1 service providers identified, committed and supported with providing value chain services

### WP 2: Supply chain support

- Shipment methodology tested for 3 crops
- 5 processors trained on sourcing, processing and marketing of 4 products
- 5 raw material suppliers trained on sourcing and marketing of 4 products
- 5 processors supported during sourcing, processing and marketing of 4 products
- 5 raw material suppliers supported during sourcing and marketing of 4 products
- 5 processors supported during HACCP, Organic and Fairtrade certification
- Quality control, packaging, transport and clearing for exports of 3 processors
- Farmer Management Information System operational at 5 processors
- Workplace infrastructure improved for 3 processors
- HR manuals and legally sound employment contracts in place for 5 processors and 5 raw material suppliers
- 100 cattle fattening micro-entrepreneurs trained on business skills, marketing and practices
- 100 cattle fattening micro-entrepreneurs supported during operations

### WP 3: Access-to-Finance support

- Financial landscape study
- 7 processors and 7 raw material suppliers trained in financial management
- Business plans developed for 7 processors and 7 raw material suppliers
- Assisted 3 processors and 4 raw material suppliers with obtaining audited financial accounts
- Assisted 7 processors and 7 raw material suppliers during due diligence
- Financing agreements for 5 processors and 5 raw material suppliers
- 2 round tables on agri-financing
- Loan documentation financial product for pre-financing of smallholder input packages
- 6 tri-party agreements for financial product for pre-financing of smallholder input packages between project, Financial institution and 6 companies
- Financial management support for 5 processors and 5 raw material suppliers

### WP 4: Agronomy support

- Variety trials for 4 crops, including assessment of optimal input package
- 3,000 smallholder farmers selected and organized in 50 farmer groups
- Trainings manual and material developed on Faming-as-a-business, GAP and CSA of 3 target crops
- 100 demo plots
- 3,000 smallholder farmers trained on Faming-as-a-business, GAP and CSA of 3 target crops
- 1,000 smallholder farmers provided with inputs
- 3,000 smallholder farmers supported during cultivation of 3 target crops

### WP 5: Project management, outreach & learning

- Partnership Agreement
- Detailed implementation plans on the project work packages
- Inception report, annual progress reports and final report
- Monitoring and Evaluation plan
- Risk & security plan
- Baseline study
- Cooperation and CSR agreements with companies
- End evaluation report
- Communication plan
- Cooperation agreement in place with APEX, DGC, PTRAMAB and Ministry of Agriculture
- 6 bi-annual newsletters
- 4 events to disseminate lessons learned and results
- Incorporate social & environmental story in marketing material of International buyer
- Road map for all public, private and development stakeholders, along which lines the agro-processing sector will be developed towards maturity
- Trade policy framework analysis

### **2.3.2 Appraisal**

Appraise the logical framework using the appraisal table. If the maximum score is not achieved, explain why and how this is dealt with. If certain criteria do not apply, please indicate this.

<b>No.</b>	<b>Criteria 2.3</b>  <b>Outcomes, outputs, activities and resources based on the SMART principle</b>	<b>Explanation of score (1 point per indicator)</b>	<b>Score</b>
2.3.1	The objectives at outcome level are clearly formulated, fall within the proposal's span of influence and are realistic. The outcomes follow logically from the problem formulated.	<input checked="" type="checkbox"/> The outcomes are specifically formulated.  <input checked="" type="checkbox"/> The objectives follow logically from the problem formulated.  <input checked="" type="checkbox"/> The objectives fall within the proposal's span of influence and are realistic (taking account of its duration and local circumstances).  <input checked="" type="checkbox"/> The objectives are acceptable to the target group and other stakeholders.  <input checked="" type="checkbox"/> The objectives formulated are realistic bearing in mind the scope of the activities and the capacity of the (local) organisation(s).	5
<p><b>EXPLANATION/ REFERENCES</b></p> <p>Additional appreciation gender indicator 3:</p> <p>The objectives include an explicit reference to women/ men, girls/ boys and gender equality. Please explain.</p> <p>The project vision, goal, outcomes and target are clearly stipulated. The goal of the project is to build a resilient agro-processing sector in Burkina Faso that provides improved revenue and climate resilience to smallholder farmers and sustainable employment to youth and women. The activities and outputs will contribute directly and indirectly to the targets, and are structured in 5 Working Packages (Work Package 1: Market &amp; technological support; Work Package 2: Supply chain support; Work Package 3: Access-to-finance support; Work Package 4: Agronomy support; Work Package 5: Project</p>			

<p>management, outreach &amp; learning).</p> <p>The project will implement an integrated value chain approach that intervenes from smallholder farmer to international buyers, while targeting job creation for 745 women and 425 youth. A gender specific strategy will be developed to improve the female position in the 4 target value chains in the North, Cascade, Hauts-Bassin and Centre-Ouest regions of Burkina Faso.</p>				
2.3.2	<p>Progress in achieving the outcomes can be determined objectively on the basis of measurable performance indicators.</p>	<p>Relevant performance indicators have been formulated for each outcome.</p> <p><input checked="" type="checkbox"/></p> <p>A baseline measurement and a measurable target (quantitative and/or qualitative) have been formulated for each performance indicator.</p> <p><input type="checkbox"/></p> <p>The verification method (the means by which data is collected and the sources of that data) is realistic and feasible.</p> <p><input checked="" type="checkbox"/></p>	2	
<p><b>EXPLANATION/ REFERENCES</b></p> <p>Additional appreciation gender indicator 1:</p> <p>For each outcome are relevant, gender specific performance indicators formulated. Please explain.</p> <p>A detailed M&amp;E system for Burkina Dry-More will be created during the program's inception phase. The M&amp;E system should enable the project management to continuously generate data and evidence on the performance of farmers and companies, as well as on the results of innovations and technologies introduced by the project.</p> <p>The project's M&amp;E deliverables will also be determined during the inception phase, in close collaboration with the EKN. During this phase, a baseline report, including data collected from company interviews, company records, secondary resources and a training needs assessment among the farmer target group.</p>				
2.3.3	<p>The outputs formulated are concrete and fall within the proposal's span of control. The outputs follow logically from the outcomes formulated.</p>	<p>The project proposal is divided into clear phases, each having concretely formulated outputs.</p> <p><input checked="" type="checkbox"/></p> <p>The outputs are specific.</p> <p><input checked="" type="checkbox"/></p>	5	

		<p>There is a clear link between the outputs and the out-comes, i.e.</p> <p><input checked="" type="checkbox"/> the outputs can be expected to contribute to achievement of the outcomes.</p> <p>The outputs are</p> <p><input checked="" type="checkbox"/> acceptable to the target group and other</p> <p>The outputs formulated are</p> <p><input checked="" type="checkbox"/> realistic bearing in mind the scope of the activities and the capacity of the (local) organisation(s) .</p>		
<p><b>EXPLANATION/ REFERENCES</b></p> <p>The project is based on an integrated value chain approach based on key principles: Market-led, leveraged, hands-on, technology-driven, co-created and flexible. It will address missing linkages across the value chain, including markets, finance, inputs, cultivation, sourcing and processing, as well as knowledge and management capacity. The Theory of Change is further built on the premise that consortium partners, activities, outputs and targets don't operate in isolation but reinforce each other, ensuring that the sum is greater than its parts.</p>				
2.3.4	<p>Progress in achieving the outputs can be determined objectively on the basis of measurable performance indicators.</p>	<p><input checked="" type="checkbox"/> Relevant performance indicators have been formulated for each output.</p> <p>A baseline and a measurable target</p> <p><input type="checkbox"/> (quantitative and/or qualitative) have been formulated for each performance indicator.</p> <p>The verification method (the means by which data is collected and the sources of that data) is realistic and feasible.</p>	1	
<p><b>EXPLANATION/ REFERENCES</b></p> <p>Additional appreciation gender indicator 1 and 2:</p> <p>For each output are relevant, gender specific performance indicators formulated;</p>				

<p>Baseline, targets and verification methods are put on to collect gender specific information. Please explain.</p> <p>A detailed M&amp;E system for Burkina Dry-More will be created during the program's inception phase:</p> <ul style="list-style-type: none"> <li>- Establishment of the project's detailed intervention logic, based on the project framework of underlying proposal.</li> <li>- Definition of key performance indicators (KPIs), in line with the project intervention logic.</li> <li>- Description of methodologies and timing of data collection for each indicator, mostly based on the Farmer Management Information System.</li> <li>- Assignment of responsibilities for data collection and reporting across the consortium and companies.</li> <li>- Development of templates and systems for data collection and reporting on KPIs, based on methodology and Farmer Management Information System.</li> </ul>			
2.3.5	There is a logical link between the proposed activities and the outputs formulated.	<input checked="" type="checkbox"/> The proposal sets out the nature of the activities and explains how the activities formulated will contribute to achieving the outputs.	1
<p><b>EXPLANATION/ REFERENCES</b></p> <p>The logic of intervention is clear and the interventions are specified in relation to the results (See 2.3 outline logical framework). A full logical framework in the Monitoring &amp; Evaluation plan during the inception phase of the project.</p>			
2.3.6	There is a logical link between the activities and the project budget (efficiency).	<input checked="" type="checkbox"/> The budget is supported by figures on price and quantity (p x q).  <input checked="" type="checkbox"/> The budget is broken down by output and/or outcome.	2
<p><b>EXPLANATION/ REFERENCES</b></p> <p>The budget is specified by workpackage and by year.</p>			
2.3.7	When the activity ends, its envisaged outputs will have a lasting effect for the ultimate target group.	<input checked="" type="checkbox"/> The proposal contains a clear vision (with objectives) as to how the activities will be continued when the intervention comes to an end.	4

		<p>To achieve these objectives, specific measures will be taken during implementation of the activities to ensure that the target group will help continue the activities.</p> <p><input checked="" type="checkbox"/> The proposal contains suitable criteria against which progress in continuing the activities can be</p> <p><input checked="" type="checkbox"/> The proposal includes a transition plan or exit strategy, identifying the various actors.</p>		
<p><b>EXPLANATION/ REFERENCES</b></p> <p>The foundation of the project is to contribute to a sustainable value chains development. All work packages, outputs and outcomes contribute towards a sustainable agro-processing sector that is resilient, provides improved revenue and climate resilience to smallholder farmers, promotes sustainable employment to youth and women. The project is designed to achieve a financial, an institutional, an environmental, technical and social sustainability of the target group.</p> <p>Mango processing companies (processors) and raw material suppliers (cooperatives or pisteurs) are the change agents for the project. The project will build on the management, operational and financial capacity of the most successful processors and raw material suppliers in the mango processing industry, who generally have the capacity to source from 300 – 500 contracted smallholder farmers. As the project will target 3,000 smallholder farmers, the project needs to work with 6 – 10 processors and raw material suppliers. To be on the safe side and to cater for the processing of kilichi the project will work with 5 processors and 5 raw material suppliers.</p>				
2.3.8	At the end of the activity, the envisaged outputs will have a lasting effect on the local partners.	<p>The proposal contains a clear vision (with objectives)</p> <p><input checked="" type="checkbox"/> as to how the quality of the activities and/or financial independence of the local partner will be</p>	4	



		<input checked="" type="checkbox"/> To achieve these objectives, specific measures will be taken during implementation of the activity.  <input checked="" type="checkbox"/> The proposal devotes attention to the capacity of the local partner to generate income from various sources.  <input checked="" type="checkbox"/> The proposal sets out suitable criteria against which progress in regard to institutional sustainability can be measured.			
<p><b>EXPLANATION/ REFERENCES</b></p> <p>The project envision an international competitive agro-processing sector in Burkina Faso, with public and private partners working together in running an efficient infrastructure, and developing the agro-processing in Burkina Faso as a regional knowledge hub in West Africa for food processing. For that, as part of the approach developed, the project will leverage on the management, operational and financial capacity of successful processors and raw material suppliers in the mango processing industry, as well as on the market intelligence and access, financial capacity and knowledge of international buyers; provide practical support to smallholder farmers, processors, raw material suppliers and service providers with improvement of their marketing, financial, agricultural, sourcing, processing and management capacities.</p> <p>Institutional sustainability will be obtained by establishing a public-private coordination mechanism. The project will develop a Road map for all public, private and development stakeholders, along which lines the agro-processing sector will be developed towards maturity. The Road map will include policy requirements, investment needs, financing options and implementation modalities. An advocacy for improving the trade policy framework for agro-processing sector in Burkina Faso will be conduct. Also the project will perform an analysis of the trade policy framework for the agro-processing sector in Burkina Faso, including benchmarking against best practices and recommendations for improvement.</p>					
Total score (maximum score 27 points)				2	

## **2.4 Cooperation, harmonisation and added value**

The project will be implemented by a consortium of Advance Consulting, Sense, AGRODEV, Timini and Afrique Verte.

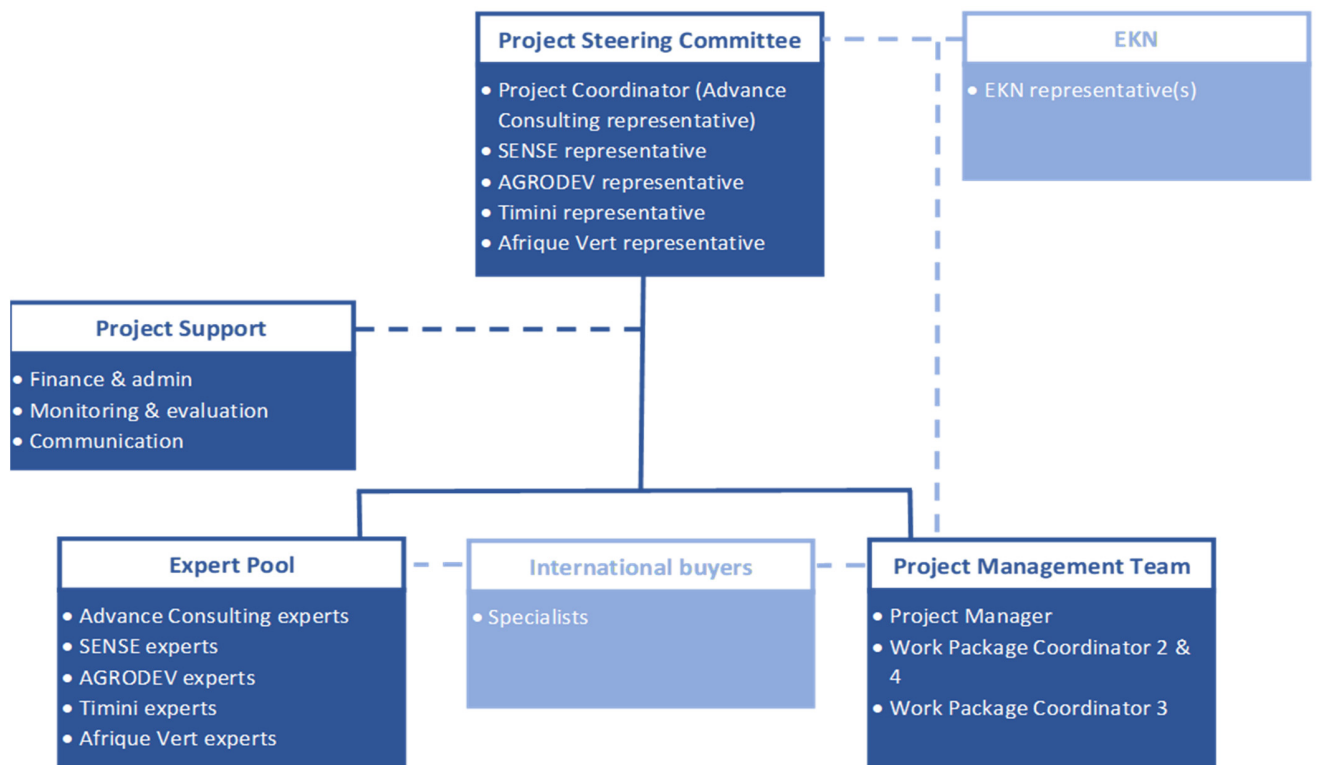
The Project governance will be formalized in the Partnership Agreement, which will be signed during the inception phase of the project. The Partnership Agreement includes the roles and responsibilities of the partners and topics such as: management, decision making, disputes, financial arrangements, reporting requirements, liability, use of project results, M&E and communication.

Consortium Lead Advance Consulting will be responsible for financial and administrative management, including reporting to EKN. Advance Consulting will manage the EKN funds, and will be responsible of its disbursement and control, as well as informing the partners on the financial reporting instructions. The financial and administrative management will be a joined effort from the Project Management Team in Burkina Faso and the Project Support Team from Advance Consulting in the Netherlands, with oversight from the Project Coordinator.

The project's project implementation will be guided by the Project Steering Committee (PSC), which will consist of management representatives of all project partners. The PSC is responsible for reviewing the project's progress, to discuss issues which can influence the results negatively and to make strategic decisions to secure the project's success.

For the duration for the project Advance Consulting will have an office in Bobo Dioulasso that will host the project management team. Members of the project management team are coordinators for one of more work packages. Their most important task is to implement activities of their respective work packages in cooperation with experts from the consortium and specialists from the International buyers. As work package coordinators, they will also report on implementation progress of each work package.

The project governance structure is presented overleaf, including the relationship with EKN:



The project will strengthen the agro-processing sector in Burkina Faso and 4 agricultural value chains. This will generate 850 permanent jobs, mostly for women and young adults, as well as support 3,000 smallholder farmers and 100 cattle fattening micro-entrepreneurs with improved revenue of 30%+. It will also support 20 Burkinabe agribusinesses with a plan to invest, trade or provide services. In addition, it will support 10 firms and 1,000 individuals to obtain financial services.

The public-private coordination mechanism with APEX, DGC, PTRAMAB and Ministry of Agriculture will strengthen the institutional environment of the agro-processing sector in Burkina Faso. The project will develop a Road map for all public, private and development stakeholders. The Road Map will guide the transformation of the agro-processing sector towards maturity after our project ends, including policy requirements, investment needs, financing options and implementation modality.

The project will also advocate for improving the trade policy framework for agro-processing sector in Burkina Faso. An analysis of the trade policy framework for the agro-processing sector in Burkina Faso, including benchmarking against best practices and recommendations for improvement will be performed.

Aligned with Dutch initiatives in Burkina Faso, the project will seek active collaboration with the 2SCALE program in its initiatives on fresh produce focus on vegetables and the interventions on animal production; The Youth and Female Entrepreneurship program of EKN; The Enabling Environment for youth and women entrepreneurship program of EKN; CBI business export coaching program in relation with mango processors.

## **2.5 Channel and aid modality (including alignment)**

The funding is a BZ contract with an international non-governmental organization, therefore civil society. However, this is a program that will be implemented in close collaboration with decentral-ized government and non-government actors, particularly with the beneficiary private sector.

All partners will contribute technically to the project. Section 3.2 of underlying proposal outlines the technical roles of Advance Consulting, Sense, AGRODEV, Timini and Afrique Verte. In addition, Timini will contribute financially to the project. The company will co-invest EUR 60,000 in cash for procurement of equipment.

## **V. IMPLEMENTATION**

### **5.1 Budget**

The budget covers period of the project over a period of 3 years. The Summary Budget Table, summarizes the budget by year and by workpackage. The amount of the provisional budget for the project is 1 888 700 Euros.

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Total</b>
<b>Work package 1: Market and technological support</b>	154.760	181.952	69.175	405.888
<b>Work package 2: Supply chain support</b>	67.556	173.717	122.805	364.077
<b>Work package 3: Access to finance support</b>	76.807	101.680	100.705	279.191
<b>Work package 4: Agronomy support</b>	51.297	79.486	83.305	214.088
<b>Work package 5: Project management, outreach and learning</b>	282.753	156.232	186.471	625.456
<b>Grand-total</b>	<b>633.173</b>	<b>693.066</b>	<b>562.461</b>	<b>1.888.700</b>

#### **5.1.1 Breakdown of costs**

*State the overall cost of the activity and overheads. Indicate the various cost centres (activities and outputs) in the rows and cost types (e.g. personnel, equipment, etc.) in the columns.*

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Total</b>
<b>Work package 1: Market and technological support</b>				
Technical and economic feasibility study 5 shortlisted crops and kilichi	62.876	8.522	-	71.398
Processing pilots	31.025	8.623	-	39.648
Processing technology improvements	39.114	108.621	31.212	178.947
Marketing support & export coaching	21.745	56.186	37.964	115.895
<i>Sub-total</i>	<i>154.760</i>	<i>181.952</i>	<i>69.175</i>	<i>405.888</i>
<b>Work package 2: Supply chain support</b>				
Training of 5 processors on processing of new crops	35.762	11.226	6.131	53.119
Certification of 5 processors	-	-	37.847	37.847
Capacity building of 5 raw material suppliers	13.855	22.374	9.444	45.674
Capacity building of 100 cattle fattening micro-entrepreneurs	17.938	44.297	28.599	90.834
Operationalizing farmer management information systems at 5 processors	-	60.150	-	60.150
Advocacy on improving trade policy framework for agro-processing sector	-	35.670	5.273	40.943

Improvement of working environment	-	-	35.511	35.511
<i>Sub-total</i>	67.556	173.717	122.805	364.077
<b>Work package 3: Access to finance support</b>				
Financial landscape study	22.575	-	-	22.575
Finance acquisition for 10 companies	6.589	50.605	11.511	68.705
Business plan development and financial coaching of 14 companies	47.643	35.643	51.066	134.352
Financial product development and roll-out	-	15.432	38.127	53.559
<i>Sub-total</i>	76.807	101.680	100.705	279.191
<b>Work package 4: Agronomy support</b>				
Selection of 3,000 smallholder farmers	15.082	-	-	15.082
Developing training material	36.215	-	-	36.215
Training and extension support to 3,000 smallholder farmers	-	79.486	83.305	162.791
<i>Sub-total</i>	51.297	79.486	83.305	214.088
<b>Work package 5: Project management, outreach and learning</b>				
Project management	154.776	78.041	71.672	304.490
M&E and communication	49.327	40.640	77.249	167.217
Office running and equipment	78.650	37.550	37.550	153.750
<i>Sub-total</i>	282.753	156.232	186.471	625.456
<b>Grand-total</b>	<b>633.173</b>	<b>693.066</b>	<b>562.461</b>	<b>1.888.700</b>

### **5.3 Monitoring**

On the basis of the annual reports (I, F and A), our participation, in the steering committee (annually), and field visits. At the appropriate time, an office follow-up may be contracted if necessary.

The framework of indicator measures will be finalized during the Inception phase followed by the situation study of reference (Baseline study). Establishing baseline or zero baseline data will provide relevant information on the situation at the time the project is started, as this information is essential to measure change. This work will confirm and complete the set of indicators based on the project's immediate, intermediate and ultimate outcome results. The main indicators of project results will have to be consistent with the indicators and targets of the Embassy's programme results of the Netherlands for Burkina Faso (MLS). All data will be disaggregated by sex, socio-economic status, age and sex and age (depending on the needs of the analysis). In addition to quantitative indicators, indicators will be identified to better capture systemic changes.

The project will maintain collaborative relationships with the public institutions APEX, DGC, PTRAMAB and the Ministry of Agriculture to establish a public-private coordination mechanism that will guide professionalization of the agro-processing sector. One of the most important deliverables in this respect is the development of a

Road Map for all public, private and development stakeholders. The Road Map will guide the transformation of the agro-processing sector towards maturity after our project ends, including policy requirements, investment needs, financing options and implementation modality.

In this sense, the project's project implementation will be guided by the Project Steering Committee (PSC), which will consist of management representatives of all project partners. The PSC will meet two times per annum, either physical or via an internet solution. EKN will be invited to attend the PSC meetings as well as thematic workshops or field missions organized by the project.

The members of the PSC are required to have a close involvement in the monitoring and the implementation of the activities of the project.

### **5.3.1 Narrative and financial reports**

Use [the performance assessment decision tree](#). Give a short explanation with the result of the decision tree.

Annual narrative IATI reporting and annual financial reporting.

The narrative and financial reports will be in accordance with the continuous process of resource management, observation and capitalization of field monitoring (data collected by appropriate means) on the progress made towards the achievement of predetermined objectives and the use of the related resources under the responsibility of Advance Consulting before EKN.

Progress on action planning will also be reviewed once a year on the basis of the annual technical and financial reports produced by Advance Consulting. Narrative financial reports (as well as annual plans and budgets) will be developed using SMART results frameworks (based on the agreed out-come framework indicators in the Baseline study).

### **5.3.2 Audit opinion**

Use the [audit certificate decision tree](#) to determine which type of audit opinion is required for the activity. Give a short explanation with the result of the decision tree.

The business partner is a new relation and the contracted amount is considerable, so therefore an annual audit on activity level. An audit protocol will be annex of the decision, with the requirement to report on the effectiveness of the control exercised by Advance Consulting B.V..

### **5.3.3 IATI - International Aid transparency Initiative**

*Is the organisation capable of reporting in accordance with the IATI standard, as set out in the BZ publication guidelines entitled 'How to use the IATI standard'?*

<https://www.government.nl/documents/publications/2015/12/01/open-data-and-development-cooperation>)

*The organisation will report on results in accordance with the IATI standard, as set out in the BZ publication guidelines.*

### **5.3.4 Annual plans and other reports**

#### **5.3.5 Monitoring calendar**

*Set out the reporting requirements in the table below, to ensure they are accurately incorporated in the decision/agreement.*

<b>Report type</b>	<b>Any specific require-</b>	<b>Period</b>	<b>Submission by</b>
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	<b>ments*</b>		
<b>Baseline study</b>	Including values, indicators and measurement methodology	10/2020 – 03/2021	30/04/2021
<b>Annual plan</b>	Plan of activities and budget; The first plan will include the inception phase and the year 1 activities	10/2020 – 09/2021 10/2021 – 09/2022 10/2022 – 09/2023	In proposal 1/09/2021 1/09/2022
<b>Narrative*</b> <b>Rapport d'avancement important :</b>			
1. Updates on progress in accordance with the IATI standard described in the Ministry of Foreign Affairs' IATI Publication Guidelines	<a href="#">The organization will report in accordance with the BZ publication guidelines on the IATI standard.</a>	Periodically in accordance with the IATI standard	To be published in IATI no later than three months after the end of the quarter
2. An annual analytical narrative progress overview, drawn up in accordance with the IATI standards described in the Guidelines, to be published in IATI under 'related documents/document link'		10/2020 – 09/2021 10/2021 – 09/2022 10/2022 – 09/2023	31/12/2021 31/12/2022 31/12/2023
3. A final analytical narrative progress overview, drawn up in accordance with the IATI standards described in the Guidelines, to be published in IATI under 'related documents/document link'		10/2020 – 09/2023 (Entire project duration)	31/12/2023
<b>Financial</b>		10/2020 – 09/2021 10/2021 – 09/2022 10/2022 – 09/2023	31/12/2021 31/12/2022 31/12/2023
<b>Final financial</b>		10/2020 – 09/2023	31/01/2024
<b>Audit</b>		10/2020 – 09/2021 10/2021 – 09/2022 10/2022 – 09/2023	31/01/2022 31/01/2023 31/01/2024
<b>Mid term Evaluation</b>		10/2020 – 12/2021	31/03/2022
<b>Final Evaluation</b>		10/2020 – 09/2023	31/01/2024

\* Narrative / narrative IATI: reports on the contributions by third parties (inputs), outputs, outcome, sustainability and the spending of the Dutch contribution in accordance with the latest approved budget. If a financial report (other than the A statement) is submitted separately, please insert a line.

*In the case of IATI-compliant reporting, also refer to the additional reporting requirements specified under 5.3.3.*

*In this case, include the following text in the BEMO:*

The organisation will report in accordance with the BZ publication guidelines on the IATI standard.

For more information about the narrative reports, please see 5.3.3.

*\*\* See also the results given in section 5.3.1; if any additional criteria are desirable, insert them here.*

### **5.3.6 Evaluations**

*Use the [decision tree evaluations](#) to determine whether an evaluation is required for the activity. Explain in this paragraph.*

Mid-terms and final evaluation are required. They are included in the cost of the project. Advance Consulting will commission a final evaluation of the program and mid-terms evaluations to resolve any problems and adjust the implementation schedule. These evaluations will be carried out by independent consultants ; the embassy, will give a no-objection opinion on their selection and on the formulation of the terms of reference.

The mid-term reviews verifies the progress of the project on the agreed indicators, including those measured through regular monitoring and outcome studies. It draws preliminary conclusions regarding relevance, effectiveness, sustainability and impact of the project, and formulate lessons for the following phase of the project. The findings are expected to serve as lessons learnt for the remaining period of the project.

A final evaluation stating the efficiency, effectiveness and the impact is required 3 months after the end of the projects. Final evaluation should be prepared in consultation with the policy theme department.

The evaluation reports will be communicated to EKN and key stakeholders, such as the Steering Committee. EKN will analyze the findings and recommendations of the evaluations and decide on follow-up actions and any necessary adjustments, including, if necessary, reorientation of the program.