



**West and Central African Council for Agricultural Research and  
Development/Conseil Ouest et Centre Africain pour la Recherche et le  
Développement Agricoles**

**CORAF/WECARD**

**MANUAL OF  
PROCEDURES FOR THE MANAGEMENT OF  
COMPETITIVE FUNDS**

**Provisional Version**

**December 2008**

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## **PREAMBLE**

CORAF/WECARD's implementation of the regional competitive fund mechanism is mainly motivated by three factors: the openness and diversification of scientific partnerships, the orientation towards demand driven research and regional priorities, and the improvement of the quality (scientific relevance and quality) of research activities.

Until the end of the 1990s and especially for historical reasons, the main financial partners of CORAF/WECARD, supporting its operations and research programmes, were the European Commission and the French Cooperation. During this period, the choice of research themes was mainly driven by donors, and partnership was mainly North-South.

Participatory institutional reforms and definition of priorities embarked upon by CORAF/WECARD, constituted a solid base for re-balancing partnerships in favour of the region, the consideration of regional priority themes and the broadening of scientific and financial partnerships. The competitive fund mechanism will contribute to this process because, on one hand, it will facilitate regional cooperation, address regional priorities, and extend partnerships. On the other hand, it will simplify funding procedures since there will be not more than one fund to which all financial partners will contribute, whatever the amount.

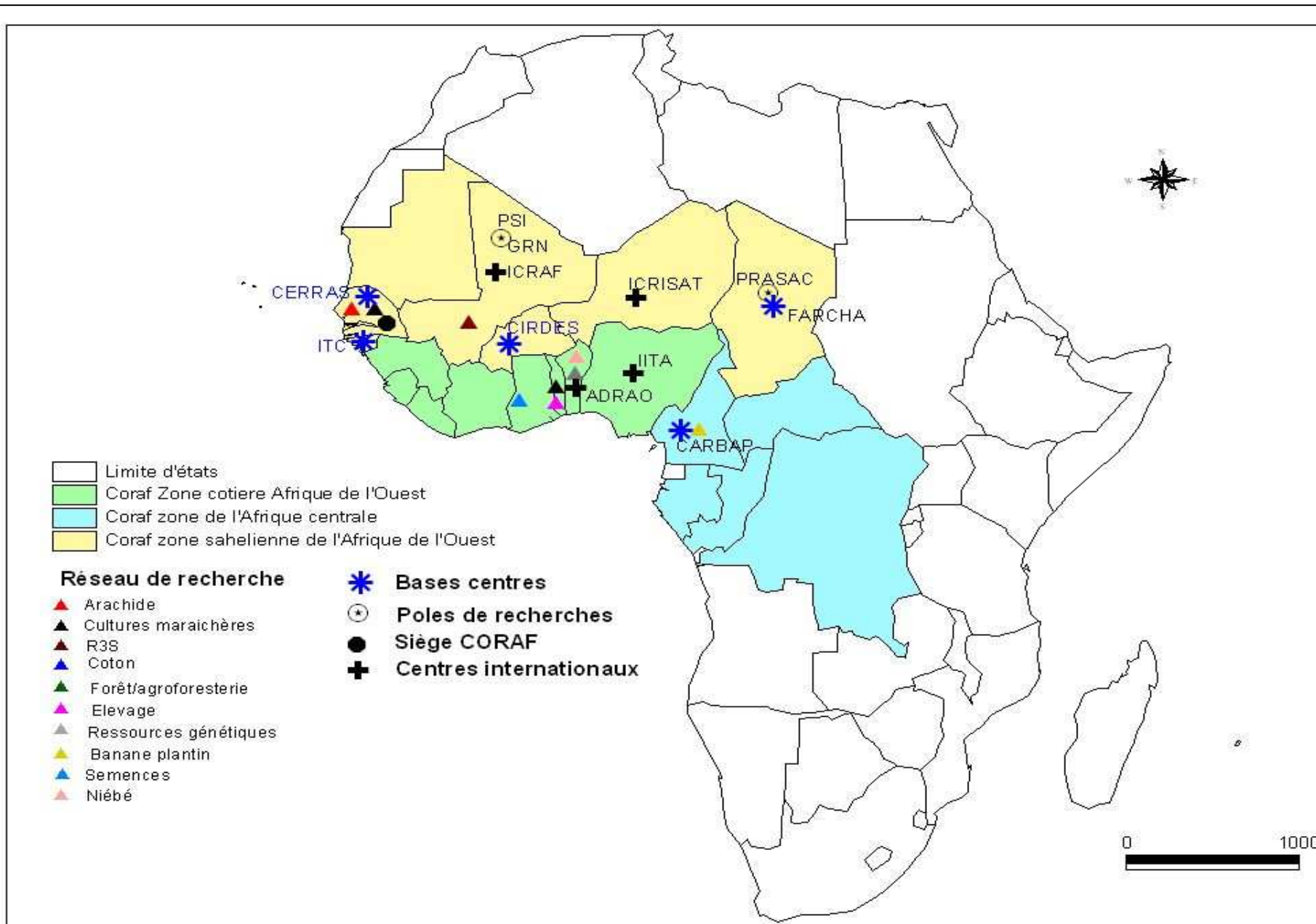
Moreover, the clear definition of organs and management procedures, the role of each stakeholder and institutionalisation of the principle of establishing contracts, evaluation and audit processes, will constitute a basis for transparency, which will in turn encourage potential donors.

The funding mechanism for CORAF/WECARD operational units (networks, base-centres, research poles), which was in existence before the strategic planning process, supported relevant research themes considered as federative and of regional interest by the scientific community of the sub-region. It did not sufficiently take into account the demand of end-users. The competitive fund mechanism will improve the relevancy of research activities by introducing proposal evaluation criteria, which will guaranty the consideration of demand from end-users and greater participation of users of research results in the process.

Finally, the approach of calls for proposals on a competitive basis will solicit more rigour in project development and more efforts from applicants, in order to ensure scientific quality.

The present manual aims at: i) guaranteeing the best conditions for the management of funds by providing the maximum of elements related to this management and defining the responsibilities of organs involved in the process and of the contracting parties; ii) facilitating access of beneficiaries to the funds by providing them with information related to the procedures for responding to calls for proposals, eligibility and evaluation criteria, and modalities for the allocation of funds mobilised; iii) ensuring conditions for transparent management and facilitating external evaluation and auditing of funds.

## **PART ONE: ORGANISATION OF RESEARCH IN CORAF/WECARD**



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## **I - SCIENTIFIC ORGANISATION IN CORAF/WECARD**

### **1.1. Introduction**

CORAF/WECARD is a sub-regional organisation created on the 15 March, 1987. Currently it constitutes the National Agricultural Research Systems (NARS) of 22 countries in West and Central Africa, distributed over three agro-ecological zones. These are: the Sahelian zone of West Africa including nine countries (Burkina Faso, Cape Verde, Guinea Bissau, Gambia, Mali, Mauritania, Niger, Senegal, and Chad); the coastal zone of West Africa including eight countries (Benin, Côte d'Ivoire, Ghana, Guinea, Liberia, Nigeria, Sierra Leone and Togo; and the Central Africa zone including five countries (Cameroon, Congo, Gabon, Republic of Central Africa, and Democratic Republic of Congo (cf. carte).

It was conceived as a sub-regional instrument for cooperation, exchange and capacity strengthening in the area of agricultural research and development. Its mandate is to implement regional agricultural research policies of West and Central Africa.

The General objective of CORAF/WECARD is "High broad-based agricultural growth sustainably established in West and Central Africa"

CORAF/WECARD's specific objective is "Broad-base agricultural productivity, competitiveness and markets sustainably improved in West and Central Africa".

In May, 2007, following an evaluation of the economic potential of the different value chains and their effects on economic growth and poverty reduction at national, sub-regional and regional levels, and a participatory consultation involving all actors, CORAF/WECARD adopted a new Strategic Plan doted with an operational plan (2008-2012), including eight (8) new programmes, which required new approaches for their implementation.

As a result, mechanisms need to be established in order to ensure the proper implementation of these programmes, whilst taking into consideration on-going activities, which were conceived within the framework of the old system.

### **1.2. Brief reminder of the internal scientific organisation of CORAF/WECARD**

Until the adoption of the new strategic plan by the extraordinary session of the General Assembly held in Abidjan in May, 2007, CORAF/WECARD was governed by the statutes adopted by the General assembly of July, 2001 and modified in 2005. The organisation of the institution comprised four (4) levels:

- **General Assembly (GA):** was the governance organ, and it met once every two years. It was composed of all members, including the heads of research institutions, representatives of non-governmental organisations (NGOs) or of producer organisations (PO), and the private sector. Representatives of scientific and financial partners also participated in the GA meetings of CORAF/WECARD.
- **The Governing Board (GB):** was composed of nine (9) members (6 NARS, 1 NGO, 1 PO, and 1 private sector). It controlled the activities between two GAs and validated the programme of activity and budget of operational units. The GB disposes of a consultative organ, the Scientific and Technical Community (STC), whose aim was to provide counsel on the scientific quality of activities and on strategic orientations. It was also responsible for monitoring and evaluating projects and programmes of CORAF/WECARD.

- **The Executive Secretariat (ES):** based in Dakar, was headed by an Executive Secretary appointed by the GA. The Executive Secretary was supported by a team composed of a scientific coordinator, a financial manager, and a head of information and communication.
- **Operational Units (OU):** were responsible for implementing the scientific and technical activities of CORAF/WECARD. They include: networks, bases-centres, research poles, competitive funds, and research projects. In the case of the first two, a charter of networks and base-centres was developed, which is a sort of guide for governing their organisation and operations.

- **Research Networks**

According to the Charter, the research networks were a group of research scientists working together on a priority research theme, on behalf of CORAF/WECARD. The organs of these networks were: the General Assembly, the Steering Committee, the Coordination, the correspondent based within partner institutions and the National Correspondents.

- **Bases-centres**

According to the Charter, the base-centre was an agricultural research pole of a national institution, open to regional and international cooperation within the framework of a network, and constituting adequate human, financial and material resources to help it achieve the scientific objectives. Its results are applied or adopted in other member countries having analogical development problems.

CORAF/WECARD had established or labelled certain institutions as base-centres on the basis of certain criteria. These included:

- CERAAS in Senegal working on drought resistance,
- CIRDES in Burkina Faso, ITC in The Gambia and FARCHA (on-going) in Chad, working on livestock;
- CARBAP in Cameroon working on Bananas and Plantains.

Certain structural dysfunctions and the non appropriation of these tools by NARS led to the conduction of an evaluation of the operational units in 2006, which recommended the revision of the Charter governing networks and base-centres.

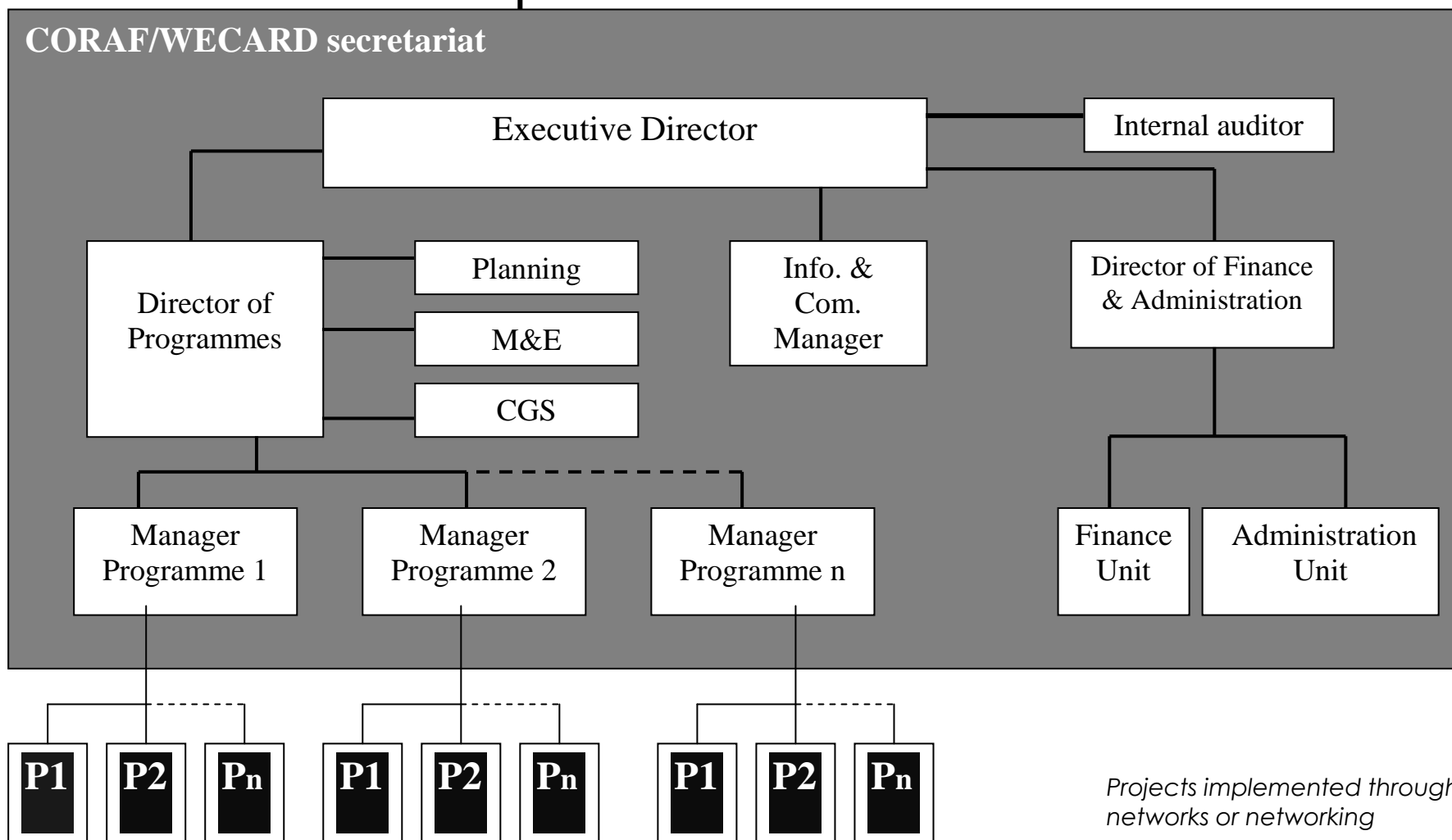
### **1.3. Organisation of CORAF/WECARD within the framework of the new operational plan**

#### **1.3.1. Current organisation chart of CORAF/WECARD**

# General Assembly

## Extended Governing Board

STC



### 1.3.2. The major changes

The *Operational Plan* reveals important changes with regards to the composition and responsibilities of the organisational units of CORAF/WECARD.

#### 1.3.2.1 Organisational units of CORAF/WECARD:

- **The General Assembly (GA) and the Governing Board (GB)**, remain sovereign. The composition and responsibilities of the GB, however, have changed. The number of members of the GB has increased to 14, including the presence of the Executive Director, donors, REC, POs, NGOs and scientific partners. The STC, composed of 12 members, still remains the technical arm.
- **Strengthening of the Executive Secretariat.** This unit has an important role to play in the implementation of the new programmes. Its scientific and technical potential has been strengthened. Under the supervision of an Executive Director, new functions have been defined to support the process: Director of Programmes, Director of Finance and Administration, Information and Communication Manager.
- **Promotion of scientific dynamism** with the creation of a Programmes Directorate, which includes services that support the proper implementation of programmes. Each programme is managed by a Programme Manager and has a *Steering Committee* or a *Technical Consultative Group*, which serves as a « think tank », and participates in the transparent monitoring of programmes. This committee is composed of representatives of stakeholders of the programme and members of the STC, the latter constituting the main core of these committees.

#### 1.3.2.2 Implementation of a programmatic approach

The eight programmes that form the basis of the *Operational Plan* have been identified as priorities in the sub-region and are classified into three main thrusts: 1) Technical research, 2) Policy research; and 3) Effective delivery and dissemination of research results.

**Technical research:** This thrust uses an integrated approach based on systems and themes and includes new, holistic, and participative methodologies. Five main themes were delineated under this thrust:

1. Livestock, Fisheries and Aquaculture
2. Food crops
3. Non-food crops
4. Natural Resources Management
5. Biotechnology and Biosafety

**Policy research:** This thrust is a new area engaged by CORAF/WECARD, which evolved from the willingness to identify and respond to key challenges that inhibit the adoption and dissemination of technologies that would lead to better productivity and competitiveness of agricultural systems and value chains. Hence, for this thrust corresponding to the theme, it was decided that research will be carried out on **Policies, Markets, Commerce, Institutions and Socio-economics.**

Moreover, this thrust recognises the importance of dialogue as well as the close and efficient relationship with policy- and decision-makers, so as to ensure that the research carried out by CORAF/WECARD is appropriate and satisfies demands.

**Effective delivery of research results:** This thrust aims to improve the quality of information, access to knowledge and knowledge management. It includes all research dealing with mechanisms and methodologies, and consists of the following two themes:

1. Knowledge management;
2. Capacity strengthening and coordination.

The implementation of such an approach requires significant changes to the organisational and institutional systems, and the operational units of CORAF/WECARD. As such, the implementation of these programmes will take place through projects, which will be executed by NARS in close collaboration with all organisations having the appropriate technical and comparative advantages.

### **1.3.2.3 Appropriate cooperation and partnership tools**

In order to consolidate the institutional mechanism established, CORAF/WECARD made an innovative strategic choice, which guarantees a more general and integrated approach of its activities for efficient coordination and collaboration with its main partners and actors such as:

- Regional Economic Communities (REC);
- National agricultural Research Systems (NARS);
- Governments;
- Forum for Agricultural Research in Africa (FARA);
- Donors;
- Regional and international organisations especially the CGIAR centres and the ARIs
- Private sector organisations within and external to the sub-region of West and Central Africa;
- Non-governmental organisations operating in the sub-region and region.

This innovative strategic choice consists of:

- A new regional research system based on a programmatic approach on which the implementation of the strategy reposes: this is consolidated by a networking system comprising essentially of research networks, regional centres of excellence and research poles.
- The regional competitive fund, which is used to fund research projects selected on a competitive basis: this approach orientates projects towards considering social demands, and contributes to improving project quality and ensuring the promotion of excellence.

With respect to the profound changes made in the Operational Plan, it is important, therefore, that a manual be elaborated to guide the implementation of the new mechanisms proposed.

### **1.4. Relationship between programmes and existing units**

The subsidiarity principle has been considered with regards to the implementation of programmes, and allows CORAF/WECARD to confer its authority to operational units, which are more apt to implementing projects. Moreover, this approach facilitates

ownership and responsibility of actors on a comparative advantage basis, thus improving their efficiency in project implementation.

To realise this, CORAF/WECARD will rely on stakeholders in the West and Central Africa sub-region. These are notably NARS, Civil Society organisations, CGIAR centres, Advanced Research institutions, and operational units of CORAF/WECARD.

It should, however, be stressed that in the current programmatic approach, programme management is centralised at the level of the secretariat, with only one manager responsible for a pool of priority projects within a programme, and which mobilises the resources necessary for the implementation of projects. These relationships aim at highlighting how appropriate the implementation of the new paradigm is to passive management: structural environment, the former operational units.

#### **1.4.1. Relationship with former networks**

At the moment, the most remarkable observation that could be made is that most of the former collaborative networks are no longer functional. Some mechanisms need, therefore, to be put in place between the programmes and the divers units, organs and partners of CORAF/WECARD to ensure their proper functioning.

#### **1.4.2. Relationship with base-centres**

In the past, several units were established or labelled as base-centres:

- CERAAS in Thiès, Senegal, works in the area of drought resistance. Although activities carried out there are focused on staple crops, the potential of this centre allows it to be a tool also for non-staple crops (e.g. resistance of oil palm to drought);
- CARBAP, based at Njombé in Cameroun is considered as a base-centre for research on banana and plantain. No document exists, however, that formalises this status;
- CIRDES in Bobo-Dioulasso, Burkina Faso, is an Inter-state organisation with its own governing rules. It became a base-centre during implementation of the PROCORDEL project funded by the European Commission. CIRDES has also been designated as a regional centre of excellence by UEMOA;
- ITC, based in Banjul, The Gambia, originated in the same way as CIRDES and is specialised in the area of livestock;
- FARCHA laboratory in Ndjamena, Chad, is a national institution responsible for supporting research in the area of livestock in Central Africa.

The evaluation of the operational units in 2006 highlighted some dysfunctions of these base-centres as follows:

- ambiguity with respect to the legal status of these units (respective responsibilities of CORAF/WECARD and NARS);
- difficulty in mobilising regional expertise.

Due to these ambiguities around the notion of base-centres, the current CORAF/WECARD system retains the notion of Centres of Excellence, which can be national or regional units.

It is by definition a unit with strong scientific potential in a priority research area of CORAF/WECARD. The Status of **Centre of Excellence** is conferred on the basis of criteria defined by CORAF/WECARD.

The vocation of Centres of Excellence is to carry out commissioned research on a problem of regional interest.

It can, also, based on the mobilisation of competencies available in the region, participate in the call for competitive funds. Thus:

- CERAAS is considered a Centre of Excellence of CORAF/WECARD, and focuses on issues linked to drought resistance. Four (04) programmes are of interest to this Centre: staple crops, non-staple crops, Natural Resources Management and Biotechnology;
- CARBAP remains a Centre of Excellence of the staple crops programme;
- CIRDES, ITC, and the FARCHA laboratory are Centres of Excellence of the Livestock programme.

For each Centre, an agreement framework shall be established between CORAF/WECARD and the host institution. Within the current dynamics and taking into consideration the challenges, other Centres of Excellence will be identified, which will support activities of the programmes.

#### **1.4.3. Research Poles**

Of the three (03) poles established, only PRASAC continues to carry out activities. This pole has even been conferred with the role of coordinating agricultural research in Central Africa by the Heads of CEEAC/CEMAC.

In the Sahel zone, the Natural Resources Management Pole could be revitalised and considered as a tool of the NRM programme of CORAF/WECARD. This could be facilitated by the agreement protocol between CILSS and CORAF/WECARD.

#### **1.4.4. The projects**

In fact, a certain number of research projects were on-going before the operational plan was developed. These projects were reviewed and evaluated in order to consider their relevancy within the framework of the new plan. Those that proved to be compatible projects are now integrated into the new programmes, whilst those that were not are no longer considered by CORAF/WECARD.

In this evaluation, the new paradigm of the strategic plan revolves around the integrated agricultural research for development (IAR4D) was taken into consideration. Only projects concordant with this new approach are considered within the corresponding technical research programme. This approach has allowed the integration of a total of 14 research projects into different programmes as presented in the table below:

Programmes	Number of Projects Integrated	Title of projects
1- Livestock, Fisheries and Aquaculture	2	<ol style="list-style-type: none"> <li>1. Management of fodder resources for sustainable use in the Sahel.</li> <li>2. Integrated management of food resources for the intensification of animal production in the agro pastoral zones of West Africa.</li> </ol>
2- Staple crops	2	<ol style="list-style-type: none"> <li>1. Ecologically sustainable intensification of the production of quality yam acceptable for processing and consumption in Benin, Togo and Burkina Faso.</li> <li>2. Potential use of botanical extracts in horticulture as alternative to chemical pesticides in the peri-urban zones of Benin, Côte d'Ivoire, Ghana and Togo.</li> </ol>
3 Non staple crops	1	<ol style="list-style-type: none"> <li>1. Impact of inoculation by rhizobia on the productivity of rubber cultivated and/or natural and dynamic factor linked to the biological function of the surrounding soils.</li> </ol>
4- Natural Resources Management	3	<ol style="list-style-type: none"> <li>1. Integrated management of used water and nutritive elements for sustainable food production in arid zones of West Africa.</li> <li>2. Utilisation of fertilizer micro dose and technology transfer on drought tolerant varieties for the prosperity of small scale farmers in the Sahel.</li> <li>3. Promotion of the use of natural Phosphate for restoring soil fertility in the Sahel.</li> </ol>
5- Biotechnology and Biosafety	-	
6- Politics, markets,	2	<ol style="list-style-type: none"> <li>1. Regional integration, access to markets</li> </ol>

commerce and socio-economics		and diversification of agriculture in the UEMOA zone: policy options for competitive and sustainable milk value chains 2. Promotion of processing technologies of agricultural products in Benin, Togo and Burkina-Faso
7- Knowledge management	4	1. Networks for diffusion and dissemination of improved livestock techniques. 2. Sub-regional system of agricultural learning and information [RAILS]. 3. Capitalisation and sharing innovations and results of agricultural research in West and Central Africa 4. Diffusion of new agricultural technologies in Africa (DONATA).
8- Capacity strengthening	-	
Total	14	

#### **1.4.5 CGIAR centres**

In the past, CGIAR centres played a great role in the life and management of research networks. Their involvement in the new programmes is inevitable in the implementation of field activities. This necessitates, however, greater reasoning on their participation in the implementation of these programmes, including on aspects such as methodological support, access to genetic material, and capacity strengthening through training.

In order to allow International Centres' priorities to be in phase with CORAF/WECARD's priorities, the formalisation of relationships through agreement protocols were undertaken. In addition such centres were required to designate network correspondents.

#### **1.4.6. Civil society organisations**

These include mainly POs, NGOs and the private sector. In general, they are part of the NARS, and as such are actors of the mechanisms developed at this level for the execution of the programmes including involvement in networking.

Besides, as members of the CORAF/WECARD Governing Board, they participate in the validation of the management of projects and programmes.

#### **1.4.7. NARS**

The National Agricultural Research Systems (NARS) comprise mainly of national institutes of agricultural research, universities, training and extension services, users of agricultural products and civil society organisations (NGO, Producer Organisations, and Private Sector).

This system is important in the promotion of the new paradigm of integrated agricultural research for development (IAR4D).

In general, the implementation of the technical programmes (Livestock, Fisheries and Aquaculture; Staple crops; Non-staple crops; Natural Resources Management; and Biotechnology & Biosafety) must be realised through networking between members of NARS of CORAF/WECARD. Research activities carried out within this framework are mainly funded on a competitive basis. However, commissioned research could be carried out, as the case may be, by specialised centres in the sub-region.

The knowledge management programme will be carried out through networking at the level of NARS and through competitive funds and commissioned research, as the case may be.

Within the framework of programme 8 on capacity strengthening, attention will be paid to strengthening capacity of the civil society organizations (farmer organisations, NGO and private sector) in the area of integrated agricultural research for development (IAR4D). This approach will allow them to fully play their role in the implementation of the four technical programmes indicated above.

## **II – MANAGEMENT AND IMPLEMENTATION ORGANS**

### **2.1. Scientific and Technical Committee (STC)**

The STC is the technical body of the CORAF/WECARD Governing Board, which ensures the scientific quality of research programmes of CORAF/WECARD. With regards to the implementation of the new programmes, its roles and responsibilities are as follows:

- Coordinate the technical consultative committees of the programmes;
- Contribute to projects selection process of the competitive funds and the special or subsidiarity funds;
- Appraise programmes and activity reports of the Executive Secretariat;
- Participate in the identification of sites that could host projects;
- Organise mid-term and final project reviews;
- Organise evaluation of scientific personnel;
- Assist the Executive Secretariat in the scientific coordination of CORAF/WECARD.

### **2.2 Management committee of the Executive Secretariat**

The responsibilities of this committee are as follows:

- Ensure the administrative management of funds (launching of calls for proposals, organisation of evaluations, receipt of documents, and notification of results of selection...);
- Ensure the financial management of funds (allocation of resources, receipt and treatment of financial reports, organisation of audits, and transfer of funds, as the case may be...);
- Create and maintain a database on results of evaluation of all projects supported by the fund.

#### **2.2.1 Executive Director**

The Executive Director is responsible for committing CORAF/WECARD with respect to a third party. In this capacity, the roles and responsibilities are as follows:

- Represents CORAF/WECARD in the relationships with third parties;
- Ensures the implementation of policy orientations of the Governing Board as approved by the General Assembly;
- Receives and examines programmes ;
- Organises the coordination of on-going programmes and ensures they are adequately monitored and evaluated;
- Ensures the mobilisation and management of resources of programmes;
- Assumes the role of secretariat of the Governing Board and the General Assembly;
- Reports on management activities every six months to the Governing Board;

- Prepares the end of year financial and annual activity report that are presented to the Governing Board and the Auditors;
- Ensures the monitoring and evaluation of programmes implemented by institutions benefitting from CORAF/WECARD support.

### **2.2.2 Director of Programmes**

The Director of Programmes, under the supervision of the Executive Director, has the main roles and responsibilities of:

- coordinating the establishment of specific research and development programmes of CORAF/WECARD ;
- participating in the reflexion within CORAF/WECARD on themes and programmatic problems;
- developing and managing new projects and programmes;
- promoting contacts between research scientists of NARS, partners of CORAF/WECARD and its actors;
- preparing research proposals and financial requests on themes linked to their area of expertise, as requested by the Executive Director;
- ensuring the link with funding organisations under the supervision of the Executive Director and in collaboration with other departments;
- supporting the implementation of other activities of the organisation;
- developing a global vision of the evolution of CORAF/WECARD in the short and long run as regards the programming and planning of research activities;
- receiving and providing direction on dossiers presented by NARS, IARCS and ARIs relative to funding of research programmes;
- coordinating implementation and monitoring of programmes;
- organising scientific and technical meetings;
- promoting contacts between research scientists of member NARS, partners of CORAF/WECARD and stakeholders;
- organising the release of programmes outputs to beneficiaries;
- proposing norms and criteria for the evaluation of institutions implementing research projects funded by CORAF/WECARD ;
- ensuring the conformity and determining the impact of on-going programmes;
- assuming the role of secretary of the CST.

### **2.2.3. Director of Administration and Finance**

The Director of Administration and Finance, under the supervision of the Executive Director, has as main roles and responsibilities to:

- develop and establish the accounting and financial management systems of programmes;
- prepare annual budgets of research programmes;
- participate in mobilising financial resources to implement programmes;

- control the reliability of information produced as well as the conformity of operations realised with respect to rules governing CORAF/WECARD and those of the member States;
- manage the treasury of CORAF/WECARD in order to ensure better functionality of programmes;
- Ensure that legitimate rules of the operations of all services of the programmes directorate are respected;
- facilitate the realisation of CORAF/WECARD objectives through the creation of an environment, which motivates personnel.

#### **2.2.4. Information and Communication Manager**

The Information and Communication Manager, under the supervision of the Executive Director, has as main roles and responsibilities to:

- organise a reliable and computer-based system for the collection and diffusion of information on programmes, based on ICT;
- collect and disseminate information on the programmes within the CORAF/WECARD community and from all partners;
- manage the computer support necessary for the proper implementation of programmes.

### **2.3. Programme Steering Committee**

The Programme Steering Committee has as main roles and responsibilities to:

- support and assist Programme Managers in the area of scientific monitoring and management;
- ensure the proper functioning of programmes;
- report on the functioning of programmes to the Scientific and Technical Committee.

The Director of Programmes presides over the Steering Committees, which are composed of Programme Managers, Project Coordinators, and the Head of the Monitoring, Evaluation and Impact Orientation Unit and the Head of the Planning unit.

#### **2.3.1 Programme Manager**

The Programme Manager, under the supervision of the Director of Programmes, has as main roles and responsibilities to:

- ensure the implementation of all projects linked to programmes under his/her supervision;
- coordinate the implementation, monitoring and evaluation of projects;
- ensure regular up-dating of the needs of project coordinators and their strategies as regards their long and short-term development;
- develop the terms of reference that will facilitate the selection of host institutions for the implementation of projects funded by CORAF/WECARD and its technical and financial partners;

- collaborate with the Head of monitoring and Evaluation, in the development of norms and criteria for the evaluation and measurement of impact of projects linked to programmes under his/her responsibility;
- consolidate technical and financial reports of the different programmes under his/her management.

### **2. 3.2 Project Coordinators**

Project Coordinators, under the supervision of Managers of Programmes of CORAF/WECARD and the Scientific Director of the Institution hosting the project has as roles and responsibilities to:

- ensure the effective implementation of projects within their institution, in conformity with the specification notes linking their institution to CORAF/WECARD;
- develop project plans including the approach, agents involved, expected results, and the starting date of activities;
- organise all monitoring missions of projects on the ground by the Executive Directorate, partners and stakeholders;
- produce technical and financial reports of projects at the indicated period as stipulated in the terms of reference or as the case may be in the contract document linking his/her institution with the Executive Directorate of CORAF/WECARD.

### **2.3.3. Head of the Monitoring, Evaluation, and Impact Orientation Unit**

The Head of the Monitoring, Evaluation, and Impact Orientation Unit under the supervision of the Director of Programmes has as main roles and responsibilities to:

- strengthen the function and monitoring and evaluation capacity based on project results;
- improve programmes and projects by measuring the level of attainment of objectives as regards their organisation and responsibilities;
- propose methods which will allow the linkage of results from projects , programmes and partnership policies of CORAF/WECARD to the strategic results to be delivered by CORAF/WECARD;
- explain the innovations and new methods of monitoring and evaluation based on results obtained, including the role of the partners;
- collect information related to the efficiency of the partnership strategy of CORAF/WECARD in the realisation of research activities.

### **2.3.4 Head of the Planning Unit**

The Head of the Planning Unit under the supervision of the Director of Programmes has as main roles and responsibilities to:

- ensure the planning and programming of activities of CORAF/WECARD
- ensure the conformity of on-going programmes and draw attention of the hierarchy to all types of dysfunctions;
- provide support to the host and/or coordinating institutions of competitive and special projects of CORAF/WECARD

- provide the necessary support to the operational units (Centres of excellence and nodal Centres) based on their requests as regards planning and programming of their activities.

## **2.4. Scientific and development partners**

### **2.4.1. Scientific partners**

The Scientific partners of CORAF/WECARD have as roles and responsibilities to:

- provide expertise in planning of programmes that takes into consideration the needs of the agro-ecological zones of CORAF/WECARD ;
- facilitate and ensure the participation of research scientists in all CORAF/WECARD initiatives.

### **2.4.2. Financial partners**

The financial partners have as roles and responsibilities to:

- establish appropriate procedures for the provision of resources;
- respect commitments in terms of programme funding until their complete accomplishment;
- participate in mid-term evaluation, supervision and final evaluation of projects.

## **2.5. Host institution**

The host institution has as roles and responsibilities to:

- implement projects funded by CORAF/WECARD within the institution, in conformity with the contract and terms of reference agreed upon by both parties;
- ensure the core funding of the CORAF/WECARD projects that it is hosting;
- monitor project implementation;
- facilitate the activities of the Project Coordinator by putting at his disposal the logistical, technical and financial means required;
- organise and implement all monitoring and evaluation operations;
- organise and facilitate activities linked to impact evaluation of projects;
- ensure the mobility of research scientists and technicians involved in projects;
- facilitate the exchange and diffusion of collected and improved plant and animal materials;
- ensure the dissemination of scientific information;
- ensure the organisation of seminars and workshops;
- ensure the reception of trainees and research scientists in training.

## **PART TWO: DESCRIPTION OF PROCEDURES**

## II- PROCEDURES

### **2.0. General principles for the selection of projects funded by CORAF/WECARD**

***This section addresses the procedures for selecting competitive, special or commissioned/subsidiarity projects***

The programmes submitted to CORAF/WECARD for funding must focus on the needs of the member countries in West and Central Africa in the different agro-ecological zones (coastal zone of West Africa, Sahelian zone of West Africa and Central African zone). These needs are described in a document dotted with a strategic framework, a mid-term programme including the eight research programmes related to the area of competence of the institution.

Individual presentation by an institution of member countries of CORAF/WECARD in West and Central Africa is not authorised.

These projects can be proposed by CORAF/WECARD (competitive projects) or by its main partners and stakeholders (special or subsidiarity projects) cited below:

- Regional Economic communities (RECs);
- National Agricultural research Systems (NARS);
- Governments of member countries;
- Forum for Agricultural Research in Africa (FARA);
- Donors or development partners;
- Regional and International organisations operating in the CORAF/WECARD zone (IARC, CGIAR centres, notably);
- Private Sector organisations within and out of the sub-region of West and Central Africa.

CORAF/WECARD projects will be selected for the following calls for research proposal, which will be launched twice a year, during the period of October and April, by the Executive Secretariat in the West and Central Africa region. These calls will be published on the CORAF/WECARD Web Site and widely disseminated by any appropriate means.

The process for developing knowledge on the needs of member countries of CORAF/WECARD consists of three phases:

- Needs identification;
- Programme formulation;
- Planning of structured demands.

For each CORAF/WECARD research programme, the research constraints, problems and needs will be identified by consultation of the different actors, and by agro-ecological zones, notably:

- The coastal zone of West Africa,
- The Sahelian zone of West Africa,
- The Central Africa zone.

A participatory study will be carried out within each zone. Based on a consultative process, priority constraints of value chains of each programme will be identified:

these research and development constraints, if they are addressed, will contribute significantly to the 6% agricultural growth.

The results of this study will lead to the elaboration of a 5-year action plan (road map). An annual programme of work and corresponding budget will be distilled from this document every year.

The general study will consist of three phases:

- Consultation of key partners of each programme: the private sector (industries, enterprises, processors, PO, NGO), institutions of the public sector (extension services, research organisations);
- Classification by order of priority, of research for development opportunities that could bring added value to programmes;
- Identification of potential partnership arrangements for the implementation of the different activities and proposals of networking mechanisms.

This participatory study can be realised through consultation of partners of concerned countries, either through an identification of needs and planning of structured demands workshop.

Finally, at most a 3-day validation workshop of the main actors and partners of the concerned programme will be organised, which will lead to the production of a reference document on the needs and programmes for CORAF/WECARD, comprising the programme of activities, partnership agreements, and budgets for the implementation of programmes over the next 5 years.

## **2.1. Procedure for the elaboration and launching of calls for proposals**

### **2.1.1. Objective of the procedure**

The objective of the procedure is to define the modalities for preparing and launching calls for proposals.

### **2.1.2. Application of the procedure**

The procedure applies to the Director of Programmes and Executive Director of CORAF/WECARD, to National Agricultural Research Systems (NARS) and to International agricultural Research centres (IARCs).

**The projects of CORAF/WECARD are implemented following calls for research proposals, which are launched twice a year, in October and April, by the Executive Directorate.**

### **2.1.3. Management rules**

The management rules are merged with the description of the different stages of the procedure.

### **2.1.4 Stages of the procedure**

The stages of the procedure are as follows:

- Preparation of the call for proposals;
- Approval and publication of the call for proposals;
- Submission of the call for proposals document.

#### *2.1.4.1 Preparation of the call for proposals*

The Director of Programmes prepares the document for the call for proposals, which should include the following:

- Call for proposals containing:
  - only those priority research themes eligible for the call for proposals approved by the GA;
  - opening and closing dates (day and hour) of the call for proposals; a provisional calendar of the different operations until the date of signature of the contracts could also be mentioned;
  - modalities for the submission of proposals: language of the proposal (French or English), support (paper), transmission mode (courier, post, by hand);
  - reception address of proposals;
  - evaluation criteria of proposals;
  - list of obligatory documents constituting the dossier for the proposals.
- Proposal development guide;
- Contract Model.

The document for the call for proposals is then submitted for validation and approval by the Executive Director.

#### *2.1.4.2 Approval and publication of the call for proposals*

The Executive Director of CORAF/WECARD verifies the coherence of document for the call for proposal with the research priorities of the sub-region contained in the strategic plan. He also verifies the depth and conformity of the types of documents required for the call for proposals application.

After validation and approval, the Executive Director proceeds with publication of the notice for the call for proposals on the CORAF/WECARD Web Site and/or by any dissemination means judged appropriate (legal newspaper announcement, special sub regional or international journals).

#### *2.1.4.3 Submission of the call for proposals document*

The call for proposals document is submitted to potential applicants by the Director of Programmes, signed off in a transmission register.

***The candidates develop their projects in conformity with the instructions in the guide for proposal development (Annex 1).***

## **2.2. Procedure for the selection of competitive projects**

### **2.2.1. Objective of the procedure**

The objective of the procedure is to define modalities for the selection of competitive projects of CORAF/WECARD through calls for proposals, and to submit them for funding.

### **2.2.2. Application of the procedure**

The procedure applies to the Governing Board, the Executive Director, the Director of Programmes, the Scientific and Technical Committee of CORAF/WECARD, to National Agricultural Research Systems and to International Agricultural Research Centres (IARCs).

### **2.2.3. Management rules**

The management rules are merged with the description of the different stages of the procedure.

### **2.2.4. Stages of the procedure**

The stages of the procedure are as follows:

- Presentation of the request for approval of project following the launching of the call for proposals to NARS and IARCs;
- Examination of the request;
- Project analysis;
- Project evaluation;
- Adoption and approval of projects;
- Approval of certified projects.

#### **2.2.4.1 Introduction of projects**

Following the call for proposals, NARS and IARCs present their request for funding of projects by CORAF/WECARD to the Executive Directorate, according to the proposal development guide already validated by the Scientific and Technical Committee.

Research projects to be funded must be deposited at the CORAF/WECARD Executive Secretariat during the months of December and May of the current year.

#### **2.2.4.2 Examination of projects**

Project documents are transferred progressively to the Director of Programmes as and when they are received.

The Director of Programmes registers the different proposals, completes the acknowledgement of receipt forms, signs them and transmits them to the Executive Secretariat for posting to the different applicants.

#### 2.2.4.3. Projects analysis

At the end of the dead-line date for submission of proposals, the management committee of the CORAF/WECARD Executive Secretariat proceeds with analysing the conformity and the eligibility of the different documents by verifying that the projects submitted for funding to CORAF/WECARD satisfy the different general, technical and financial criteria for the selection of competitive projects:

➤ **General criteria**

- Coherence with the CORAF/WECARD strategic plan;
- Evidence of inter-institutional partnership;
- Identification of the Project Coordinator and consortium;
- Commitment of partners;
- Conformity with the rules for the presentation of projects;
- Promotion of gender issues;
- Promotion of capacity strengthening and synergy between all NARS components through the establishment of strong relationships.

➤ **Technical criteria**

- Scientific and technical quality;
- Dissemination and use of results;
- Partnership quality;
- Institutional and financial management capacity;
- Social , economic, and financial impact;
- Environmental impact.

➤ **Financial criteria**

- The budget must be clearly presented and the amount justified with respect to the scheduled activities in the technical proposal;
- The budget must indicate the amount requested from CORAF/WECARD and the amount contributed by the different actors;
- The eligible expenditures are those linked to direct costs of research; thus indirect costs must not be more than 10% of the project budget.

Based on the deliberations of the management committee of the CORAF/WECARD Executive Secretariat, the Director of Programmes prepares a project analytical report including the following aspects:

- Classification of projects by programmes and activity areas;
- Presentation of a synthesis of the conformity and eligibility of the project with respect to the selection criteria already mentioned above.

Based on the project analytical report, the Executive Director organizes a meeting of the STC, extended to include resource persons (ad-hoc committee).

#### 2.2.4.4. Proposal evaluation

An ad-hoc committee comprising members of the STC and resource persons is set up to evaluate proposals.

The ad-hoc committee examines the project proposal agreements based on preliminary criteria defined by the Director of Programmes and validated by the STC. The Director of Programmes validates the proposals and establishes a list of proposals by programmes and by order of merit.

In the case of eligible project proposals analysed individually by members of the STC, the criteria established by the Director of Programmes allow members of the STC to individually evaluate the projects submitted for funding, according to the scoring system presented in the table below.

Scores are attributed on a consensual basis according to the different criteria defined by members of the STC. A project is eligible for funding if it obtains a technical score equal to or greater than 70 points out of 100.

Based on the deliberations of the ad-hoc committee, the Director of Programmes prepares the minutes of the project selection session and submits it for signature to members of the ad-hoc committee.

The Chairperson of the STC in conjunction with the Director of Programmes prepares the project technical agreement document comprising the following elements:

- The minutes of the proposals evaluation meeting;
- The analytical report of proposals.

The Executive Director transmits the project technical agreement document and the list of projects by programmes to the CORAF/WECARD Governing Board for adoption.

#### 2.2.4.5. Adoption of projects

Based on the project technical agreement document, the Governing Board adopts the projects and annual and multi-annual programmes to be funded by CORAF/WECARD.

The adoption of projects and programmes by the Governing Board is done during the statutory ordinary sessions. Adoption of projects and programmes are mandated for implementation by the CORAF/WECARD Executive Secretariat.

**TABLEAU 1: SCORING OF PROPOSALS**

<b>1. RELEVANCY</b>	<b>20</b>
- General information	5
- General and specific objectives	5
- Justification	10
<b>2. SCIENTIFIC AND TECHNICAL QUALITY</b>	<b>25</b>
- State of knowledge	5
- Description of project activities	5
- Expected results and beneficiaries	5
- Methodology	10
<b>3. POTENTIAL IMPACT</b>	<b>20</b>
- Social impact	3
- Economic impact	10
- Environmental impact	2
- Gender issues	5
<b>4. TECHNICAL IMPLEMENTATION PLAN</b>	<b>10</b>
- Planner	3
- Strategy for the use of results	7
<b>5. IMPLEMENTATION TEAM</b>	<b>20</b>
- Scientific status	2
- Professional Experience	3
- Publication in the project area	5
- Partnership	10
<b>6. BUDGET</b>	<b>5</b>
- Contribution of the institution	3
- Amount requested from CORAF/WECARD	2
<b>7. TOTAL POINTS</b>	<b>100</b>

## **2.3 Procedure for the selection of special or subsidiarity projects**

### **2.3.1 Objective of the procedure**

The objective of the procedure is to define the modalities for the implementation of special or subsidiarity projects at the request of partners and actors of CORAF/WECARD.

### **2.3.2 Application of the procedure**

The procedure applies to the CORAF/WECARD Executive Secretariat, the STC, CORAF/WECARD partners and actors such as:

- Regional Economic Communities
- Government of members States
- Forum for Agricultural Research in Africa
- Donors and development partners
- Regional organisations
- Private sector organisations within and out of the sub-region of West and Central Africa.

### **2.3.3 Management rules**

The management rules are merged with the description of the different stages of the procedure. Funding of special or subsidiarity projects is the responsibility of CORAF/WECARD partners and actors.

### **2.3.4 Stages of the procedure**

The stages of the procedure include:

- Presentation of the request;
- Examination of the request;
- Development of the terms of reference;
- Validation and approval of the terms of reference;
- Launching of the call for proposals;
- Preparation and submission of proposals;
- Proposal analysis;
- Proposal evaluation;
- Adoption of proposals.

#### **2.3.4.1 Presentation of the request**

The technical partners and actors present their documents requesting implementation of special or subsidiarity projects to the CORAF/WECARD Executive Secretariat.

#### 2.3.4.2 Examination of the request

The Director of Programmes registers the request for the implementation of special or subsidiarity projects presented by CORAF/WECARD partners and actors.

#### 2.3.4.3 Development of Terms of Reference

The Director of Programmes develops the terms of reference of the concerned project, which is followed by the launching of calls for proposals targeting research institutions in the CORAF/WECARD zone, for implementation of special or subsidiarity projects. The terms of reference of the project comprise the following in exclusive rubrics:

- Context;
- Objectives;
- Area of intervention;
- Composition and qualification of implementing personnel;
- Conditions for application;
- Expected results.

The Director of programmes then forwards the terms of reference of the project and the project document to the Executive Director.

The Executive Director verifies the coherence of the terms of reference of the project with the special project document, signs the project terms of reference and transmits it to the STC.

#### 2.3.4.4 Validation and approval of the terms of reference

The STC verifies the relevancy of the objectives of the terms of reference and their coherence with sub-regional research priorities defined in the CORAF/WECARD strategic plan, and then validates the terms of reference. This validation could be done by electronic mail.

After validation by the STC, the CORAF/WECARD Executive Director submits the validated terms of reference to the partner concerned for approval.

The terms of reference approved by the concerned partner are then addressed to the Executive Director for proceeding with the call for proposals targeting research institutions in the CORAF/WECARD zone.

#### 2.3.4.5 Launching of the call for proposals

Calls for special or subsidiarity project proposals are launched by the Executive Director, targeting research institutions in the sub-region of West and Central Africa, whose activities and specialities correspond to the subject of the special or subsidiarity project, of which the implementation is requested by CORAF/WECARD partners and actors.

#### 2.3.4.6 Preparation and submission of proposal

The applicants prepare their proposal based on the instructions received for project development and those relative to proposals development as presented respectively in Annexes 1 and 2.

The proposals are then deposited at the Executive Secretariat for forwarding to the Director of Programmes.

As and when they are received, the Director of Programmes completes the notices for the receipt of acknowledgment, signs them and transmits them to the candidates concerned.

#### 2.3.4.7 Proposal analysis

At the end of the dead-line for submission of proposals, the management committee of the CORAF/WECARD Executive Secretariat proceeds with analysing the conformity and eligibility of the different documents. This is achieved by verifying that the projects submitted to CORAF/WECARD for funding satisfy the different general, technical and financial criteria for the selection of special or subsidiarity projects:

##### ➤ **General criteria**

- Coherence with the CORAF/WECARD strategic plan;
- Participation of one or several member institutions of NARS;
- Promotion of partnership between NARS components, IARCs and ARIs;
- Promotion of capacity strengthening and synergy between all NARS components through the development of strong relationships.

##### ➤ **Technical criteria**

- Scientific and technical quality;
- Dissemination and use of results;
- Partnership quality;
- Institutional and financial management capacity;
- Social , economic, and financial impact;
- Environmental impact;
- Regional priorities;
- Strengthening of regional and inter-institutional cooperation between countries in the sub-region of West and Central Africa;
- Extension of partnerships to member countries of IARCs and ARIs;
- Increasing the capacity of NARS components of the sub region to develop good scientific and technical quality research proposals;
- Specific and clearly identified competencies, which do not exist in institutions or group of institutions;
- Existence of specific research equipment from a recognised institution or group of institutions.

A recognised organisation or group of organisations or a physical individual is one that has demonstrated its competencies with CORAF/WECARD or has satisfied international norms and criteria for administrative, technical and financial performance.

➤ **Financial criteria**

- The budget must be clearly presented and the amount justified with respect to the scheduled activities in the technical proposal;
- The budget must indicate the amount requested from CORAF/WECARD and the amount contributed by the different actors;
- The eligible expenditures are those linked to direct costs of research; thus indirect costs must not be more than 10% of the project budget.

Based on the deliberations of the Management Committee of the CORAF/WECARD Executive Secretariat, the Director of Programmes prepares a project analytical report including the following elements:

- Classification of projects by programmes and activity areas;
- Presentation of a synthesis of results of the conformity and eligibility of projects, with respect to the selection criteria already mentioned above.

Based on the project analytical report, the Executive Director organizes a meeting of the STC, which is extended to include resource persons – this forms an ad-hoc committee.

#### 2.3.4.8. Proposal evaluation

Ad-hoc committees comprising members of the STC and resource persons are also set up to evaluate special or subsidiary projects proposals, similar to the case of competitive proposals.

The ad-hoc committee examines the approved proposals of special projects based on preliminary criteria pre-defined by the Director of Programmes and validated by the STC. The ad-hoc committee validates the proposals and establishes a list of proposals by programmes and by order of merit.

The modalities for evaluation and scoring of special or subsidiary projects are the same as those defined for competitive projects (see paragraph 2.2.4.4).

#### 2.3.4.9 Adoption of proposals

The modalities for the adoption of special or subsidiary projects are the same as those defined for competitive fund projects (see paragraph 2.2.4.5).

## **2.4. Procedure for the selection and approval of host and/or coordinating Institutions of competitive, special or subsidiarity projects**

### **2.4.1. Objective of the procedure**

The objective of the procedure is to define the conditions for the selection of institutions having the competencies in the area of activity of CORAF/WECARD to host and/or coordinate projects funded by CORAF/WECARD.

### **2.4.2. Application of the procedure**

The procedure applies to institutions (NARS and IARCs) that would host and/or coordinate competitive and/or special projects implemented by CORAF/WECARD.

### **2.4.3. Management rules**

The conditions for selection must be widely publicised. The pre-defined selection criteria must ensure transparency and impartiality in the selection process. The expressions of interest (technical and financial proposals) should be treated confidentially.

### **2.4.4. Stages of the procedure**

The procedure for the selection of host institutions of projects comprises the following steps:

- Development and validation of the terms of reference;
- Definition and validation of selection criteria;
- Launching of the call for proposals;
- Presentation of the request for approval host institutions;
- Examination of the request for approval;
- Technical validation of the request for approval;
- Examination and approval of the request approval;
- Information on institutions hosting projects;
- Obtaining and formalising the approval;
- Update of the data base.

#### **2.4.4.1 Development and validation of the terms of reference**

##### **Development of the terms of reference**

The Director of Programmes develops the draft terms of reference that will facilitate the selection of host institutions for implementing projects funded by CORAF/WECARD. The terms of reference of the project comprise the following rubrics, which are not exclusive:

- Context;
- Objectives;
- Area of intervention;
- Composition and qualification of implementing personnel;
- Conditions for application;

- Expected results.

### **Validation of the terms of reference**

The Executive Director forwards the draft terms of reference to the Scientific and Technical Committee.

The STC verifies its coherence with the sub-regional research priorities defined in the strategic plan of CORAF/WECARD and validates it.

#### 2.4.4.2 Definition and validation of the selection criteria

The selection criteria are defined according to the type of project. They must contain a scoring table. They are prepared by the Director of Programmes. They are validated by the Scientific and Technical committee at the same time as the terms of reference. The Executive Director makes sure the selection criteria are prepared, validated and approved.

***The criteria for identifying and choosing the host and/or coordinating institution for the competitive and/or special project are defined by the Director of Programmes based on a series of criteria presented hereafter:***

#### ➤ **General criteria**

- Must be a member country of CORAF/WECARD, and up-to-date with financial contributions vis-à-vis the institution;
- Must be open to sub-regional cooperation;
- Must be willing to sign a contract linking the host institution and the CORAF/WECARD Executive Secretariat.

#### ➤ **Technical criteria**

- Possession of a core of research personnel qualified to implement the project;
- Possession of administrative and technical personnel necessary for the proper functioning of the project;
- Possession of basic, appropriate and functional infrastructure (laboratories, administrative buildings, scientific equipment, experimental plots, water, electricity, etc.);
- Possession of adequate and functional telecommunication systems and a minimum of equipment in the area of information and communication technologies (ICT).

#### ➤ **Financial criteria**

- Simple financial procedures;
- Capacity to acquire up-to date scientific and technical equipment;
- Capacity to strengthen research infrastructure and scientific and technical equipment;
- Capacity to contribute financially to the basic core costs necessary for operations;
- Possession of administrative and financial management procedures, which respect international norms and standards;

- Capacity to efficiently manage funds destined for project implementation;
- Possession of mechanisms for mobilising additional funds.

#### 2.4.4.3 Launching of the call for proposals

##### **Author**

The Executive Director launches the call for proposals publicly.

##### **Form**

The call for proposal is done through the CORAF/WECARD Web site or by any appropriate means.

##### **Number of publications**

The communication or notice relative to the call for proposals is published over a period of three successive weeks.

##### **Content**

The call for proposals must contain the list of needs, which CORAF/WECARD is inviting the institutions that would host projects to apply for, according to their speciality.

##### **Recipient**

The public call for expression of interest targets all institutions (NARS and IARCs) in the sub-region of West and Central Africa, whose activities and specialities are in conformity with the subject of the said call launched by CORAF/WECARD.

##### **Validity period**

The validity period of the call for proposals is forty five (45) days from the date of publication of the first notice on CORAF/WECARD Web Site.

##### **Retrieval**

Potential applicants should retrieve the terms of reference from the CORAF/WECARD headquarters.

#### 2. 4.4.4 Introduction of the request for approval

##### **Form**

The submission of the potential project host institution is done by writing.

##### **Place of reception**

The request is submitted or addressed to the CORAF/WECARD headquarters, which should be clearly indicated in the notice in the Web Site.

##### **Content**

The request should contain:

- A brief description of the institution;
- A brief description of recent experience in the framework of the areas where it proposes to intervene;
- For each of the areas, the brief description must notably indicate the characteristics of the personnel by area of speciality and the available scientific and technical material;
- Description of the main activity and also secondary sites.

### **Dead-line date for submission of request**

The dead-line date for submitting requests is indicated in the notice of expression of interest. It is 45 days from the date of publication on the CORAF/WECARD Web Site of the first notice.

#### 2.4.4.5 Examination and analysis of the request for approval

##### **Examination of documents**

The documents of applicants received at the ES are sent to the Programmes Directorate, which prepares a list.

After the dead-line date for submission, the Management Committee of the CORAF/WECARD Executive Secretariat of CORAF/WECARD meets to examine the requests.

##### **Analysis of documents**

The management committee of the CORAF/WECARD Executive Secretariat examines the documents and attributes a score in conformity with the selection criteria and the scoring scale. The Director of Programmes then prepares an analytical report of the documents.

#### 2.4.4.6 Technical validation of the request for approval

##### **Site visit of the host institutions**

After examination and analysis of the documents, a team composed of members of the STC and the Executive Secretariat, visits the different sites being proposed for hosting the competitive and special projects. The institution to be visited is notified before hand by a letter from the Executive Director.

The team visits the primary and secondary sites, as the case may be. The visits will occur during normal working days and times of the institution. At the end of the visit, the Director of Programmes writes a visit report, which is attached to the documents of the institution making the request.

##### **Deliberations of the Management Committee of the CORAF/WECARD Executive Secretariat**

The Management Committee of the CORAF/WECARD Executive Secretariat meets to finalise the request for approval of the potential host institutions. The technical approval document comprises the:

- analytical report of the documents;
- visit report to sites of the host institutions.

Each document will consist of a notice written by the Management Committee of the CORAF/WECARD Executive Secretariat. If the technical document does not respond to the pre-defined norms, it is rejected. The reason for the rejection is presented in the notice.

The institution making the request is notified of the decision to reject as soon as possible by a letter from the Executive Director. The technical documents are classified according to project. All documents concerning a project or an area of activity are accompanied by a synthetic note.

#### 2.4.4.7 Examination and adoption of the request for approval

The different technical documents of the request for approval are then submitted for appraisal to the ad-hoc committee comprising the STC and resource persons.

The ad-hoc committee verifies the coherence of the synthetic note/analytical report of documents/ reports of visits to sites of potential host institutions and respect of approval criteria and then prepares the minutes of the deliberations and submits it to the Governing Board (GB).

The GB examines the deliberations of the ad-hoc committee, ensures that the approval criteria are on the whole met, and then adopts the technical documents for request of approval.

#### 2.4.4.8 Information for potential institutions hosting projects

After adoption of projects by the Governing Board, the Executive Director sends a letter to each selected institution informing them of their appearance on the list of institutions recognised by CORAF/WECARD, with precise information on the project(s) that it will host as well as the period of the approval.

The list of concerned institutions is published on the Web Site and put on the notice board at the CORAF/WECARD headquarters.

#### 2.4.4.9 Obtaining and formalising the approval

On the basis of the minutes of the deliberations of the GB, the management committee of the CORAF/WECARD Executive Secretariat accords the approval.

The management committee of the CORAF/WECARD Executive Secretariat prepares a list of institutions that would host/coordinate competitive and special or subsidiarity projects by area of activity and specialisation. It prepares a report and transmits the list of the selected institutions to the Executive Director for implementation. The approval report is then filed.

On the basis of this approval report, an agreement protocol between CORAF/WECARD and the concerned institution is established.

The agreement protocol is prepared by the Director of Administration and Finance, validated by the Programmes Director and finally signed by the recognised representative of the selected institution and the CORAF/WECARD Executive Director.

### **Approval period**

The approval period of the host and/or coordinating institution of competitive and special or subsidiarity projects is a function of the duration of the project. It is proposed by the Director of Programmes and submitted to the Executive Director for validation.

### **End of Approval**

The approval of the institutions comes to an end:

- when the validity period expires;
- in case of withdrawal.

### **Withdrawal of approval**

Withdrawal from the approval could be pronounced at any moment:

- in case of bankruptcy of the selected institution;
- in case of serious fault arising in the implementation of a contract concluded with CORAF/WECARD.

Withdrawal from the approval is pronounced by the Scientific and Technical Committee, based on a proposal from the Executive Director, after having heard or received observations from the institution or its legal representative. The decision to withdraw from the approval is notified to the concerned institution by the CORAF/WECARD Executive Director.

#### 2.4.4.10. Updating database

On the basis of the agreement protocol signed by the recognised representative of the selected institution and the CORAF/WECARD Executive Director, the Director of Programmes ensures that the database of institutions selected by CORAF/WECARD is updated.

## **2.5. Procedure for the selection and approval of service proposals of recognised Institutions**

### **2.5.1. Objective of the procedure**

The objective of the procedure is to define the modalities for approval of service proposals of institutions recognised by CORAF/WECARD.

### **2.5.2. Application of the procedure**

The procedure applies to institutions already recognised by CORAF/WECARD.

### **2.5.3. Rules of the procedure**

The call concerns only recognised institutions. A specification note is established for each service proposed.

The specification note is a technical reference document that specifies the rules and requirements of a mission, an intervention or an activity or a task to be accomplished by an institution or an enterprise, with the aim of solving a specific problem or improving a given situation, whilst determining the expected results.

### **2.5.4. Stages of the procedure**

The procedure consists of the following steps:

- Elaboration of the specification note;
- Launching of the call for proposals;
- Preparation and submission of offers;
- Opening of submissions and analysis of offers made;
- Choice of the highest bidder;
- Information for submitting institutions;
- Information for the Chairperson of the Governing Board.

#### 2.5.4.1 Elaboration of the specification note

##### **Preparation of the specification note**

The Director of Programmes prepares the specification note relative to each call. It should contain, notably, the following elements:

- a brief history of CORAF/WECARD ;
- a description of the present context;
- a definition of the problem;
- expected results;
- rules for the acquisition of the specification note;
- instructions to submitting institutions;
- scheme proposed for the offer of service.

The specification note is then submitted to the Executive Director for approbation.

### **Approval of the specification note**

The Executive Director verifies the relevancy and coherence of the specification note, taking into consideration the priorities and objectives of the strategic plan. He seeks the opinion of the STC and then approves the specification note.

The Executive Director addresses the specification note(s) to the Director of Programmes.

#### 2.5.4.2 Launching of the call for offers

##### **Establishment of a short list**

The Director of Programmes proposes a short list of institutions, obtained from the database of recognised institutions. The choice of recognised institutions is motivated by pre-established objective criteria (selection rules, list of choice).

##### **Request for proposal for offers**

The Executive Director addresses a letter to the selected recognised institutions, inviting them to formulate proposals. A copy of the specification note is attached to this letter. The institutions are invited to submit their proposal comprising a technical and a financial part, based on the indicated deadline dates for submission.

##### **Dead-line date for submission of offers**

The dead-line date for submission of offers is indicated in the invitation letter for formulating proposals and notified in the call for proposals. It is a maximum of thirty (30) calendar days from the date of signature of the request for proposals.

#### 2.5.4.3 Preparation and submission of proposals

Submitting institutions should send their proposals through writing. They should provide a technical as well as financial proposal. These should not contain any extra comments or scratching. Ten (10) copies of each proposal should be submitted.

The submitting institution or its recognised representative must sign all the pages of the proposal. The qualification is confirmed by a written authorisation attached to the proposals.

The submitting institutions must put all the copies of the technical proposal in a sealed envelope, with the mention “ **Technical Proposal**”. All copies of the financial proposal should also be put in a sealed envelope, with the mention “ **Financial Proposal**”

The individual envelopes are stamped and then put into one envelope, which is also stamped. The address indicated in the invitation letter should be mentioned on the last envelope.

This envelope is deposited at the address indicated, latest at the date and time indicated in the specification note. Any proposal received after the dead-line date for submission will be returned to the sender without opening the envelopes.

#### 2.5.4.4 Opening of submissions and analysis of offers

##### **Opening of offers**

As soon as the deadline date for the submission of proposals is passed, the Management Committee of the Executive Secretariat organises a session for opening the offers. This session is not public. The financial proposal is handed over to the Director of Programmes and remains sealed until all the technical proposals submitted are opened. The minutes of the proposal opening session is duly signed by participants and transmitted to the Executive Director.

##### **Analysis of offers**

The offers are analysed by an ad-hoc committee comprising members of the STC and resource persons, based on the pre-established scoring scales, and validated as defined in the specification note. The chairperson of the ad-hoc committee prepares an analytical report of the offers.

##### **Analysis of financial offers**

After validation of the technical offers, the financial offers proposed that have obtained the required qualification score are opened. An analytical report of the financial offers is prepared and signed by all the members of the ad-hoc committee.

#### 2.5.4.5 Choice of highest bidder

The award committee verifies that the technical and financial offers are analysed in conformity with the scoring scales in the specification note. It then proceeds with the awards based on the analysis of financial offers.

At completion of these tasks, an award report is prepared and signed by all members of the committee. The Chairperson of the ad-hoc committee transmits the report and the different proposal information letters of the submitting institutions to the Executive Director.

#### 2.5.4.6. Information for submitting institutions

##### **Rejected technical proposals**

After evaluation of the technical quality of proposals, the Executive Director informs the submitting institutions whose proposals did not obtain the minimum qualification scores required or were judged not to be in conformity with the specification note, that their proposal has been rejected. The sealed financial proposals are resent to them at the end of the selection process.

##### **Rejected financial proposals and the submitting institutions retained**

The Executive Director informs the submitting institutions retained by registered letter and those rejected by ordinary letter.

#### 2.5.4.7 Information for the Chairperson of the Governing Board

The Executive Director transmits the analytical report of the offers and of the award process to the Chairperson of the Governing Board. After examination and adoption, the Chairperson of the GB returns them to the Executive Director for establishment of the signing of contracts of service.

## **2.6. Procedure for the signing of contracts with host and/or coordinating Institutions of competitive and special projects**

### **2.6.1. Objective of the procedure**

The objective of the procedure is to define the conditions for the signing of contracts between CORAF/WECARD and host and/or coordinating institutions of competitive and special project

### **2.6.2. Application of the procedure**

The procedure applies to the Executive Director, and to host and/or coordinating institutions of competitive and special project.

### **2.6.3. Management rules**

Contracting is always bi-partite between CORAF/WECARD and host and/or coordinating institutions of competitive and special or subsidiarity projects.

All contracts between CORAF/WECARD and the institutions concerned by this type of project must always be validated by the institution concerned requesting the service.

### **2.6.4. Stages of the procedure**

The procedure consists of the following stages:

- preparation of contract;
- signing of contract ;
- implementation of contracts;

#### **2.6.4.1. Preparation of contract**

As soon as the institution with the best comparative advantage is chosen, the Director of Administration and Finance prepares a draft contract of service to be proposed to the institution, taking into consideration the technical and financial proposals.

The draft contract is submitted to the Executive Director. He verifies the conformity and coherence of the draft contract with the technical and financial proposal. After verification, he sends a written notification with the draft contract of service to the highest bidding institution for signature.

#### **2.6.4.2. Signing of the contract**

The Director or the recognised representative of the institution with the best comparative advantage verifies that the draft contract is in conformity and is coherent with the technical and financial prescriptions in his offer. He approves and then signs the contract of service and returns it to the Executive Director.

After examination and approval, the CORAF/WECARD Executive Director signs the contract of service.

#### **2.6.4.3. Diffusion of contract**

After signature, the Director of administration and finance files a copy of the contract of service for action and monitoring of the financial and accounting implementation of the project.

He then proposes a draft letter for diffusion of the contract to the Executive Director for transmission to:

- the contracting institution for the implementation of competitive and/or special project;
- the Director of Programmes for monitoring and implementation of the said project;
- the internal auditor for filing.

#### 2.6.4.4. Implementation of the contract

The contracting institution implements the project in conformity with the clauses of the contract of service.

The Director of Programmes ensures monitoring of technical and scientific implementation.

## **2.7. Procedure for establishing contracts**

### **2.7.1. Objective of the procedure**

The objective of the procedure is to ensure that research contracts are in conformity with CORAF/WECARD objectives.

### **2.7.2. Application of the procedure**

This procedure applies to competitive projects or certain recurring services, which result in the signing of a contract or a convention between parties.

### **2.7.3. Management rules**

The management rules for establishment of contracts are the following:

- All institutions which have been awarded a contract are already on the database (files);
- All research projects have a contract.

### **2.7.4. Stages of the procedure**

The procedure comprises the following stages:

- preparing the contract;
- verifying the contract;
- approving and signing the contract.

#### **2.7.4.1. Preparing the contract**

This is ensured by the institution using a model contract that is adopted according to the conditions that are in the specification note, etc.

The model contract contains the following elements:

- objective of the contract;
- Starting date of the contract;
- Obligations of the two parties;
- Resiliation clauses;
- Guaranties if they exist;
- Competent bodies to take care of conflict issues.

#### **2.7.4.2. Verifying the contract**

The Director of Programmes (for scientific and financial aspects) and the Director of Administration and Finances (for legal, administrative and financial issues) verify the conformity and coherence of the contract with the specification note, they comment on it and then sign the contracts.

#### 2.7.4.3 Approving and signing the contract

The contract is presented to the institution for corrections if any and signature, and then to the Administrative and Finance Directorate.

The Director of Administration and Finance transmits the contract signed by the institution to the Executive Director for signature.

The Executive Director signs the contract after verification.

The contracts between the two parties are signed in three copies:

- one for the institution;
- two for CORAF/WECARD.

## **2.8. Procedures for networking Institutions and initiatives**

### **2.8.1. Definitions**

Several cooperation mechanisms exist in the area of agricultural research in West and Central Africa, thus reflecting the diversity and multitude of actors intervening in the agricultural sector. These include networks, base-centres, centres of excellence and research poles.

### **2.8.2. Objective of the procedure**

The objective of the procedure is to determine the most appropriate conditions and ways and means of networking two or several research institutions in countries of West and Central Africa, already qualified as base centres/centres of excellence or initiatives in the area of research in the sub-region.

### **2.8.3. Application of the procedure**

The procedure applies to the Governing Board, the Executive Directorate, the Scientific and Technical Committee and agricultural research institutions in West and Central Africa (NARS and IARCs mainly).

### **2.8.4. Management rules**

The management rules are in conformity with the description of the different stages of the procedure.

The conditions and criteria for the selection of pre-defined networking research institutions must ensure transparency and impartiality.

### **2.8.5. Stages of the procedure**

The procedure comprises the following stages:

- Elaboration and validation of the terms of reference;
- Definition and validation of selection criteria;
- Launching of the call for application;
- Preparation and submission of networking requests;
- Examination of the request;
- Technical validation of the request;
- Acceptance of the request;
- Adoption of institutions and initiatives networked;
- Information on institutions to be networked;
- Update of the database.

### 2.8.5.1. Elaboration and validation of terms of reference

#### **Elaboration of terms of reference**

The Director of Programmes develops the terms of reference, which would lead to the selection of research institutions and initiatives to be networked.

The draft terms of reference comprise the following non-exclusive rubrics:

- Generalities/Context;
- Objectives;
- Field of service;
- Conditions for application;
- Expected results;
- Report.

The Executive Director transmits the draft terms of reference to the Scientific and Technical Committee.

#### **Validation of the terms of reference**

The Scientific and technical committee verifies the relevancy and coherence of the draft terms of reference and then validates them.

### 2.8.5.2. Definition and validation of selection criteria

The selection criteria are defined as a function of the type of institutions to be networked (area and specialisation). It must be based on the scoring scales.

The selection criteria are prepared by the Director of Programmes and submitted for validation to the Scientific and Technical committee with the terms of reference.

The STC verifies the relevancy of the selection criteria and their coherence with the terms of reference, and then validates them.

### 2.8.5.3. Launching the call for application

#### **Author**

The Executive Director launches the call for application publicly

#### **Form**

The call is put on the CORAF/WECARD Web site and/or is accomplished by any appropriate means.

#### **Content**

The call for application must contain the list of the needs for which CORAF/WECARD is inviting research institutions to submit their specialisation. The potential applicants are retained. Potential applicants are advised to contact the CORAF/WECARD headquarters in order to procure the terms of reference.

## **Recipients**

The call for application is destined to all research institutions, corporate persons and initiatives, whose activities and specialities are in conformity with the subject of the call launched by CORAF/WECARD.

## **Duration of validity**

The duration of validity of the call for application is forty five (45) days from the date of publication of the first notice for expression of interests on the CORAF/WECARD Web Site.

### 2.8.5.4. Preparation and submission of request

#### **Form**

The applications from institutions or initiatives for networking are made in writing.

#### **Place of reception of submissions**

The application is addressed to the CORAF/WECARD headquarters, and the address should be clearly specified in the notice in the Web Site.

#### **Content of the request**

The application from institutions or initiatives for networking must contain:

- A brief description of the institution or of the initiative;
- A briefing description of recent experience within the framework of areas where it proposes to be networked;
- For each of the areas or initiatives, the briefing must notably indicate the characteristics of the personnel by area of speciality and the scientific and technical material available;
- Indication of the main laboratories concerned and the initiatives susceptible to be networked.

#### **Dead-line date for the submission of applications**

The dead-line date for the submission of applications is indicated in the notice of the call for proposals. It is 45 days from the date of publication on the CORAF/WECARD Web Site of the first notice.

### 2.8.5.5. Examination and analysis of the request

#### **Examination of the documents**

As soon as the dead-line date for submission of application for the networking of institution or initiative is past, the Management Committee of the CORAF/WECARD Executive Secretariat meets to examine the requests.

#### **Analysis of documents**

The Management Committee of the CORAF/WECARD Executive Secretariat examines each document and attributes a score in conformity with the selection criteria and the scoring scale. The Director of programmes prepares an analytical report of the document after the work of the management committee of the CORAF/WECARD Executive Secretariat.

#### 2.8.5.6. Technical validation of the request

##### **Visit to sites**

After examination and analysis of the documents, a team composed of members of the STC and the Executive Secretariat visits the different sites of the institutions applying. The institution to be visited is noticed before hand by a letter from the Executive Director.

The members of the team visit the main and secondary laboratories concerned, if there are, as well as the initiatives to be networked. The visits will occur during normal working days and times of the institution.

At the end of the visit, the Director of Programmes writes a visit report, which is attached to the application document the institution.

##### **Deliberations of the Management Committee of the CORAF/WECARD Executive Secretariat**

After examination of the application and visit to activity sites, the Management Committee of the CORAF/WECARD Executive Secretariat meets to deliberate and prepare an approval document for the institutions to be networked. The technical document includes:

- the analytical report of the request for networking;
- the visit report to sites.

Each technical document will consist of a notice explaining the motive.

The Management Committee of the CORAF/WECARD Executive Secretariat examines the report and the technical document of each applying institution:

- validates the technical document, if they respond to the norms pre-defined in the terms of reference.
- Rejects and explains the decision to reject, if the technical document does not respond to the pre-defined norms. The requesting institution concerned is notified of this decision as soon as possible by the Executive Director.

The technical documents retained, accompanied by an explanatory note, are classified according to institutions and initiatives to be networked. All the documents concerning a given network are accompanied by a synthetic note and submitted for examination to the ad-hoc committee.

#### 2.8.5.7. Acceptance of the request for networking

The ad-hoc committee verifies the coherence of the technical document of approval validates it and approves the request. It prepares a list of institutions and initiatives according to the area of activity or specialisation to be networked.

It prepares the minutes of its deliberations. It transmits the list of selected institutions and initiatives to be networked to the Executive Director and the minutes for filing.

#### 2.8.5.8. Adoption of institutions and initiatives networked

The Governing Board adopts the initiatives and the networkings proposed.

##### **Duration of approval**

The period of approval for networking of institutions and initiatives is unlimited.

### **End of approval**

The approval ends when the institutions decide to withdraw.

### **Withdrawal from the approval**

Withdrawal from the approval could be pronounced at any moment:

- in case of bankruptcy of the selected institution;
- in case of serious fault arising during implementation of a contract concluded with CORAF/WECARD.

Withdrawal from the approval is pronounced by the Governing Board, based on a proposal from the Executive Director, after seeking the opinion of the STC and after having heard or received the observations of the institution or its legal representative.

The decision to withdraw from the approval is notified to the concerned institution by the Executive Director of CORAF/WECARD.

#### 2.8.5.9. Information on institutions which should be networked

The Executive Director addresses a letter to each institution and initiative to be networked, informing them of their inclusion on the list of institutions recognised by CORAF/WECARD, with special reference being made to the concerned laboratories/initiatives.

The list of institutions as well as laboratories and initiatives concerned is published on the CORAF/WECARD Web Site and put up on the notice board at the headquarters.

#### 2.8.5.10. Updating of database

The Executive Secretariat constitutes a database of institutions and initiatives whose applications for networking have been accepted. This database is regularly updated.

## **PART THREE: DESCRIPTION OF ANNEXES**

**III - DESCRIPTION OF ANNEXES**

**3.1. Annex 1: Guide for the development of proposals**

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The elements constituting the research proposal are grouped into three parts. The first part relative to the identification of projects and applicants is entitled General information. The Second part is relative to project formulation and the third to the required resources. These three parts must imperatively be completed since they constitute the proposal. Any incomplete section will render the proposal non eligible.

#### **A. General information**

This section comprises:

- **Project identification form (Form I-a : 1 page)**

This form shows on one page the essential components of the project such as: the title (on one line to clearly reflect the objectives of the project), the theme of the retained project for the present call, the name of the project coordinator, the names and countries of the participating institutions (starting with the lead partner), the cost, the project period and a brief summary of the project content (the summary must be concise and limited to 300 words).

- **Participants identification form (Form I-b)**

The institutions are presented in order to know their institutional and scientific potential. It includes: the name, type (institute or research centre, university or agricultural science faculty, private sector, NGO...) and address of the institution, the name and qualification of the head of the institution, the number of scientists in the institution (national or expatriate), the number of senior scientists, the scientific (with other research institutions and name three amongst the most important ones) and technical partners (with projects and development institutions, NGOs... name five amongst the most important ones), the annual global budget managed by the institution (national subsidies, conventions, projects, resources generated through sale of research products and provision of services...), the name and qualification of the head of the financial unit, management tools.

- **Commitment of project signatories (Form I-c : 1 page)**

Three people are required to commit themselves to the proper implementation of the project. They are the:

- o Project Coordinator (committed to project implementation by producing, within the prescribed dead-line date, the reports according to the defined model and in a transparent way so as to facilitate the use of the results...);
- o Head of the institution of the Project Coordinator (Committed to project implementation through allowing the use of the institutions infrastructure and equipment, payment of ineligible expenditures related to the competitive funds, financial management) who represents all the institutions in the consortium.

The commitment of these two takes effect from the moment the proposals are submitted.

- o Executive Secretariat of CORAF/WECARD, which after the selection process commits itself to make regular payments, facilitate consultations between project participants and respect the clauses of the contracts, related to the intellectual property rights of the results.

- **Project Coordinator identification form (Form I-d : 3 to 4 pages)**

It provides, in the most detailed manner, all the information which allows the appraisal of the capacity of the coordinator to play a central role in project implementation, and is composed of the following:

- o Identity of the interested person (title, name, surname, date and place of birth, nationality, duty station, address, telephone, fax, electronic mail) ;
- o Time dedicated to research, extension, production, teaching, administration and other duties (please specify);
- o Professional career and experience beginning with most recent positions and experiences. Research conducted in partnership must be indicated with the names of partner institutions and main research scientists; those related to themes or research topics considered in the project must be mentioned, whether they are finished or on-going.
- o Training and qualifications (take into account only university training and degrees, as well as the most important ones starting with the most recent) ;
- o Publications including the main ones amongst the most recent, and notably those that are related to the research area, theme and subject considered in the project.

- **Associate research identification form (1 page)**

The information contained in this form is less detailed than those of the coordinator and refers only to the identity and qualification of the associate research scientists (see points 1, 4, 5 and 6 of Form I - d).

## **B. Scientific and technical content**

The scientific and technical content of the proposal must be presented according to the following structure:

- **Context (2 pages)**

The context should highlight, through a good bibliographic research, former research realised in the area, the link with research activities of the project; and especially care should be taken to avoid duplications. The context must also show the potential of regional research and the experiences of successful cooperation, which partly justifies the establishment of the proposed partnership.

- **Problem (1 page)**

The problem, whilst clearly highlighting the nature of the constraints to be resolved, must show how the project responds to user demands, how the demand is regional and why the response to such a demand must be realised through research and especially regional research.

- **Beneficiaries (1 page)**

All categories of stakeholders benefitting from the project results must be listed (producers, small and medium processing and commercial enterprises, industrials, consumers...) and how the results would promote them at the regional level should be specified.

- **Objectives and expected results (2 to 3 pages)**

In this very important section of the project, the development objectives, which should consist of the main objectives and specific objectives (maximum of 4 ) issuing from the constraints that motivated the research request, must be precisely defined.

The expected results must logically correspond to the specific objectives. They must be defined in terms of the knowledge to be developed, technologies to improve, training to be acquired, institutional capacity to strengthen and partnership to develop....

- **Description of project activities (4 to 5 pages)**

The activities should allow the attainment of a given result. They are, therefore, described in direct liaison with the expected results. These include research and training activities but also monitoring and evaluation activities, activities concerned with the use of results obtained (publication, dissemination of results through the appropriate channels).

- **Research methodology and plan (1 to 2 pages)**

The activities classified as coherent components are realised according to a rationalised and structured methodology, and should be clearly described. This includes notably:

- o Experimental design and observations to be made for laboratory and field research (experimental station or on-farm) ;
- o Sampling methods, choice of sites and development of questionnaires for surveys;
- o Methods for data collection, collation and analysis;
- o Approaches and transfer of results to users...

- **Partnerships (maximum 1 to 2 pages au maximum + a table explaining the relationship between partners)**

The document must be very clear on the types of partnerships that would promote the project:

- o Partnership between different categories of actors (research scientist, NGO, PO, private sector.....);
- o Regional and eventually international partnership.

In this section, the complementarities between the different teams and the cooperation modalities between them must be clearly presented.

- **Activity plan (Form I-e : 1 to 2 pages)**

A rigid plan of activities must be presented on a monthly or quarterly basis throughout the whole project period.

- **Dissemination and use of results**

A concrete and realistic plan for the dissemination and use of results must be presented.

### **C. Resources**

- **Resources necessary for the project**

The description of the resources necessary for realising the project will facilitate the development of the budget. This includes the following resources:

- human: research scientists, technicians and support staff;
- physical: infrastructure and equipment;
- funds for travels, payment of casual labour, purchasing of small equipment and consumables...

- **Available resources**

The availability of some of these resources will determine the allocation of funds. It is, therefore, necessary for the host institutions to indentify them as they logically constitute the counterpart they provide. They consist mainly of mainly of permanent staff and equipment that could be used by the project.

- **Budget (Form I-f)**

The budget will indicate the total cost of the project and the amount requested from the competitive funds. As a reminder, the only budget lines eligible for the CF is:

- Equipment (small agricultural, computer, telecommunication and laboratory) ;
- Agricultural inputs and laboratory products;
- Maintenance of infrastructure and equipment utilised by the project;
- Casual labour;
- Transportation and travels (perdiem);
- Documentation;
- Laboratory and biometric analyses and other services provided by another institution;
- Edition (reports and publications) ;
- Workshops, seminars and training.

- **Payment plan of allocated funds**

The payment plan will specify the amount to be paid at the beginning, periodically and at the end of the project. The payment interval proposed is six months. This will, however, depend on how easy it is to transfer funds to the concerned countries. It could be extended to 9 or 12 months if the delays imposed by the banking or postal system are very long.

- **Logical framework (Form I-g : 2-3 pages)**

The logical framework is developed as a synoptic table presenting the objectively verifiable indicators for achieving the results and/or the realisation of activities, as well as the source of verification.

- **Bibliographical references (1 page)**

This consists of the bibliography relative to the most important work realised in recent years on the research theme or topic. This will measure the degree of knowledge and information the applicants have on the subject.

## **Form I-a: Project identification form (1 page)**

1. Title of project:
2. Reference of the call for proposal:
3. Research theme:
4. Name of Project Coordinator:
5. Name and address of the Coordinators institution:
6. Name and country of the partner institutions:
7. Cost of project:
8. Duration of project:
9. Summary of project description:

## Form I-b: Identification of teams (one per team)

1. Name of institution:
2. Type (Institute or research centre, University/Agricultural Faculty, other entity not having research as their main mission):
3. Address, telephone, fax, electronic mail address of the institution:
4. Name and title/qualification of the head of the institution:
5. Name and title/qualification of the head of financial management:
6. Number of research scientists contributing to the research work (national and expatriates):
7. Proportion of senior research scientists (possessing a doctorate degree with at least 5 years of experience and a number of appreciable publications):
8. Scientific partnerships with research institutions and universities. Name three to five among the most important ones:
9. Technical partnership with users (development projects and institutions, NGO ...) name three to five among the most important ones.
10. Infrastructure and equipment
11. Annual global budget managed by institution:
  - a. National subsidy:
  - b. Conventions and projects:
  - c. Generated resources (sale of research products and provision of services):
12. Financial management tool (Is there a financial and administrative management service? Does the service have a financial procedure manual?) :

Place..... Date..... Signature.....

## Form I-c: Commitment of project signatories

The undersigned (administrator and beneficiaries of the competitive funds) are committed to:

1. Start the project during the month following receipt of the funds, coordinate the implementation of project activities in conformity with the established planning, ensure that the reports are produced according to the format prescribed by CORAF/WECARD and within the stipulated time-frame, ensure that all necessary measures judged useful are taken for the proper implementation of the project and inform the ES - CORAF/WECARD on project progress, respect the clauses of the contracts relative to intellectual property rights on project products;

Date and signature (du coordinator)

2. As lead institution, provide staff, infrastructure, local transportation, equipment and financial resources to cover indirect costs of the project or ineligible expenditures; ensure appropriate and transparent management of project funds according to the current management rules and norms in my institution, and diligently transfer funds destined to research scientists and partner institutions; sign sub-contracts with other beneficiary institutions for sharing responsibilities and ensuring respect of the contracts, provide financial reports according to the format prescribed by CORAF/WECARD and within the stipulated delay.

Date and Signature (Head of the lead institution of the project)

3. Make available and transfer, in conformity with the defined payment plan, funds allocated for the implementation of the project with contract N°..... approved by the ES - CORAF/WECARD ; facilitate consultations between project participants and respect the clauses of the contracts related to intellectual property rights of project results.

Date and signature (ED - CORAF/WECARD)

## Form I-d: Project Coordinator identification form

1. Identity of Coordinator
  - a. Title:
  - b. Name:
  - c. Surname:
  - d. Date and place of birth:
  - e. Nationality:
  - f. Name of duty station:
  - g. Address, telephone, fax, electronic address of duty station:
2. Time dedicated to research, teaching, extension work, production, administration and others (specify):
3. Professional career and experience (start with the most recent positions and experiences):
4. Research work related to the project theme or topic (terminated or on-going):
5. Training and degrees obtained (University level only):
6. Publications (most recent and notably those related to the research area, theme and topic mentioned in the project):

**Form I-e: Activity Planner**

	Year and quarter											
	Year 1				Year 2				Year 3			
	1	2	3	4	1	2	3	4	1	2	3	4
Activity 1	—											
Activity 2												
Activity 3												
Activity 4												
Activity 5												
Activity 6												

## Form I-f: Budget

### 1°) By year

Budget lines	Year 1		Year 2		Year 3		Total	
	T*	CF*	T	CF	T	CF	T	CF
<b>Personnel</b>								
Permanent staff		0		0		0		0
Casual labour								
Travel								
<b>Operations</b>								
Agricultural inputs								
Laboratory products								
Other consumables								
Laboratory analyses								
Biometrical analyses								
Documentation/ Edition								
Post and telecommunication								
Other services consumed								
Transport								
Fuel and lubricants								
Maintenance and reparation								
<b>Equipment</b>								
// Agricultural equipment								
// Laboratory								
// Computer								
// Telecommunication								
<b>Available equipment</b>								
<b>Training</b>								
Seminars/workshops								
Short duration training								
Training								
<b>Use</b>								
Publications								
Dissemination workshops								
<b>Total</b>								

### 2°) By institutions (Same format and same budget lines) –

\* T = Total cost (contribution of institution + CF) – \*CF = Competitive funds

**Form I-g: Logical framework**

	Results	Activities	Objectively verifiable indicators	Sources of verification	Main hypotheses
Specific objective 1	<u>Result 1 :</u>	Activity 1 :			
		Activity 2 :			
		Activity 3 :			
	<u>Result 2:</u>	Activity 1 :			
		Activity 2 :			
	Specific objective 2	<u>Result 1 :</u>	Activity 1 :		
Activity 2 :					
Activity 3 :					
Activity 4 :					

**3.2. Annex 2: Contract model of convention or research**

### **3.3. Annex 3: Instructions relative to the development of research contracts**