

# **Proposal on Climate Resilience Assessment**

of

**The Agrifood Program for Integrated Resilience and Economic Development of the Sahel (Pro-ARIDES)**

****Submitted to

## **Developed by**



**In Consortium with**

**GRAD CONSULTING, BURKINA FASO**

**August 2024**



**1.0. Introduction**

**1.1 Background**

Sahel Consulting Agriculture and Nutrition Limited has prepared this proposal in collaboration with GRAD consulting for submission to the Agrifood Program for Integrated Resilience and Economic Development of the Sahel (Pro-ARIDES) program at the Wageningen Centre for Development Innovation, Wageningen University and Research to conduct the climate resilience assessment of the program using qualitative methods to generate recommendations aimed at strengthening the activities of Pro-ARIDES program and for the planning of the second phase of the program in 2025. For this purpose, in line with the program's monitoring, evaluation, and learning processes, the qualitative methodology will assess the effect of Pro-ARIDES activities on the climate resilience of local communities and organizations based on the stakeholders' perceptions.

Specifically, the assessment will make it possible to understand the extent to which the Pro-ARIDES activities have contributed to:

* A perceived and observed change in local communities and organizations’ absorptive capacity or absorption into the project.
* A perceived and observed change in the project's adaptive capacity of local communities and organizations.
* A perceived and observed change in the project's transformative capacity of local communities and organizations.

This proposal describes the approach that Sahel Consulting and GRAD Consulting (hereafter ‘the Consortium’) will use to jointly carry out the proposed activities under the assessment between August 2024 and January 2025 with a proposed budget of **€160,804.75**

The Consortium partners are well-suited to conduct the qualitative assessment of the Pro-ARIDES program with a strong emphasis on process-oriented analysis to answer the objectives above. Sahel Consulting has extensive experience working in partnership with development organizations, government agencies, and private sector actors across Africa on research design and implementation, monitoring, and evaluation of large-scale and multi-country projects and programs. GRAD Consulting has a strong local presence in francophone-speaking African countries, where it implements climate resilience-related capacity development and research. Sahel Consulting and GRAD Consulting will build a solid collaboration to successfully implement the evaluation by drawing on their complementary expertise, deep understanding of regional contexts, extensive contacts in the Sahel region, experience in implementing complex development programs, and proven track record of delivering stellar results for clients and partners.

The evaluation will include desk research, developing qualitative data collection instruments for key informants, collecting and analyzing secondary data, process-oriented analysis, and sharing results with stakeholders for refinement and validation. In all of these steps, especially in the evaluation design and communication of results, the Consortium will work closely with the WCDI, SNV/CARE, and other relevant key stakeholders in the three Pro-ARIDES countries of Burkina Faso, Mali, and Niger.

The key outputs of this assessment will be findings that document the perceived change in the absorption and adoption of local communities and organizations into the project and the transformative capacity of participating local communities and organizations. Additionally, validating the Pro-ARIDES theory of change will generate recommendations to strengthen the program and plan the second phase of the program in 2025.

This proposal responds to the proposed assessment approach, assessment outcomes, data collection methods, partnerships, and budget in the subsequent pages.

**2.0 Our Proposed Methodology and Approach**

The Consortium proposes 5 steps in line with the modular approach that will utilize primary and secondary data to gain insights into the area of inquiry.

**Step 0. Project Kick-off**

Upon contract execution, the consortium will hold inception sessions with the Pro-ARIDES program director, the country coordinators, and other program experts to:

1. Align on the comprehensive definition and scope of the study, including;
2. Identify specific regions, sub-sectors, types of communities, households, and local organizations for assessment across Burkina Faso, Mali, and Niger.
3. Determine and agree on which Pro-ARIDES activity packages in each country will be evaluated for impact.
4. Agree on how to align the climate resilience assessment methodology with the existing MEL system of the Pro-ARIDES program in Mali, Burkina Faso, and Niger.
5. Define the pilot study area, including location, timing, and participating stakeholders.
6. Agree on project management protocols such as meeting cadence, communication preferences, and timelines for key milestones and deliverables to facilitate the smooth execution of the project. Under this step, Sahel Consulting will work closely with the Pro-ARIDES/WCDI team to ensure alignment.

Deliverables for Step 0:

* *Project management protocols are established, and both parties are aligned on project scope, communication preferences, and deliverables with timelines.*

**Step 1. Desk Review**

Sahel Consulting will conduct a comprehensive review of existing literature and data sources to gather critical information on the Pro-ARIDES program and its impact on climate resilience in the focus countries. This desk research will cover the evolution of climate resilience strategies and agricultural practices over the program's duration, focusing on Mali, Burkina Faso, and Niger.

Under this phase, Sahel will thoroughly review all available published and unpublished resources, including but not limited to:

* Pro-ARIDES reference studies, project reports, and activity descriptions to understand the program's interventions and their intended impacts on climate resilience.
* Data from the Pro-ARIDES Monitoring, Evaluation, and Learning (MEL) system to assess the progress and outcomes of implemented activities.
* Climate change projections, temperature trends, precipitation patterns, and extreme weather event data for the target regions.
* Reports on recent climatic hazards and their impacts on local communities and agricultural systems.
* Studies on the impact of climate change on relevant sub-sectors, crops, livestock, and businesses in the Sahel region.
* Vulnerability assessments of regions, sectors, local authorities, and businesses to climate variability and change.
* Analyses of current adaptation capacities and transformation strategies employed by local communities and organizations.
* Climate risk assessments and mitigation strategies relevant to the Pro-ARIDES target areas.
* Information on the availability and accessibility of climate services, such as early warning systems, in the program areas.
* Reports from partner organizations and other stakeholders involved in climate   
  resilience initiatives in the Sahel region.

A preliminary list of key documents and reports to be reviewed during the desk research phase is provided in the table below. The review of these documents will form the foundation of our understanding of the program's context, activities, and impacts on climate resilience.

|  |  |  |
| --- | --- | --- |
| Pro-ARIDES Program Documents | | |
| * Pro-ARIDES Annual Report 2023 * Pro-ARIDES Project Summary | | |
| Country-Specific Reports | | |
| Mali | **Niger** | **Burkina Faso** |
| * Mali Climate Smart Agriculture Investment Plan * Climate Change Profile: Mali | * Mali National Climate Change Policy * Niger Climate Smart Agriculture Investment Plan * Niger Climate Change and Food Security Assessment * National Adaptation Plan for Climate Change in Niger | * Burkina Faso National Adaptation Plan (Ministry of Environment, Green Economy and Climate Change) * Climate Risk and Adaptation Country Profile: Burkina Faso * Burkina Faso Climate Smart Agriculture Investment Plan |
| Regional Reports | | |
| * Scaling up Climate Services for Agriculture in the Sahel (CCAFS) * Climate Services for Resilient Development in the Sahel (WMO) * Climate Change and Conflict in the Sahel: Findings from Niger and Burkina Faso (USAID) * The Sahel Crisis and its Impact on Resilience and Food Security (FAO) * Climate Change and Development in the Sahel (OECD) | | |

**Deliverables for Step 1:**

* *A report that articulates the findings from the desk review.*

**Step 2: Selection of Climate Resilience Indicators**

In close collaboration with the Program Manager and (sectoral) experts, sets of climate resilience indicators will be defined to measure how and to what extent Pro-ARIDES activities have contributed to changes in climate resilience in the target regions and communities. The indicators will include qualitative measures of the effect or influence of Pro-ARIDES on adaptive, absorptive, and transformative capacities**.**

In this step, Sahel Consulting will:

* Define relevant climate resilience indicators
* Revise primary data collection instruments (semi-structured interview) for key informants
* Update the preliminary list of key informants
* Develop a data quality assuranceplan

The table below presents a preliminary set of potential indicators for assessing climate resilience in the context of Pro-ARIDES.

|  |  |
| --- | --- |
| Indicator Category | Potential Indicators |
| Indicators corresponding to processes, engagements, outputs, and outcomes related to climate resilience | * Number of climate-resilient practices adopted by households * Number of local institutions strengthened to support climate resilience * Collaboration activities between Pro-ARIDES and local partners to raise awareness of climate resilience |
| Indicators assessing resource allocation and partner engagement | * Resources allocated to climate resilience activities |
| Indicators assessing enabling environment and other factors influencing climate resilience | * Number and type of climate services available in target areas * Changes in local policies or regulations supporting climate resilience |
| Indicators assessing changes in adaptive, absorptive, and transformative capacities | * Household dietary diversity as a measure of food security * Income diversification strategies adopted by households * Community-level natural resource management practices |

**Deliverables for Step 2:**

* *Well-defined climate resilience indicators.*

**Step 3: Pilot Study**

A pilot study will be conducted in a country aside from the three Pro-ARIDES implementation countries to validate the reliability of the proposed methodology for the assessment. The country selection for the pilot will be done in close collaboration with PM and SNV/CARE staff. After completing the pilot study, a report will be prepared and shared with the Pro-ARIDES team. Findings from the pilot study will be used in refining the final methodology and research design – including the categories of stakeholders to serve as respondents, what questions to be asked, and the appropriate methods to ask the questions to elicit helpful information from the respondents, among others.

Deliverables for Step 3:

* *A comprehensive report of the pilot study.*

**Step 4: Stakeholder Consultation and Plan for Primary Data Collection**

The Consortium team will develop tailored questionnaires and discussion guides for the identified beneficiaries to facilitate engagement through virtual and in-person consultations and ensure comprehensive, consistent, and relevant data collection. The data collection tools and interview guides will be shared with the Program Director and Wageningen team for feedback before deployment.

We propose conducting interviews in at least two regions per country, covering areas representative of Pro-ARIDES intervention zones. We propose approximately 60 Key Informant Interviews (KII) and 15 Focus Group Discussions (FGDs) across the identified stakeholder groups, with a participation of 8-15 respondents per group. The final selection of locations and number of interviews will be subjected to approval from the Program Director.

To accurately document the adaptive, absorptive, and transformative change the participating communities and organizations attribute to the Pro-ARIDES program, we will conduct the assessment in a control location in addition to the purposively selected treatment locations in the three Pro-ARIDES countries in the region.

The Consortium will interview grassroots stakeholders (farmers, pastoralists, and local community leaders) and institutional stakeholders (government agencies, research institutions, and implementing partners) across the proposed regions. Sahel Consulting will conduct virtual interview sessions with the identified relevant institutional stakeholders and provide leadership and technical support to the consortium. At the same time, GRAD Consulting will coordinate in-person data collection and other in-country field-related activities.

KIIs and FGDs will focus on areas including but not limited to

* Identifying locations with the most significant impact of climate change.
* The extent to which Pro-ARIDES activities have enhanced climate resilience in target communities
* The impact and influence of Pro-ARIDES partnerships on local institutions' capacity to support climate resilience
* The influence of Pro-ARIDES on the adaptive, absorptive, and transformative capacities of households and communities
* Documenting other learnings that might be important for scaling strategies for phase 2 of the project

In partnership with the program director, the Consortium will organize a comprehensive capacity development session for the field team to establish a grounded understanding of the Pro-ARIDES project and the data collection protocols. The training will include:

* An overview of Pro-ARIDES, including program background, objectives, and the scope and timelines of the climate resilience assessment.
* Review of data collection guides and tools, focusing on capturing perceptions of change in adaptive, absorptive, and transformative capacities.
* Training on climate resilience concepts and indicators to ensure a uniform understanding among the field team.
* Review of best practices for field consultants during data collection, including ethical considerations and data quality assurance.
* Pre-testing of data collection tools and revision based on piloting feedback.
* Develop protocols for Most Significant Change (MSC) stories to capture qualitative narratives of climate resilience changes attributable to Pro-ARIDES interventions.

In collaboration with the Program Director, Sahel will decide on appropriate data capture and storage software to ensure compatibility with existing Pro-ARIDES data management systems.

Key Informant Interviews and Focus Group Discussions will be conducted in selected regions of Burkina Faso, Mali, and Niger. The rationale behind selecting these areas will be based on Pro-ARIDES intervention zones and the presence of key stakeholders.

Key informants will include, but are not limited to:

* Pro-ARIDES staff involved in project implementation
* Local government officials and traditional leaders
* Representatives from farmer and pastoralist organizations
* Officials from relevant government agencies
* Representatives from partner organizations and other stakeholders
* Organization of women and young people
* Financial Institution
* Private Organization

The table below provides an initial list of proposed stakeholders, preliminary questions, and their purposes.

| **Stakeholder Group** | **Preliminary Questions** | **Purpose** |
| --- | --- | --- |
| **Program Implementation Team (SNV, CARE)** | * How have Pro-ARIDES activities contributed to enhancing climate resilience in target communities? * What indicators are currently used to measure changes in adaptive, absorptive, and transformative capacities? * What challenges have been encountered in implementing climate resilience activities? * How has the program adapted its strategies based on lessons learned? * How do Pro-ARIDES activities align with national climate change adaptation strategies in each country? * What synergies or conflicts have been observed between different program components in building climate resilience? * How has the program addressed gender and social inclusion in climate resilience activities? * What mechanisms are in place to ensure the long-term sustainability of climate resilience interventions? * How does Pro-ARIDES coordinate with other climate resilience initiatives in the region? * What unexpected outcomes (positive or negative) have been observed about climate resilience? | * To understand the program's perspective on its impact, current monitoring practices, and implementation challenges. * To assess alignment with national strategies and cross-cutting issues like gender and sustainability. |
| **Local Government Officials** | * How has Pro-ARIDES influenced local policies or practices related to climate resilience? * What changes have you observed in community capacity to cope with climate shocks? * How has the program affected local resource management practices? * What improvements have you seen in local early warning systems for climate-related hazards? * How has Pro-ARIDES influenced local development planning processes to incorporate climate resilience? * What changes have you observed in community-level conflict resolution related to natural resource management? * How has the program affected local budget allocations for climate adaptation activities? * What improvements have you seen in the local capacity to access and use climate information? * How has Pro-ARIDES influenced collaboration between different local government departments on climate issues? * What challenges remain in institutionalizing climate resilience at the local government level | * To assess the program's impact on local governance and policy related to climate resilience, and institutional capacity. * To understand changes in local planning processes, resource allocation, and inter-departmental collaboration**.** |
| **Farmer and Pastoralist Organizations (APCAM, FEBEVIM, CNOP, ROPPA Niger, AREN, FUGPN-Mooriben, CPF, FEB, UGCPA/BM)** | * What climate-resilient practices have been adopted because of Pro-ARIDES interventions? * How has the program affected your ability to cope with climate variability? * What changes have you observed in community-level natural resource management? * How has Pro-ARIDES influenced your access to climate information and early warning systems? * What changes have you observed in crop yields or livestock productivity since participating in Pro-ARIDES activities? * How has the program affected your organization's capacity to advocate for climate-resilient policies? * What new skills or knowledge related to climate adaptation have you gained through pro-ARIDES? * How has the program influenced community savings and credit practices for climate resilience? | * To gather insights on changes in agricultural and pastoral practices, community-level resilience, and organizational capacity. * To understand the program's impact on livelihood diversification and financial practices |
| **Organization of women and young people (AJCAD, JVE Niger)** | * What changes have you observed in women's and youth's participation in climate resilience activities? * How has pro-ARIDES affected your ability to diversify livelihoods in response to climate risks? * How has the program affected your ability to cope with climate variability? * How has the program influenced community savings and credit practices for climate resilience? | * To understand the program's impact on livelihood diversification, financial practices, and social inclusion in climate resilience efforts |
| **Research Institutions (WUR, KIT)** | * What methodologies have been most effective in assessing changes in climate resilience? * How can we best capture changes in adaptive, absorptive, and transformative capacities? * What gaps exist in current climate resilience assessment approaches? * How can we better integrate local knowledge systems into climate resilience assessments? * What indicators have proven most helpful in measuring long-term changes in climate resilience? * How can we effectively capture the systemic changes promoted by Pro-ARIDES in our assessment methodology? * What approaches have successfully assessed the scalability and sustainability of climate resilience interventions? * How can we better assess the interactions between different Pro-ARIDES pathways in building climate resilience? * What methods have effectively captured unintended consequences of climate resilience interventions? * How can we improve the assessment of institutional capacity changes related to climate resilience? | * To inform the development of robust assessment methodologies, identify research gaps, and explore innovative approaches to measuring climate resilience. * To ensure the assessment methodology captures systemic changes, scalability, and sustainability of interventions. |
| **National Meteorological Agencies (Mali-Météo Agency, ANAM)** | * How has climate information been integrated into Pro-ARIDES activities? * What improvements have been observed in climate services accessibility and use? * How has pro-ARIDES influenced the capacity of local actors to interpret and use climate information? * What changes have you observed in the demand for climate services from communities and local governments? * How has the program affected collaboration between meteorological services and agricultural extension systems? * What improvements have been made in tailoring climate information to the needs of farmers and pastoralists? * How has Pro-ARIDES influenced the development of localized climate projections and scenarios? * What challenges remain in ensuring equitable access to climate information across different social groups? * How has the program affected integrating indigenous knowledge with scientific climate information? * What improvements have you observed in early warning systems for climate-related hazards in Pro-ARIDES areas? | To understand the integration of climate information and services in resilience-building efforts. To assess improvements in the accessibility, relevance, and use of climate services and identify remaining challenges in climate information dissemination |

Deliverables for Step 4:

* Comprehensive stakeholder mapping and interview plan, including proposed locations and sampling strategy.
* Final versions of data collection tools (questionnaires, interview guides, FGD protocols, MSC story collection templates) shared with the Program Director for validation.
* Training materials and report on field team preparation.
* A preliminary data analysis plan outlining methods for synthesising qualitative data to assess changes in climate resilience.
* Raw data (qualitative) from primary data collection in Excel format.
* A PowerPoint presentation of the early findings from the primary data collection.

**Step 5: Data Analysis and Management**

Utilizing a qualitative analytical method, Sahel will analyze data obtained in steps 3 and 4 to evaluate the effect of all Pro-ARIDES activities on the climate resilience of local communities and organizations in the focus countries and identify key gaps and opportunities that might be important for scaling strategies for the second phase of the project. We will synthesize data from the KIIs and FGDs by organizing, reviewing, and coding transcript files by stakeholder type and identify broad themes that emerged from the research questions. We will organize summary findings and illustrative quotes under the themes and refine the themes as we triangulate findings across interviews.

Deliverables for Step 5:

* *Analyzed data collected in steps 3 and 4*

**Step 6: Final Report Development and Submission**

The insights obtained from the pilot test will be integrated into the final report, describing the methodology for assessing climate resilience in the focus countries.

Deliverables for Step 6:

* *Consolidated report of the climate resilience assessment.*

**3.0. Project Work Plan**



**4.0. Project Budget**



**5.0. Our Project Team and Organization**

**5.1. About Sahel Consulting**

Established in 2010, Sahel Consulting Agriculture and Nutrition Limited is committed to transforming Africa's agriculture and nutrition landscape. Sahel partners with government agencies, private sector companies, and leading international development organizations to conduct in-depth market research on key value chains, analyze and shape policies, develop strategies, launch innovative businesses and ecosystem solutions, organize convenings, and provide training programs that promote sustainable agricultural development across Africa.

**Our mission** is to transform Africa's agriculture and nutrition landscape through tailored, innovative, and market-based research, strategic advisory services, training, and innovative business and ecosystem solutions, thereby impacting communities and achieving sustainable growth.

**Our vision** is to be recognized as the most trusted consulting partner and point of reference in the African agriculture and nutrition landscape, integral to building effective and efficient value chains and attaining food security.

**Our values** are:

* **Accountability:** We take personal responsibility for our actions and deliver on our commitments to our stakeholders through effective teamwork and communication.
* **Agility:** We invest in personal and organizational learning and development to remain attuned to changes in our environment and to ensure that we produce cutting-edge and innovative solutions.
* **Integrity:** We uphold strong moral principles and honesty in everything we do. We manage resources with transparency and utilize them exclusively for their intended purposes.
* **Excellence:** We are committed to delivering outstanding results and exceeding the expectations of our clients and partners.
* **Result-oriented:** We are purposeful in the way we use our time, energy, and resources.
* **Data-driven:** We invest in rigorous primary and secondary market-based, tailored, and innovative research to inform our work.

Sahel has worked with a range of clients to deliver high-impact interventions in the agriculture and nutrition landscape in Benin Republic, Burkina Faso, Ghana, Liberia, Mali, Niger, Nigeria, and Senegal. Sahel has built a strong reputation as a dynamic and credible organization. The Sahel team members have also established strong networks and relationships with an array of contacts in the private sector, civil society, key agencies, institutes, and government parastatals with whom we engage. In addition, Sahel has a strong track record of integrity and a high level of professionalism, with an experienced team of professionals committed to the strong values of the organization.

# **Technical Competence**

Sahel has developed expertise in a range of areas over the past 14 years. More specifically, Sahel is one of the few indigenous advisory and consulting firms exclusively focused on the agriculture and nutrition landscape in Africa.

Our core services include:

* **Value Chain Analysis:** We provide in-depth market research on key value chains, leveraging our industry knowledge, strong relationships with farmer organizations, research institutions, the private and public sectors, and our network of field consultants in local communities across West Africa.
* **Advisory Services:** We provide a wide range of advisory services, including market entry strategies, business restructuring, and performance improvement plans for our clients. We also support clients in implementing these plans, providing governance support, constituting boards, hiring senior leadership, and instituting systems and structures to enhance the impact of their interventions.
* **Policy Consulting:** Based on our data-driven research, we provide policy recommendations to state, national, and regional governments, and several international development organizations engaged in agriculture and nutrition.
* **Ecosystem Solutions:** Based on the gaps identified in the landscape, we launch catalytic businesses and innovative programs in partnership with research institutions, and public and private sector organizations.
* **Capacity Building:** We partner with academic and research institutions to build the capacity of key stakeholders in the agribusiness and nutrition landscape, including farmers and public and private sector actors.

Sahel has distinct core capabilities, including:

* **Experience in the West African agricultural landscape:** Sahel Consulting has worked extensively on projects in the agricultural and food landscape in West Africa. Sahel is currently implementing a climate early warning system in Nigeria that supports capacity building for the Metrological agencies and other actors in climate information services across the ECOWAS region. We have conducted in-depth market research on key value chains (livestock, spices, grain & cereal, legumes, fruits & vegetables, edible oils, roots & tubers, and processed foods). We have launched and implemented innovative projects to transform the agriculture and nutrition landscape, with a special focus on seed systems and dairy, by leveraging our deep industry knowledge and network of field consultants in local communities across Benin Republic, Burkina Faso, Ghana, Niger, Nigeria, Liberia, and Senegal.
* **Capable field research teams:** Sahel has established strong relationships with field consultants in local communities across West Africa that it uses for data-intensive consulting projects, under the supervision of Sahel analysts. This team speaks the local language, has strong local relationships, and can navigate complex landscapes to obtain valuable insights for the projects. In addition, this model of engaging local field teams allows Sahel to keep its travel and accommodation costs to the barest minimum.
* **Experience in agribusiness management training:** Sahel has extensive experience in agribusiness training for diverse client groups. We independently design and conduct agribusiness training for experienced and emerging agripreneurs. We also partner with key sector actors to engage and build the capacity of public sector officials and development stakeholders in the agribusiness landscape.
* **Experience in implementing ecosystem solutions:** Sahel has extensive experience in identifying gaps in the agriculture and nutrition ecosystem and proffering innovative solutions. Through its tailored research and recommendations, Sahel has launched innovative businesses and devised sustainable strategies for agribusinesses and government organizations.
* **Strong networks and credibility across West Africa:** The Sahel team members have also built strong networks and relationships with various contacts in the private sector, civil society, research institutes, and critical government agencies that can be engaged to access the required information for this project.

**5.3 Project Implementation Experience**

Over the past 14 years, Sahel has engaged in a range of consulting, capacity development needs assessment, training, value chain analysis, and implementation projects, using our deep industry knowledge and our network of field consultants in local communities across West Africa. Our clients include development organizations such as the Bill & Melinda Gates Foundation, United States Agency for International Development (USAID), West African Food Markets (WAFM), Synergos, Technoserve, International Fertilizer Development Center (IFDC), United Kingdom Foreign, Commonwealth, and Development Office (FCDO), DAI Africa LEAD, Economic Community of West African States (ECOWAS), International Institute of Tropical Agriculture (IITA), Syngenta Foundation for Sustainable Agriculture (SFSA), Royal DSM, Rocky Mountain Institute (RMI), Wageningen University Research (WUR); government agencies including the Nigerian Federal Ministry of Agriculture and Food Security (FMAFS) and National Agricultural Seeds Council of Nigeria (NASC).

| Project Title | Location | Year | Project Description | Client |
| --- | --- | --- | --- | --- |
|  | | | | |
| Building Agricultural Systems Resilience In Nigeria Project (EWS) | Nigeria | 2023-2026 | The "Building Resilient Agricultural Systems in Nigeria" project aims to systematically identify and address the core gaps in the Nigerian infrastructure for climate early action and related early warning systems for risk management and resilience in agriculture and adjacent sectors. | Bill and Melinda Gates Foundation |
| Building Resilience Against Climate and Environmental Shocks (BRACE) | Nigeria |  | Under the guidance of Sahel Consulting, AFC is implementing the Building Resilience Against Climate and Environmental Shocks (BRACE) project, an intensive capacity program that empowers agri/food SMEs through training and technical support, to implement sustainable solutions for scaling their agribusinesses in the face of climate change. It exposes participants to the impact of climate change on their businesses, mitigation and adaptation strategies, insights into climate financing, and other opportunities in the climate ecosystem. | Skoll Foundation |
| Advancing Local Dairy Development in Nigeria (ALDDN) | Nigeria | 2020 - 2025 | Leveraging the lessons learned from executing the Nigerian Dairy Development Program (NDDP) project, Sahel Consulting designed and is currently implementing a follow-on project – Advancing Local Development in Nigeria (ALDDN) - to catalyze and formalize the local sourcing of dairy in Nigeria.  The program is partnering with leading organizations, including Arla Foods Inc, L&Z Integrated Farms Limited, Saj Food Limited, Integrated Dairies Limited, and Sebore EPZ International to achieve its aim of developing a vibrant local dairy sector in an inclusive way that improves the livelihoods, productivity, nutrition, and empowerment of smallholder women dairy farmers and the communities in which they live.  Specifically, the program is achieving this through the organization of the dairy farmers, communication for behavioral change, genetic improvement, pasture establishment, animal health service support, infrastructure development, financial inclusion, income support and women empowerment, and policy advocacy.  Aside from leading the program implementation, Sahel Consulting is leveraging its internal capacity to provide monitoring and evaluation support to the program. The monitoring and evaluation team has conducted the program’s training effectiveness and a bi-annual assessment of the 2,667 dairy self-help groups and 146 dairy business cooperatives formed by the program. This assessment, using a well-defined rating framework, has been instrumental in understanding the viability status of the groups and cooperatives, and in strengthening the implementation of the ALDDN program for impacts.  The findings from the diagnostics of the dairy self-help groups and dairy business cooperatives have led to tailored support, which has been a game-changer. This support has helped achieve the program’s Theory of Change by strengthening the farmer groups and significantly improving the efficiency of milk sourcing, aggregation, transportation, record-keeping, organization, financial literacy, and enhanced livelihoods of dairy farmers.  Furthermore, Sahel Consulting collaborated with the external evaluation firm Mathematica Incorporated to provide in-country support for the program's baseline and midline evaluation, specifically on community mobilization and field coordination. | Bill & Melinda Gates Foundation |
| Baseline Evaluation for the Social Enterprise Fund For Agriculture in Africa (SEFAA) | Ghana, Kenya, Nigeria, and Tanzania | 2021 - 2024 | The Social Enterprise Fund for Agriculture in Africa is an impact fund managed by Sahel Capital Agribusiness Management Limited funded by the German Development Bank (KfW) to support small-scale agribusinesses across thirteen Sub-Saharan African countries. Specifically, Sahel Consulting has supported the program to:   * set up a monitoring and evaluation framework by designing a tailored portal that meets the needs of Sahel Capital in line with the project's Key Performance Indicators. * develop user guides and conduct training for relevant stakeholders. | German Development Bank (KfW) and African Development Bank (AfDB) |
| Mapping Assessment of Agricultural Innovation Across 5 Value Chains | Nigeria, Ethiopia, Kenya & Senegal | 2023 | Sahel conducted a rapid mapping assessment of the agricultural innovation landscape across four countries - Ethiopia, Nigeria, Kenya, and Senegal to undertake in-depth research across five priority agricultural value chains, including maize, rice, soybean, cassava, and poultry to identify new or improved goods and services in the agricultural sector that can address challenges and be deployed in new markets or countries. The objective was to comprehend the underlying dynamics that shaped the agricultural landscapes in the focus countries, identify inter-country opportunities, assess growth potentials, analyze market trends across the specified value chains, and accelerate the commercialization and scaling of transferable innovations for enhanced food security. This research provides valuable insights to MEDA and its partners and facilitates access to in-depth information on the potential of agricultural innovation in these countries. | Mennonite Economic Development Associates (MEDA) |
| ECOWAS Rice Project | Benin, Burkina Faso, Cote d’Ivoire, Ghana, Nigeria & Senegal | 2020 - 2021 | This project aimed to develop strategic priorities and alignment for establishing an ECOWAS Rice Observatory and a Sustainable Rice Platform (SRP). Sahel:   * Conducted interviews and surveyed key stakeholders in Nigeria, Ghana, Cote d’Ivoire, Burkina Faso, Senegal, and Benin. * Ranked stakeholders by perceived importance/influence/market control level and identified potential winners and losers. * Developed recommendations for modernizing and scaling women’s parboiling operations based on economic/competitive/social analyses.   Co-facilitated a virtual workshop with GIZ-CARI and ECOWAS to align stakeholders around findings, initial strategy, and recommendations. | Bill and Melinda Gates Foundation/RMJ |
| Food Mapping Project commissioned by Palladium for the West African Food Markets (WAFM) | Burkina Faso, Ghana, Niger and Nigeria | 2016 | Sahel conducted a food mapping study in Burkina Faso, Ghana, Niger, and Nigeria, focused on five value chains – rice, maize, cassava, sorghum, and millet, providing information on the formal and informal trade trends, food reserves, policies, food security, and crisis responses. Based on the knowledge generated during the project, the team also developed high-level recommendations for mini-initiatives that WAFM could introduce to ease trade barriers and enhance food security in the region. | West African Food  Markets (WAFM)  Project |
| Program for Seed System Innovation for Vegetatively Propagated Crops in Africa (PROSSIVA) | Ghana, Nigeria, Rwanda, Tanzania, and Uganda. | 2022- 2027 | The PROSSIVA is enhancing the efficiency, productivity, and profitability of Africa's vegetatively propagated crop (VPC) seed systems through research and delivery of innovations that will overcome seed system bottlenecks. PROSSIVA targets the impact areas of nutrition, health, and food security; poverty reduction, livelihoods, and jobs; gender equality, youth, and social inclusion; climate adaptation and mitigation; and environmental health and biodiversity.  The project has five major components focused on the priority crops: banana, Cassava, Sweet potato, and Yam, and a cross-cutting component that capitalizes on the diverse set of cross-cutting opportunities for joint research and knowledge sharing across crops. This benefits both single-crop systems and overall VPC seed system development.  Sahel Consulting is currently leading the marketing innovations by developing streamlined marketing strategies to drive stakeholder engagement in commercializing registered and released improved VPC seed varieties. This involves creating effective demand-generation techniques and assessing the impact of integrating seed entrepreneurs on the growth of the formal seed markets for yam in Africa.  In addition, Sahel Consulting is leading the development of innovative packaging and transportation methods used for VPC in developed countries that could be adapted for VPC seeds in Africa across all seed classes.  Implementing partners: Sahel Consulting, IITA, NRCRI, NASC, NACGRAB, Umudike Seed, GoSeed, Nwabudo, DaAllGreen, PPRSD, CIP, Resourced Global, TARI, CRI, SARI, Hikmah, Iribov, CIAT, KEPHIS, Bioversity, NARO, CRS, TOSCI, MEDA, and MAAIF. | Bill and Melinda Gates Foundation |
| Approche Communal pour le Marche Agricole (ACMA) I & II | Nigeria – Benin Republic | 2014 – 2017  2019 | Sahel was a major partner in the Approche Communal pour le Marche Agricole (ACMA) project, which contributed to improving the food security and incomes of smallholder farmers in the Republic of Benin through trade promotion, market access facilitation, and public-private dialogue to improve the overall business environment for cross-border trade.  As a consortium member, Sahel provided market intelligence and trade facilitation by creating linkages between Beninese smallholder farmer clusters and agro-processing companies in Nigeria. | International Fertilizer Development Center / Dutch Embassy |

5.4 Project Team Capabilities

Sahel is one of the few advisory and consulting firms exclusively focused on Africa's agriculture and nutrition landscape. Our team has developed project implementation expertise in a range of areas over the past 14 years, with a combined experience of over 50 years in the African agriculture and nutrition landscape. In addition, Sahel Consulting has a strong track record of integrity and a high level of professionalism, with an experienced team of professionals committed to the organization's strong values.

The project team for this assignment comprises seasoned professionals with a strong background in conducting business research, market studies, and economic analyses. The team will include a project manager and analyst vastly experienced in evaluating market dynamics, competitive benchmarking, identifying growth opportunities, and assessing economic factors.

**5.5 Proposed Sahel Project Team**

The proposed project team includes:

**Temi Adegoroye**

Temi is a business leader and agribusiness expert with over 12 years of experience in supporting the key actors in the African agriculture and food ecosystem to build resilient business models to achieve food system sustainability. He is the Managing Partner at Sahel Consulting Agriculture & Nutrition Limited, a consulting firm focused on transforming the African agriculture and nutrition landscape. His deep-seated passion and commendable professional trajectory have earned him a reputation as a seasoned strategist and astute project manager, expertly guiding the company through the complex terrains of client engagement, project execution, and overall strategic direction.

Temi is passionate about agriculture and has worked extensively within the food systems in Africa and across a broad range of value chains. He has a deep knowledge of the dynamics in agricultural markets and has engaged with a broad range of partners and clients through several strategic consulting and development projects focused on addressing some of the complex challenges surrounding food production, distribution, and affordability, and implementing ecosystem solutions that can enhance smallholder farmers’ livelihoods, promote gender and social inclusion through economic empowerment, and build food systems resilience. He is proficient in stakeholder engagement, project management, and the development and operationalization of innovative strategies that address complex business challenges. He has led the implementation of many innovative solutions in key thematic areas of agriculture including innovations to strengthen the effectiveness of the seed systems of various crops, livestock and dairy sector development, and productivity improvement.

With a passion for creating lasting impact, Temi continues to collaborate with government institutions and development partners in shaping policies that contribute to the long-term sustainability of food systems in Africa. As a dynamic speaker, he is recognized for his expertise in dissecting food security issues and has extensively engaged in thought-provoking conversations on various panels globally.

Temi holds a Master of Science (MSc) in Agronomy from the University of Ibadan, Nigeria, and received his undergraduate degree in Plant Science from the Obafemi Awolowo University, Nigeria. He also holds an MBA from the Lagos Business School. He is an IMAGINE Leader, a global community of leaders who believe in the positive potential of human beings to lead systemic change through transformational leadership. He is also an alumnus of the Centre for African Leaders in Agriculture (CALA), a platform that supports sector leaders to deliver on top national priorities in African agriculture and nutrition security. He has completed executive leadership programs at several global institutions including the IESE Business School and Harvard Kennedy School.

**Agbara Chinedu**

Chinedu is an expert in agri-food ecosystems, development finance, and business management with over 12 years of experience in agriculture development, project management, and business advisory. As a Partner at Sahel Consulting Agriculture and Nutrition Limited, Chinedu spearheads agriculture transformation projects that emphasize climate resilience, seed systems innovation, inclusive growth, market systems, and the development of agri-business start-ups.

In his current role, Chinedu has been instrumental in advancing climate resilience across Africa. He leads the Climate Early Warning Systems project, which aims to enhance the operational capacity of national and regional institutions responsible for climate data collection and dissemination in Nigeria and the broader West African region. This initiative focuses on developing and strengthening early warning systems to improve the resilience of agricultural systems against climate change impacts. Through this project, Chinedu is helping to build robust frameworks that enable farmers and agri-businesses to anticipate and mitigate the adverse effects of climate variability. Chinedu's commitment to sustainable agriculture is further exemplified by his leadership in the development of a biomass-to-fertilizer conversion project in Nigeria. This innovative project seeks to transform agricultural waste into valuable fertilizer, promoting sustainable agricultural practices and improving soil health.

Additionally, Chinedu provides strategic guidance to the Building Resilience Against Climate and Environmental Shocks (BRACE) Project under the African Food Changemakers. This project aims to empower 3,000 agriSMEs over the next two years by offering training and technical support to implement sustainable solutions that mitigate the impacts of climate change. Chinedu’s expertise in agriculture extends to his deep understanding of market systems, small-scale farming, and the integration of climate-smart technologies. His work is characterized by a strong emphasis on inclusive growth and the development of resilient agricultural systems that support the livelihoods of young people and marginalized communities.

Chinedu holds a Postgraduate degree in Business Management, and a Master's degree in Advanced Finance from IE Business School, Madrid. He is also a Charter holder with the Chartered Financial Analyst (CFA) Institute in Virginia, USA. His academic background and professional qualifications equip him with a unique blend of technical knowledge and strategic insight, making him a valuable asset in driving transformative change in Africa’s agricultural sector.

**Aisha Hadejia**

Aisha is a social development expert with experience in the non-profit and humanitarian sector, working with multi-national teams on conceptualizing and implementing projects in social development, public health, and gender equality. At Sahel, Aisha’s work is focused on market and industry research and analysis across multiple value chains, as well as transforming the Nigerian agricultural sector by strengthening the technical and institutional capacity of the Federal Ministry of Agriculture & Rural Development to formulate and implement innovative and inclusive policies that will increase productivity and income of poor farmers, create job opportunities and improved livelihoods for millions of smallholder farmers, particularly women and youth. Aisha holds a bachelor’s degree from the University of Leeds, UK, a Master's degree from the London School of Hygiene and Tropical Medicine, and an MBA from the University of Aberdeen, Scotland.

**Ismael Adeniji**

Ismael is a development practice professional with cognate experience in the implementation of cross-cutting rural transformative and livelihood development projects in different capacities. His expertise ranges from community mobilization, agri-food supply chain development, strategy development, field research, project monitoring, and evaluation of large-scale and multi-country development projects. Currently, Ismael works as a Monitoring and Evaluation Consultant at Sahel. He has conducted several field researches across West African countries. He deploys his field monitoring skills to track the progress of the program and research implementation by the field-level team and provide necessary recommendations on improvement opportunities to clients.

In collaboration with Mathematica Inc. and Ipsos, he facilitated community entry for the enumerators to conduct field-level data collection for the baseline and midline evaluation of the USD15Million Bill and Melinda Gates Foundation (BMGF) funded Advancing Local Dairy Development in Nigeria (ALDDN) program. Additionally, he worked with Tanager International to conduct the gender and nutrition diagnostic of the ALDDN program. Ismael is proficient in qualitative and mixed research methods and has experience in using SurveyCTO and KoboToolBox to collect quantitative and qualitative data. He has used his experience in the use of Geographic Information Systems to track data quality in real-time. Furthermore, he has a good command of data analysis and visualization.

Ismael obtained his Bachelor of Agriculture (Honours) in Agricultural Extension and Rural Development from the Obafemi Awolowo University, Nigeria.

**5.6 About GRAD Consulting**

GRAD (Groupe de Recherche et d'Actions pour le Développement) is a consultancy firm specializing in action research, participatory technology development, and decentralized development in the areas of soil management, agro-sylvo-pastoral production systems, the environment, and sector development. Headquartered in Ouagadougou, Burkina Faso, with representations in other West African countries. GRAD Consulting Group contributes to equitable development and the well-being of populations through the dissemination of technological and institutional innovations and the judicious translation of scientific & technical information into innovative development practices, technologies, programs, policies, and strategies. Its head office is in Ouagadougou with representations in Togo and Benin.

Through these various projects in Burkina Faso, GRAD Consulting Group has worked with all the major farmers' organizations and supported some of them in accessing institutional markets (SONAGESS, School Canteen with Mena, and PAM). Some of them have been contractually linked to input distributors, to the financing system, and with private buyers. GRAD Consulting has supported the structuring of several provincial unions of producers of different products and is currently supporting the transition to the OAHDA system for several of them.

**Mission**

Putting expertise at the service of economic and social development and well-being by combining innovations and specific agricultural and environmental solutions.

**5.7 Project Implementation Experience**

**Reference n°01:** Study on the socio-economic impacts of climate change and adaptation measures on agro-sylvo-pastoral systems " in CILSS/ECOWAS countries **- Contract n°2015/INSAH/DG/2015**

|  |  |  |
| --- | --- | --- |
| **Name of project**: Study of the socio-economic impacts of climate change on agro-sylvo-pastoral systems in CILSS/ECOWAS countries | | **Country:** CILSS/ECOWAS |
| **Venue**: Espace CILSS/ECOWAS | | **Specialist staff provided by your company/organization:** 8 |
| **Name and address of client** Le **CILSS-INSAH,** Prof. Antoine SOME, 538, rue 453, Hamadaye ACI 200, BP 1530,  Bamako, Mali Tel (223) 20 22 47 06 Email : [administration@insah.org](mailto:administration@insah.org) | | **Number of employees taking part in the mission:** 5 |
| **Start date**: March 2015 | **End date**: June 2015 | **Number of working days/duration of assignment**: 3  months |
| **Name of associate consultants /possible partners**: | | **Approximate value of services**:25,110,000 excluding VAT/HD |
| **Name and position of person responsible (Director/ Project Coordinator/ Project Manager) :** AKPONIKPE Pierre Bienvenu Irénikatché, Expert in biophysical modelling (agronomy and climate) Head of mission; Amadou Abdoulaye FALL, Agroeconomist, Expert in economic modelling and impact analysis, Abdoulaye MANDO, specialist in sustainable land management; OUEDRAOGO Jean, specialist in agronomic modelling/soil fertility; Dr Ousmane NDIAYE, Agro meteorology/climate modelling; EzuiKodjovi SENAM, Climate change, modelling of the soil-water-atmosphere continuum; Tovignan SILVERE**,** Economic modelling. | | |
| **Project description :**  The aim of this study is to assess the impacts of climate change on agro-hydro-pastoral, socio- economic and environmental systems.  The specific objectives are :   * Using models to assess the socio-economic impact of climate change on society and ecosystems * Using economic models to assess the economic costs of these impacts * **Identify the best adaptation strategies and assess the costs of implementing these adaptation strategies as well as the socio-economic benefits.**   **Main tasks**   * Ongoing interaction with the Monitoring Committee (GCCA project experts and CILSS experts involved in climate change) * To take stock of existing models and approaches for assessing the socio-economic impact of climate change on agro-sylvo-pastoral systems; * Collect the climatic, agronomic and socio-economic data needed to calibrate and validate models and approaches for West African conditions; * Analyse the sensitivity of the most appropriate model or approach; * Carry out simulations to assess the socio-economic impact of climate change on agro-sylvo- pastoral systems for the 2030, 2050 and 2100 horizons, using existing climate projections (IPCC, CILSS, etc.); * To predict the impact of climate change on farm incomes, product prices and market access, taking into account potential adaptations (indirect substitutions of inputs, introduction of new varieties, etc.) by 2030, 2050 and 2100; * To identify relevant strategies for adapting to and mitigating the impact of CC in order to increase the resilience of the populations concerned, and to assess the costs of implementation and the impact on household income. | | |
| **Description of services provided by your staff: Report available** | | |

**Reference no. 02:** Drawing up a cross-border pastoral development plan in the SKBo (Sikasso- Korhogo-Bobo) cross-border transhumance zone for the SNV/MOPSS project.

|  |  |  |
| --- | --- | --- |
| **Name of assignment**: Drawing up a cross-border pastoral development plan in the SKBo (Sikasso- Korhogo-Bobo) cross-border transhumance zone for  the SNV/MOPSS project. | | **Countries:** Burkina Faso, Mali, Côte d'Ivoire |
| **Location:** Burkina Faso, Mali, Côte d'Ivoire | | **Specialist staff provided by your company/organization: 04** |
| **Client's name and address:** Stichting SNV Netherlands Development Organisation, 01 BP 625  Ouagadougou 01, tel: +226 25 40 92 63; email: [burkina-faso@snv.org](mailto:burkina-faso@snv.org) | | **Number of employees who took part in the Mission**: 04 |
| **Start date**: 16  October 2023 | **Completion date**: 15 February | **Number of months worked; duration of assignment**: 40 working days |
| Names of any associated consultants/partners: None | | **Approximate value of services :**  33 299 600 FCFA TTC |
| **Name and position of the person in charge (Project Director/Coordinator, Team Leader)** : **Dr SAWADOGO Issa (**Head of Mission); **Dr NGORAN Kouamé Edouard** ( Expert in animal biology and production**,** National Consultant Côte d'Ivoire); **Dr SODRE Etienne** (National Consultant Burkina Faso) ; **BAGAYOKO Siaka (**National Consultant Mali) ; | | |
| **Description :**  The objective The overall objective of the assignment is to support local authorities and inter-authorities, using an inclusive and participatory approach involving all the stakeholders involved in implementing the MOPSS in drawing up a cross-border pastoral development plan for the SKBo (Sikasso-Korhogo-Bobo) cross-border transhumance zone.  Specifically, the aim will be to support players in the following activities:   * carry out an assessment of pastoralism, pastoral land tenure and cross-border transhumance: dynamics, mapping of stakeholders (producers' organizations, consultation frameworks, inter-communal bodies, projects and programs, NGOs, etc.) and pastoral resources (natural resources, pastoral infrastructure and facilities), limitations/constraints/obstacles and opportunities, recommendations on the peaceful movement of livestock and the sustainable and inclusive management of pastoral resources, etc. * draw up an action plan and a pastoral investment plan, together with a detailed pastoral map (potential strategic sites for pastoral structures, with reference to cross-border transhumance). - * Analyzing the feasibility of the proposed works by integrating the technical characteristics adapted to the needs and strategic interests of the socio-professional players as well as to gender specificities (Gender Equality and Social Inclusion) and risk analysis. * Draw up structuring project sheets for the development of pastoralism ; | | |
| **Description of services provided by your staff:** Report **available** | | |

**Reference no. 03:** Selection of a firm to carry out a diagnostic study of regional and national stakeholders' key capacity development needs for the production, dissemination and use of data and services for monitoring land degradation.

|  |  |  |
| --- | --- | --- |
| **Name of assignment**: Selection of a firm to carry out a diagnostic study of the key needs of regional and national  stakeholders for the production, dissemination and use of data and services for monitoring land degradation. | | **Countries:** Burkina Faso, Mali, Senegal, Niger |
| **Location**: Burkina Faso, Mali, Senegal, Niger | | **Specialist staff provided by**  **your company/organization:** 03 |
| **Name and address of client**: ENABEL (Agence Belge de Développement) quartier Issa Béri, Rue IB-40, BP 12 987,  Niamey Niger [www.enabel.be](http://www.enabel.be/) yannick.mbiya@enabel.be; [oble.neya@enabel.be](mailto:oble.neya@enabel.be) | | **Number of employees who took part in the Mission**: 09 |
| **Start date** : 18 April 2023 | **Completion date** : 18 June 2023 | **Number of months of work; duration of the assignment**: **02 months** |
| **Names of any associated consultants/partners**: none | | **Approximate value of services:**  **€72,362** |
| **Name and position of persons in charge (Project Director/Coordinator, Team Leader) : HIEN Fidèle** (mission leader); **CISSE Boubacar** (SLM expert); **OUEDRAOGO Blaise** (GIS expert); **TOURE Alamir Sinna** (SLM expert, institutional analysis); **DIAKITE Cheick Hamala (GIS expert); SAMBA Sow (SLM expert, institutional analysis); Ms DIAITE/SANOGO Diaminatou** (GIS expert); **ISSA Aboubacar** (SLM expert, institutional analysis); **BACHIR Mourtala** (GIS expert). | | |
| **Project description :**  **General objective :**  The overall objective of this study is to identify the key needs of regional and national stakeholders for the production, dissemination and use of data and services for monitoring land degradation in the 4 countries covered by the PTCS. Specifically, this will involve :   * Identify the regional and national players involved and/or potential for the production, dissemination and use of data and services for monitoring land degradation; * Draw up a comparison of the institutional frameworks and systems for monitoring land degradation (main missions and activities, protocol and methodology for calculating NDT, quality of available data, constraints on setting up these systems, etc.); * Map national and regional initiatives (projects and programs) for the production, dissemination and use of data and services for monitoring land degradation underway in the Sahel region * Identify the key capacity-building needs of regional and national players to improve their performance in producing, disseminating and using data and services for monitoring land degradation | | |
| **Description of services provided by your staff: Report** available | | |

**Reference n°04:** Technical assistance for various studies aimed at developing livestock farming as part of the Regional Investment Programme for Livestock Development in Coastal Countries (PRIDEC).

|  |  |  |
| --- | --- | --- |
| **Name of assignment**: Technical assistance for various studies aimed at developing livestock farming as part of  the Regional Investment Programme for Livestock Development in Coastal Countries (PRIDEC). | | **Countries:** 09 ECOWAS countries |
| **Location**: Benin, Togo, Ghana, Côte d'Ivoire, Liberia, Sierra Leone, Guinea, Guinea Bissau and Nigeria | | **Specialist staff provided by your company/organization:** 11 |
| **Name and address of client**: **ARAA/ ECOWAS** Address: 83 Rue des Pâtures (Super Taco), Lomé, Togo 01 BP 4817 - Lomé, Togo  Website: [www.araa.org](http://www.araa.org/) | | **Number of employees who took part in the Mission**: 17 |
| **Start date**: September 2020 | **Completion date**: August 2021 | **Number of months worked; duration of assignment**: 23 months |
| **Name of any associated consultants/partners**: Cabinet ZOOFOR | | **Approximate value of services**: 297,655,000 FCFA |
| **Name and function of responsible persons (Project Director/Coordinator, Team Leader):** Dr Abdoulaye MANDO (Mission Director), Keffing SISSOKO (Deputy Mission Director), Dr Hamadé KAGONE (Head of mission), Mohamadou Lamine FADIGA (Livestock and value chain economist), Dr Yacouba SANON (Expert in pastoralism and sociology of agro-pastoral environments), Dr Iheanacho Okike (Agricultural economist) | | |
| **Project description :**  The overall objective of the assignment is to provide intellectual services to carry out various studies aimed at livestock development within the framework of the Regional Investment Programme for Livestock Development in Coastal Countries (PRIDEC). Specifically, the study must enable :   * To update the PRIDEC documents for Benin, Togo, Ghana and Côte d'Ivoire and put them in the format of projects likely to obtain financing from AFD or other donors (bilateral and/or multilateral); * Support the formulation of the Republic of Guinea's PRIDEC document; * Update the wording of the regional component of PRIDEC ; * To support the formulation of technical arguments (relating to the development of strategic orientation documents in favour of investment in the livestock sector) for Guinea Bissau, Sierra Leone and Liberia; * To update Nigeria's PRIDEC document and put it into a project format likely to obtain funding from AFD or other donors (bilateral and/or multilateral); * Support country authorities in the preparation of project documents for interested technical and financial partners in order to meet the eligibility conditions required for the financing and implementation of their investment programs (mobilization of resources, coordination, monitoring and evaluation, etc.); * Carry out feasibility studies in 2 countries in the region, where appropriate at the request of ECOWAS and subject to validation by AFD, to enable the identification of projects that could be financed by AFD, it being understood that the triggering of this tranche will require ECOWAS to request and obtain AFD's NDA. | | |
| **Description of the services provided by your staff: Reports available** | | |

**Reference no. 05:** Development of a tool and associated protocol for measuring the socio-economic impacts generated by the implementation of the PAPBio program (Regional Governance of Protected Areas in West Africa).

|  |  |  |
| --- | --- | --- |
| **Name of assignment**: Development of a tool and associated user protocol for measuring the socio-economic impacts generated by the implementation of the PAPBio program. | | **Countries:** Benin, Burkina Faso, Ivory Coast, Mali; Senegal |
| **Location**: Benin, Burkina Faso, Ivory Coast, Mali; Senegal | | **Specialist staff provided by your company:** 03 |
| **Client name and address**: IUCN - Central and West Africa Programme (PACO)  01 BP 1618 Ouagadougou 01, Burkina Faso  Tel: (+226) 25374216 or (+226) 25374685 | | **Number of employees who took part in the Mission**: 03 |
| **Start date**: September 2020 | **Completion date**: June 2024 | **Number of months worked; duration of assignment**: 80 days |
| **Names of any associated consultants/partners**: none | | **Approximate value of services**: **CFAF** 38,723,000 |
| **Name and function of the person in charge (Project Director/Coordinator, Team Leader) :** Dr Sapré Laurent MILLOGO (Head of mission), TIEMTORE P Aristide (Economist, monitoring and evaluation specialist), KAZINGA Issaka (Statistician), | | |
| **Project description :**  The main objective of the assignment is to identify and develop a tool and associated protocol for use in measuring the socio-economic impacts generated by the implementation of the PAPBio program.  Specifically, this involves :   * Define, in collaboration with the members of the PAPBio program project teams, the socio-economic or community well-being indicators to be taken into account when measuring the impact of the PAPBio program; * Draw up indicator data sheets ; * Identify and/or develop a tool to measure the socio-economic situation of communities in the project area; * Establish the data collection protocol and train data collectors in the best use of the tool; * Provide the necessary support to ensure optimal use of the tool when collecting data * Collection of baseline data on national and cross-border parks, non-timber forest products and socio-economic development; * **Data collection on achievements and stakeholders' perceptions at the end of the project** ; * **Carrying out data analysis to establish the baseline and conducting the socio- economic impact study of the PAPbio at the end of the program using the double comparison method, which consists of comparing the difference between a control group (controls) and the treatment group (beneficiaries) before and after the program intervention;** * **To formulate recommendations for improving monitoring and evaluation systems in countries and at regional level.** | | |
| **Description of the services provided by your staff :**   * Baseline report available * Impact study in progress | | |

**Reference n°06:** Baseline-endline study of the OSRO/BKF/212/NOR project (“Improving food security and protecting the livelihoods of vulnerable households in the Boucle du Mouhoun, Centre-Nord and Nord regions of Burkina Faso”.)

|  |  |  |
| --- | --- | --- |
| **Project name**: Baseline-endline study for the OSRO/BKF/212/NOR project (“Improving food security and protecting the livelihoods of vulnerable households in the Boucle du Mouhoun, Centre-Nord and Nord regions of Burkina Faso”.) | | **Country:** Burkina Faso |
| **Location**: Centre-Nord, Nord and Boucle du Mouhoun regions | | **Specialist staff provided by your company/organization:** 02 |
| **Name and address of client:** The Food and Agriculture Organization of the United Nations (FAO), Mr Dauda SAU, FAO Representative in Burkina Faso Rue Pierre Barry, 01 BP 2540 OUAGADOUGOU 01  Email: [FAO-BF@fao.org](mailto:FAO-BF@fao.org) Tel. (00226) 25 30 60 57/58 | | **Number of employees involved in the mission:** 02 |
| **Start date**: May 2024 | **End date** : July 2024 | **Number of working days / duration of assignment**: 60 days |
| **Names of any associated consultants/partners: None** | | **Approximate value of services**:  €40,863,400 including VAT |
| **Name and position of persons responsible:** Dr KABORE Daniel (Head of mission); BAZIE Yves Gérard (Statistician, RIMA tool specialist), TIEMTORE P Aristide (Head office support) | | |
| **Project description :**  The overall objective of the assignment is to carry out an objective baseline study providing a reference situation for the logical framework indicators and the results expected from the implementation of the project, and a final study providing the final situation for the project indicators using a contextual methodology.  In addition to the project indicators, the study will analyze the initial and final level of food security and the resilience of populations to the various climatic and anthropogenic shocks.  **The consultant's tasks :**   * Finalization of the methodology and work plan, including the design and identification of samples, surveys, tools and a communication strategy. * Development of various data collection tools; * Design of an analysis plan specifying the analyses to be carried out on the basis of the project indicators. * Recruit the team of interviewers and train them in the methodology, data collection tools and communication strategy for the survey; * **Collecting data on activities, results and the perceptions of stakeholders in the field**   **;**   * **Data processing and analysis ;** * **Drawing up a report showing the baseline level of indicators at the start of the project and their final level at the end of the project.** * **Analyses of beneficiaries' perceptions (IDPs, hosts) of FAO intervention** * The formulation of methodological and operational guidelines, in the form of recommendations and suggestions relating to the living standards of the beneficiaries, which could help in the drafting of similar projects and future interventions; * Analysis of the successes and failures of similar interventions. | | |
| **Description of services provided by your staff: In progress** | | |

|  |  |  |
| --- | --- | --- |
| **Name of assignment**: Baseline study for project GCP/BKF/068/BEL (“Strengthening the resilience of vulnerable households to the adverse effects of climate change through multi-use boulis, in the North, Centre-North and Sahel regions”) | | **Country:** Burkina Faso |
| **Location**: Centre-Nord, Nord and Sahel regions | | **Specialist staff provided by your company/organization:** 03 |
| **Name and address of client :** The Food and Agriculture Organization of the United Nations (FAO), Mr Dauda SAU, FAO Representative in Burkina Faso Rue Pierre Barry, 01 BP 2540 OUAGADOUGOU 01  Email: [FAO-BF@fao.org](mailto:FAO-BF@fao.org) Tel. (00226) 25 30 60 57/58 | | **Number of employees taking part in the mission:** 03 |
| **Start date**: November 2023 | **End date** : January 2024 | **Number of working days / duration of assignment**: 45 days |
| **Names of any associated consultants/partners: None** | | **Approximate value of services**: 46,031,800 including VAT |
| **Names and positions of people in charge:** Dr KABORE Daniel (Head of mission); KONKOBO Hamidou (Statistician, RIMA tool specialist), DONGOBADA Hilaire (Rural development expert), TIEMTORE P Aristide (Head office support) | | |
| **Project description :**  The main aim of the study is to carry out an objective baseline study and a rapid gender analysis to provide a reference situation for the logical framework indicators and the results expected from the implementation of the project. In addition to the project indicators, the study should analyze the initial level of food security and people's resilience to the adverse effects of climate change, as well as social cohesion. It should also carry out a rapid gender analysis in order to identify the constraints and priorities, but above all the practical needs and strategic interests of men and women for the sustainable, effective and egalitarian implementation of the project.  **The consultant's tasks :**   * Finalization of the methodology and work plan, including the design and identification of samples, surveys, tools and a communication strategy. * Development of various data collection tools; * Design of an analysis plan specifying the analyses to be carried out on the basis of the project's indicators. Five categories (at least) of indicators are expected: food security indicators, social cohesion indicators, resilience indicators, gender-disaggregated socio- economic indicators to measure gaps and inequalities in access to and control over resources and benefits between men and women, and indicators of change in gender relations in a project. * Recruit the team of interviewers and train them in the methodology, data collection tools and communication strategy for the survey; * Data collection in the field ; * Data processing and analysis ; * Drawing up a report on the status of the reference level of indicators at the start of the project; formulating methodological and operational guidelines in the form of recommendations and suggestions; * **Capitalizing on successes and failures and perceptions of similar interventions.** | | |

**Reference n°07:** Baseline study for project GCP/BKF/068/BEL (“Strengthening the resilience of vulnerable households to the adverse effects of climate change through multi-use boulis, in the North, Centre-North and Sahel regions.

* 1. **Bio of Proposed GRAD Consulting Project Team**

**TAPSOBA François**

|  |  |
| --- | --- |
| Position | Senior Expert, MEL and |
| Nom de l’expert | TAPSOBA François |
| Nom de la firme | Sahel Consulting and GRAD CONSULTING |
| Nationalité/Pays de résidence | Burkinabé / Burkina Faso |

**Etudes:**

|  |  |  |
| --- | --- | --- |
| **Année** | **Université** | **Diplôme obtenu et Université** |
| 1983 | Université Louis Pasteur de Strasbourg, France | Sciences Économiques et de Gestion, **Doctorat** |
| 1978 | Sciences Économiques et de Gestion, **DEA** |
| 1977 | Sciences Économiques et de Gestion, **Licence** |
| 1976 | Sciences Économiques et de Gestion, **DEUG** |

**LANGUES:** Français et Anglais : Parlé, Écrit, lecture : très bien

**EXPÉRIENCE PROFESSIONNELLE**

|  |  |
| --- | --- |
|  | |
| 1er Février 2019 –  29 Février 2024 | **Manager Général de l’Université Aube Nouvelle du Burkina**. A ce poste j’ai assuré les fonctions de chef d'orchestre de l'organisation administrative et académique des deux campus de l'Université (Ouagadougou et Bobo), à travers, entre autres : (i) la mise en œuvre, l'évaluation et le réajustement du plan stratégique de développement, (ii) assurer la fonction de la veille concurrentielle, (iii) organiser les débats budgétaires et l'adoption des budgets annuels d'investissement et de financement, (iv) assurer une gestion optimale de la trésorerie de l'Université, (v) être garant de l'assurance qualité des services, la crédibilité et la notoriété de l'Université tant au niveau académique qu’administratif, (vi) coordonner toutes les activités de l'Université, (vii) exercer des pouvoirs hiérarchique et disciplinaire sur l'ensemble du personnel et des services de l'Université. Les résultats personnels comprennent, entre autres :   * L’évaluation de la mise en œuvre du plan stratégique 2017-2021 et élaboration du plan stratégique 2022-2027 et sa déclinaison en plan d’actions pour chacun des deux Campus. * L’élaboration d’un business plan qui sert de base pour la négociation de financements publics et privés allemands pour le financement de l’ouverture de nouvelles filières, notamment la filière sciences de la santé et l’érection d’un centre hospitalier universitaire. * La supervision des études de marché pour l’ouverture d’un total de sept nouvelles filières sur la période de son mandat. |
| Juillet 2011 – 30  Septembre 2018 | **Conseiller Technique Régional de la FAO auprès de la Commission de l’Union africaine**  **(Addis-Abeba) pour la mise en œuvre de l’Initiative de la Grande Muraille Verte pour le**  **Sahara et le Sahel**. Mes activités à ce poste ont consisté à appuyer la mise en place au sein de la commission et dans les États membres concernés, d’un environnement favorable à la mise en œuvre de l’initiative de la grande muraille verte pour le Sahara et le Sahel (IGMVSS) à travers : (i) la clarification du concept, (ii) l’élaboration d’une stratégie régionale harmonisée et d’un cadre de résultats, (iii) la mise en place de 13 plans d’action nationaux, (iv) le développement de projets d’appui aux pays et aux institutions sous régionales, (v) la mise en place au sein de la commission d’une unité de coordination de la mise en œuvre de l’initiative.  La clarification du concept « grande muraille verte » qui ne doit pas être perçue comme une initiative de plantation d’arbres, mais une initiative de mise en place de pôles/hubs ruraux de |

|  |  |
| --- | --- |
|  | développement intégrant toutes les activités rurales, dont le pastoralisme, s’est faite à travers la production de documents tels que :   * The Regional Harmonized Strategy for the implementation of the GGWSSI (2012); * Stratégie et plan d’action de renforcement des capacités pour la mise en œuvre de l’IGMVSS (2013) ; * The Results Framework for the implementation of the GGWSSI (2014). * Great Green Wall for the Sahara and the Sahel Initiative: Contribution to the six priorities of the African Union Commission (2016); * The Great Green Wall: A Pan African initiative achieving the aspirations of Africa’s Agenda 2063 (2016); * The Great Green Wall for the Sahara and the Sahel initiative: sowing the seeds of resilience in Africa’s Drylands (2017);   Cette expérience a été très utile pour la maîtrise du concept de « Théorie du changement » des Nations Unies, laquelle a été prise en compte dans la formulation d’un projet régional financé par l’Union européenne à hauteur de vingt (20) millions d’euros (Action against Desertification in support of the implementation of the GGWSSI in 8 ACP countries).    Dans le cadre de cette fonction, j’ai eu des interactions avec les acteurs du projet SAWAP (composante de l’IGMVSS financée par la Banque Mondiale) et parmi lesquels on note le CILSS, l’OSS, IUCN, etc. J’ai aussi animé des séminaires et ateliers de renforcement des capacités pour la mobilisation de ressources financières. |
| Juin 2005 – Juillet  2011 | Conseiller Technique Régional pour l’Afrique de l’Ouest et du Centre du Mécanisme Mondial de la Convention des Nations Unis de lutte contre la désertification. Le Mécanisme Mondial est l’organe chargé de la mobilisation des ressources pour le financement de la mise en œuvre des plans d’actions nationaux et sous régionaux de lutte contre la dégradation des terres. Mes activités consistaient à appuyer les gouvernements dans la mise en place de cadres d’investissements intégrés et à faire du plaidoyer auprès des bailleurs de fonds pour le financement des activités de gestion durable des terres en Afrique de l’Ouest et du centre. Les appuis aux gouvernements ont porté également sur la prise en compte de la gestion durable des terres/lutte contre la désertification dans les plans d’investissement nationaux du Programme Détaillé de Développement de l’Agriculture Africaine (PDDAA/CAADP) et dans des programmes spécifiques comme le programme pilote de renforcement de la résilience au changement climatique au Niger où près de 50% des ressources de cent dix millions de dollars US du programme sont affectés à la gestion des ressources naturelles. Dans cette fonction, j’ai aussi joué le rôle d’interface entre le Mécanisme Mondial et des organisations sous régionales comme le CILSS, l’UEMOA et la CEDEAO. |
| Novembre 1995 –  Décembre 2004 | Expert en Suivi – Évaluation et Responsable du Programme Majeur “Gestion des ressources naturelles” au Comité permanent inter-États de lutte contre la sécheresse dans le Sahel (CILSS). Mes activités à ce poste ont été à la fois techniques et managériales. J’ai notamment appuyé les neuf pays du CILSS à mettre en place des systèmes de suivi-évaluation de leurs activités de lutte contre la désertification, à développer des plans d’action pour la mise en œuvre des conventions de Rio (Désertification, changement climatique, diversité biologique). Au niveau régional j’ai été Team Leader pour l’élaboration de la première version du programme d’action sous régional de lutte contre la désertification en Afrique de l’Ouest et au Tchad (PASR-AO) En tant que responsable du programme majeur GRN, j’ai représenté l’institution dans les négociations des conventions de Rio, principalement la Convention désertification et la convention cadre sur le changement climatique, avec un rôle d’appui technique pour la formulation des positions communes africaines. J’ai également supervisé l’élaboration des trois premiers cycles de rapports nationaux et sous régionaux/CCD |
|  | et pris une place importante dans les réflexions sur la Gestion Intégrée des Ressources en Eaux, le foncier, le pastoralisme, la décentralisation, la gestion durable des forêts et la valorisation économique des ressources naturelles dans l’espace CEDEAO. J’ai été membre de divers groupes internationaux sur les critères et indicateurs, notamment dans le cadre de la CCD et de la gestion durable des forêts. |
| Février 1992-  Septembre 1995 | Expert National en Formation et renforcement des capacités du Programme des  Nations Unies pour le Développement affecté au Fonds d’Appui aux Activités Rémunératrices des Femmes (FAARF). Mes activités à ce poste ont porté sur le microcrédit, la conception et l’application de modules de formation en gestion pour les femmes du secteur informel, clientes du Fonds d’Appui aux Activités rémunératrices des Femmes (FAARF). Elles ont aussi porté sur des appuis techniques au montage de dossiers de crédits à soumettre au FAARF par les femmes du secteur informel et les jeunes filles diplômées de l’Enseignement supérieur voulant se lancer dans l’entreprenariat privé. Cette position m’a familiarisé et sensibilisé sur la problématique GENRE. |
| Octobre 1988 – Octobre 1991 | Assistant de Programmes, Aide à l’Enfance Canada. Responsable pour la promotion du partenariat « Services Publiques – Société Civile » dans les programmes de développement local promus par l’ONG dans les provinces de la Gnagna, du Nahouri et de la Comoé au Burkina Faso. Il s’est agit d’une expérience enrichissante en termes de connaissance et de connexion avec les organisations de la société civile et des ONG du Burkina Faso, du Mali et du Niger ; mais aussi de maîtrise de certains outils de planification canadiens comme la gestion axée sur les résultats. |
| 1986-1988 | Directeur des Études à la Société Africaine d’Études et de Développement (SAED), 1ᵉʳ bureau d’études fondé par des nationaux au Burkina Faso. Chargé de la qualité des produits et études du bureau d’Études. Réalisation de diverses missions d’études, d’évaluation de projets et programmes, d’élaboration de projets productifs et de développement. J’ai réalisé une vingtaine d’études socio-économiques, d’évaluation de projets, de conception de projets au profit des clients de ce bureau d’études (voir liste des consultations). |
| 1984-1986 | Enseignant – Chercheur à l’Université de Ouagadougou, Faculté des Sciences Économiques et de Gestion. Chargé des cours d’Économie Financière, d’Économie du Burkina, d’Économie Politique et de Systèmes et Techniques comparés de Planification. |

**Quelques travaux de consultant**

Productions récentes:

* The African Union's 10-year strategic and action plan for the implementation of the Great Green Wall (AUC, 2023).

Avril – Mai 2007

* Sub Regional Action Programme to combat desertification in Central Africa (UNCCD Secretariat & COMIFAC, 2007)*.*

Mars – Avril 2007

* Formulation de la stratégie et du plan d’actions de renforcement des capacités nationales du Burkina Faso pour la gestion de l’environnement national et mondial. *Étude pour le compte du Ministère de l’Environnement et du Cadre de Vie du BF.*

Novembre 2006

* Développement d’une méthodologie pour l’élaboration du Programme d’Action National de lutte contre la désertification/dégradation des terres d’Haïti. *Étude pour le compte du Gouvernement de Haïti et la GTZ*.

Février – Mars 2006

* Formulation d’un projet de « Promotion de la participation volontaire des Jeunes et des communautés de base au renforcement de la décentralisation de la gestion environnementale au Bénin ». *Étude pour le compte du Programme des Volontaires des Nations Unies.*

Novembre- Décembre 2005

* Définition des orientations stratégiques et planification opérationnelle d’un programme de partenariat pays pour la gestion durable des terres au Burkina Faso. *Etude réalisée dans le cadre de l’initiative « Country Pilot Partnership Program for sustainable land management » du Fonds pour l’Environnement Mondial*.

Septembre - Octobre 2005

* Etude des impacts des activités du Mécanisme Mondial de la CCD en Afrique de l’Ouest et formulation d’une stratégie programmatique d’intervention pour améliorer la gestion durable des terres et la lutte contre la désertification.

Juin 1995:

* Évaluation de la phase 1 du projet de développement intégré de Saponé, projet conduit par deux ONG une américaine (Save The Children USA) et une néerlandaise (save the Children Pays Bas).

Avril 1992:

* Élaboration d’une méthodologie participative d’élaboration d’un programme d’actions dans les zones périphériques des aires protégées de l’est du Burkina Faso pour le compte de l’UICN.

Mars 1992:

* Étude diagnostic des groupements et coopératives partenaires (Burkina Faso) du Programme Micro réalisation de la coopération canadienne.

Décembre 1991 - Mars 1992:

* Diagnostic physique et socio-économique des petits aménagements hydroagricoles (lutte contre l’érosion et petite irrigation) des provinces du Bazéga, du Bulkiemdé et du Mouhoun (Burkina Faso) pour le compte du Fonds de l’Eau et de l’Équipement Rural du Burkina Faso et de la FAO.

Août 1991:

* Étude de faisabilité pour la promotion d’un système d’épargne et de crédit en milieu rural dans la province d’Oubritenga (Burkina Faso) pour le compte de l’Association internationale des volontaires laïcs – LVIA (ONG italienne).

Février – Mars 1988:

* Évaluation de la phase 3 du Fonds de Développement Rural (FDR3) et formulation de la phase 1 du Fonds de l’Eau et de l’Equipement Rural (FEER1) pour le compte du Gouvernement du Burkina Faso et de ses partenaires (FAO, Coopération néerlandaise).

Octobre - Novembre 1987:

* Étude de l’environnement socio-économique de la forêt classée de Toumousséni pour le compte de la FAO.

Novembre - Décembre 1986:

* Étude d’élaboration d’un programme de déplacement des populations de la zone d’inondation du barrage hydroélectrique de la Kompienga pour le compte du Ministère de l’Équipement du Burkina Faso.

Juillet - Août 1986:

* Planification du développement dans dix villages touchés par le projet de développement rizicole de Niéna Dionkélé (volet économique) pour le compte du Ministère de l’Agriculture et de l’élevage du Burkina Faso

Juin - juillet 1986:

* Évaluation de l’impact économique et social du programme cotonnier au Burkina Faso pour le compte de la Banque Mondiale.

Mars - Avril 1986:

* Étude des effets des migrations sur les structures agraires et l’emploi rural au Burkina Faso pour le compte de la FAO.

**Certified true with pledge of my honour and integrity**

**Certifié exact avec engagement de mon honneur et de mon intégrité**



François Tapsoba

27 Juillet 2024

**CISSE Boubacar**

Boubacar is a skilled environment and development expert with 30 years of experience gained from real grass-root level project implementation through to international land policy implementation in the areas of Rural Development, Environment, and Sustainable Development, Combating Desertification/Land degradation, Sustainable Land Management, particularly in Africa (UNCCD implementation at national, sub-regional and regional levels), poverty, policies, programs, and field projects. Very solid knowledge of the UNCCD process and useful knowledge of UNFCCC, CBD, and SDG processes. He is fluent in French (francophone originally) and has useful working knowledge in English (for 22 years with UNCCD and 2 years with Oxfam/UK).

He has a postgraduate diploma in environment decision-making in the context of sustainable development from the Open University, Milton Keynes, United Kingdom. Before that, he was awarded a diploma in rural development with a focus on livestock husbandry from the Rural Development Institute of the University of Ouagadougou.