

The French Development Agency (*Agence Française de Développement - AFD*) is willing to finance a consortium of International and National Iraqi Civil Society Organizations or other Non Profit Organizations (CSO/NPO) to implement a project to contribute to the agricultural and rural economy recovery in Nineveh governorate in Iraq, with a more specific – but not exclusive – focus on Al-Hamdaniya district (see the Terms of Reference (ToR) in Section I).

AFD has earmarked a maximum of EUR 10 million to fund one single project, with a duration of minimum 24/36 months.

The project will be selected based on a project concept note (see template in Section III), to be provided together with an administrative file (Section IV) and information sheets (Sections V and VI), to be submitted electronically at the latest by 12 pm, Paris time, on 3 September 2018. Late proposals will be rejected.

The selected consortium of CSOs/NPOs will be then invited to complete their appraisal processes, working closely with the AFD Project team, and submit a final comprehensive project note. This final note must include any points arising from the discussions with AFD thus allowing the Project Manager to present the projects to AFD's governing bodies.

The documents of the call for proposals will be available from 15 June 2018 on the AFD website:
<http://afd.dgmarket.com>

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Proposals must be submitted in English or French at the latest at 12 pm Paris time on 3 September 2018 (time/date receipt at AFD, to be confirmed by a formal acknowledgement of receipt), sent by mail to the contacts reported below.

For all other information, applicants may write to:

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Every question and its answer will be shared on the afd.dgmarket.com platform for everyone's knowledge.

1. ISSUES AT STAKE**Nineveh Governorate and Al-Hamdaniya district**

The Nineveh plain, and its eponym Governorate, are one of the most diverse areas of Iraq, combining diversity at both community and religious level, with the presence of Christians (from the Syriac catholic, Syriac orthodox and Chaldean obedience), Sunni (mostly Arabs and Kurds), Shia (mostly Shabaks) and smaller groups such as Yezidi and Kakai. The Daesh invasion emphasised the opposition between Sunni Arabs and all other communities. But there are other existing tensions, the main of which is presently between Christians and Shia Shabaks, mostly in the Al-Hamdaniya district: while Christians are better organized and receive more support for the reconstruction, they feel threatened by the growing presence of Shabaks in the urban centres of the districts.

Iraq has started implementing a decentralization process, which should, eventually, give more autonomy to governorates to manage their development. However, in Tikrit, Anbar, Salahaddin, Nineveh and Kirkouk, the implementation has been delayed, since those governorates are not considered politically stable enough.

Up to these days, half of the Governorate's inhabitants (1.4 million) are still internally displaced, with roughly half a million of them in camps. Public administrations are heavily disorganized, and their capacities and operations are degraded. Their resources are overwhelmed by the needs for reconstruction and economic recovery. Despite Baghdad designing two senior officials to pilot the reconstruction process, available financial resources remain limited, and economic recovery does not get enough attention. Moreover, reconstruction efforts tend to focus on Mosul city rather than on its surrounding agricultural areas, despite agriculture being the Governorate's economic backbone.

Within Nineveh, the Al-Hamdaniya district covers roughly 1,100 square km, located between the Tigris, the Zab and the Erbil-Mosul road. Its capital is Qaraqosh (whose other names are Bakhdida and Al-Hamdaniya), and other important urban centres are Bartella, in the north, and Nimrod, in the south, which are the capitals of the eponym sub-districts. At the beginning of the 2000s, its population was approximately 125,000 people, of which about 100,000 have already returned to their homes since the liberation. The main income sources for inhabitants in the district are wheat and barley cultivation, to a lesser extent fruits and vegetables production, as well as small stock and poultry-raising.

Agriculture in Iraq

Despite the arid climate, Iraq is an agricultural country. A major source of livelihoods and income, one third of Iraq's population of 37 million are rural-based and depend on agriculture for their livelihoods. Livestock is an integral part of farming and farmers keep animals to enhance incomes and satisfy their basic food requirements. While very much dependent on rain-fed agriculture for grain and sheep production in the north, a considerable portion of Iraq's agricultural lands are under irrigation¹.

The Iraqi Public Distribution System (IPDS) was established in the 90's, as part of the measures aiming at mitigating the impact of the international sanctions imposed upon Iraq. It consists in harvests being bought by the Ministry of Trade at an incentivizing price, and being then redistributed to the population at a highly subsidized price. Since 2003, the quantity and quality of distributed rations have been reduced, but the system still exists and continues to play a role in the national food security (in rural areas, it can represent

¹ UN : IRAQ - RECOVERY AND RESILIENCE PROGRAMME - Restoring Agriculture and Water Systems

an increase of up to 50% of people's purchasing power). Its future, however, is unclear, since it is perceived as expensive and inefficient.

Conflict drives farmers from their land, disrupts economic activities, and prevents people from accessing markets. In Iraq, the recent war against Daesh has profoundly affected "the food system's infrastructure, mainly due to the destruction of buildings and assets, fields and of the commercial activities that provided income for the population to buy food."² The World Bank has assessed the total losses of the agricultural sector at 2.1 billion USD. Of all occupied governorates, Nineveh is the one which suffered the highest losses (655 MUSD). The total rehabilitation costs for the sector have been estimated at 3.4 billion USD. Even though those figures might have been inflated as part of a strategy to attract international aid, they emphasize the importance of the needs.

From the 70's, petrol revenues have facilitated urban development and the increase of importations at the expense of rural areas and the agricultural sector. Although agriculture still occupies about a third of active population, it only contributes from 3 to 5% to GDP. 70% of Iraq's food needs are covered by importations. Due to a mostly semi-arid environment, only a fifth of the country's land is arable, half of which is in Kurdistan, where rain is more abundant. The production system can be qualified as "low input – low output", and its improvement is limited by natural and structural constraints among which can be listed: the scarcity of water, the salinization of irrigated land, land degradation, a lack of electricity, the absence of investments... Agro-processing is limited, both in the public and the private sectors.

There is no national strategy for agricultural development. Although the IPDS still supports the sector to an extent, the tendency is that of an increasing withdrawal of the Government. Since 2003, apart from subsidizing inputs, the Ministry of Agriculture has limited its activities to punctual small-scale operations (loans), and stopped formulating and implementing agricultural development programmes. Agricultural loans that were available from 2006 to 2014 were actually hardly used for agricultural activities. The tentative design of an agricultural calendar, with the aim of forbidding importations at harvest time was a promising initiative, but couldn't be effectively implemented (lack of border control capacities).

Specific challenges and opportunities for agriculture in Nineveh and Al-Hamdaniya

There are no specific and reliable sources for assessing the rehabilitation needs of the agricultural sector in Nineveh or, more specifically in the Al-Hamdaniya district. Since the liberation from Daesh, the attention and the aid have been focused on the reconstruction and rehabilitation of individual houses, public buildings and infrastructure, schools and religious buildings, in order to encourage people to come back. The agricultural sector has been somewhat neglected, despite its central role in the Governorate's economy, and as a potential social cohesion factor (all communities are involved, with complementary activities, in the sector).

Historically, the Nineveh plain is dominated by rain-fed agriculture, mostly dedicated to the production of wheat and barley. As stated above, this production was integrally absorbed by the national IPDS. Under Daesh domination, although the production could no longer be bought by the Iraqi Government, satellite evidence shows that it was still on-going³. It seems that the average size of cultivated plots is low – between 1 and 200 donum⁴, and that one family's lands are often parceled out in several small and scattered plots. Land is mostly rented, through long-term lease and for a nominal fee, from the government. Due to the small size of plots, to the diminishing subsidies for the production, and to the

² Toward economic recovery and food security in post-Daesh Iraq – A framework for governance moving forward, IRIS, December 2017

³ Hadi H. Jafaar, Eckart Woertz, "Agriculture as a funding source of ISIS: a GIS and remote sensing analysis", Food Policy, October 2016

⁴ 1 donum = 0,25 hectare in Iraq

dependence upon variable rainfall, it is now difficult for farmers to derive income solely from cereal production.

One possible diversification option would rely on the development of irrigation systems, whether individual or collective and state-managed. Irrigation can both secure cereal production where rain is insufficient, or be used for vegetable (including pulses) and fruit production. Nineveh theoretically benefits from three existing irrigated perimeters. All three, however, were damaged during the conflict. North Jazeera⁵ is being rehabilitated with help from the FAO and from JICA. Sallamiya (7,000 donum – 5,000 really irrigated) was rehabilitated with help from IOM, although some structural issues, such as drainage, should still be addressed (to reduce soil salinization). The Zab perimeter (12,000 donum, of which only 5,000 were ever irrigated) is for now non-functional since its pumping equipment has been stolen, and the pipes destructed. As a consequence, people tend to drill private – and often illegal – boreholes with help from specialized, and mostly Syrian, companies.

Al-Hamdaniya (mostly), Baashiqah and Tall Kayf districts, as well as the periphery of Mosul, are poultry production areas, mainly by Christians. 90% of poultry houses have been damaged and/or plundered during the conflict. Before Daesh, as for cereals, the value chain was heavily supported by the Government, through subsidies to day-old chicks, feed, vaccines and fuel. Those subsidies were gradually stopped in 2009-2010, causing some farmers to discontinue the activity. It remains dependent upon imported inputs (feed especially) and must face the competition from massive importations of cheaper poultry products from neighboring countries. Nevertheless, since 2016-2017, the production is slowly restarting, at a smaller scale. The main constraint to this recovery is the farmers' lack of access to capital.

Nineveh is historically a sheep production area, where shepherds would also gather from other provinces such as Anbar or even Maysan, in the South of Iraq. Al-Hamdaniya would also be a destination for shepherd transhuming from more arid areas of the Governorate (Sinjar, Rabia). Size of herds could reach 3,000 heads in Al-Hamdaniya, but even more in the western part of the Governorate, where breeder flocks are kept. Roughly 55% of Nineveh's livestock was lost during the conflict, and losses keep increasing as farmers sell animals to get much needed cash, and because of the scarcity of pastures. The public slaughterhouse in Mosul has been destroyed. Animal, and especially calves, fattening is developing in the governorate, where it can provide small farmers, who have little to no access to land, with a good additional income. The recurrence of animal diseases (with lack of governmental resources to implement appropriate vaccination campaigns), the competition over the use of communal pastures and the cost and availability of animal feed are the main constraints to the sector's recovery.

Overall, the agricultural value chains have been severely affected by conflict. State-provided inputs are insufficient in both quality and quantity, and distribution channels are plagued by corruption. Private companies can provide better quality inputs and equipment, but at prices not always affordable for farmers. Insecurity and racket increase the risks and costs of transporting goods to markets. Local agricultural products have to compete with low-priced and low-quality goods coming mostly from Turkey and Iran. The tension between the KRG and the central Government resulted in a 5% tax being applied to all goods going from Erbil to Baghdad. Access to formal banking system is low.

Stakeholders

Each territorial level is governed by an executive and by a deliberative authority:

- Governor and governorate council at governorate (*muhafaza*) level;
- Qaymaqam and district council at district (*qadha*) level;
- Sub-district chief and sub-district council at sub-district (*nahia*) level;

⁵ The North Al-Jazeera Irrigation Project, was launched in the 90's in order to serve some 60 000 ha using a linear-move sprinkler irrigation system with water stored by the Mosul Dam.

- Mukhtars at local level: village or urban district; they represent the link between the citizens and the administration.

The composition of the various councils is, to an extent, balanced to ensure the representation of all communities present in the area.

Nineveh's Directorate of Agriculture employs roughly 1,600 staff, scattered around 31 sub-directorates (of which 26 have been destroyed). Its main mandate is to distribute agricultural inputs (seeds and fertilizers), to control the quality of the production, and to collect and buy harvests. Seeds are delivered by two government-owned companies. The Directorate's stores in Mosul have been destroyed – until they can be reconstructed or some other stores can be rented, seeds and fertilizers have to be stored in other governorates, which increases transport costs for farmers. One silo used for collecting the harvests seems to be still at least partly operational. For animal production, the Directorate used to organize vaccination campaigns, which are now slowly restarting. The Directorate of Water Resources is responsible for the management and maintenance of irrigation perimeters once they have been built. Access to irrigation water does not suppose farmers to pay any fee (although it used to be the case before 2003).

Most NGOs which already work in Nineveh are based in either Erbil or Dohuk, although many have already opened or are planning to open offices in Mosul as soon as the security situation is stable enough. So far, most focus on emergency relief, within internally displaced persons (IDPs) camps, or to facilitate the people's return to their homes (in the latter case, mostly through rehabilitation of houses, and livelihoods programs). Few NGOs are active in rural areas of Nineveh. Local authorities complain about a lack of visibility on activities implemented by NGOs, partly due to the high turnover of expatriates for International NGOs. There are, on the other hands, few local civil society initiatives in those areas, apart from community-based and religious institutions.

UNDP is one of the first and the main UN agency to have implemented projects in Nineveh governorate, including the Al-Hamdaniya district, with resources from the Funding Facility for Stabilization. It has implemented 256 projects in Nineveh plain, among the rehabilitation of schools, houses, health centers, markets, electricity lines... FAO works on both emergency relief and reconstruction, through cash for work programs, the provision of seeds and fertilizers, support to livestock vaccination campaigns, the rehabilitation of North Jazeera irrigation perimeter, the construction of storage infrastructure for agricultural products and some demining activities.

Conclusion

The agricultural sector in Nineveh has been largely disorganized by the conflict: structuring public infrastructures such as irrigated perimeters, slaughterhouses, markets etc. have been either damaged and/or plundered, as were private equipment and assets (orchards, poultry houses, feed production units...). Although rehabilitation and recovery costs may be modest, access to financial resources is a challenge both for the government, due to a comparatively low priority on agriculture in reconstruction efforts, and for farmers, whose capital has been depleted. The same can be said for all micro and small enterprises that are part of the economic fabric of rural areas and therefore contribute to the overall rural development of the governorate.

Efforts toward agricultural and rural economy recovery must therefore target the rehabilitation of both the public and the private (at micro and small enterprise levels) infrastructure through an integrated approach, while also taking into account the social and cultural complexity of Nineveh.

Those are the areas where the proposals are expected to make a difference.

2. THE CALL TO "CONTRIBUTE TO THE AGRICULTURAL AND RURAL ECONOMY RECOVERY IN NINEVEH GOVERNORATE, IRAQ "

A. Main objective

Contribute to the agricultural and rural economy recovery in Nineveh Governorate, Iraq

B. Specific objectives

- Facilitate access to finance for agricultural and other MSMEs in rural areas and smaller urban areas of Nineveh Governorate (Mosul city excluded), so that they can re-start their activities.
- Contribute to the rehabilitation, on demined areas, of irrigated perimeters and other collective public infrastructures that have a structuring impact on the agricultural value chains.
- Strengthen social cohesion, through the increase of intra and intercommunity economic interactions and, if relevant, through dedicated activities.

The third objective can be seen as a transversal issue that should be addressed within all project activities, through a *do no harm* approach.

C. Content and challenges

The proposals are expected to detail the following aspects, which will receive particular attention in selecting the proposals and the follow-up discussions:

1. Choice of the geographical areas

This call for projects covers the Nineveh governorate in Iraq. However, projects are expected to **adapt their scope** to the available budget, and therefore to select as needed some specific districts where activities will be implemented. In all cases, projects are expected to include Al-Hamdaniya in those districts, but are free to prioritize – if any and in time - other districts, as long as their choice is properly explained and justified in the project proposal, and based on a combination of:

- Their diagnostic of the situation in those districts, including a needs analysis (taking into account the needs expressed by the local authorities regarding infrastructures rehabilitation, and the existence of a demand for access to credit from farmers and other rural MSMEs);
- The consistency and complementarity of activities targeting public infrastructure rehabilitation on the one hand, and those benefiting MSMEs on the other hand;
- Possible security and access constraints;
- The possibility, within the selected districts, to reach, over the duration of the project, all the diversity of Nineveh communities and minorities;
- The possibility to reach a significant impact in the proposed areas.

2. Selection of target groups

As already stated, one particularity of Nineveh is its social and cultural diversity and complexity. Tensions between communities are still high, which makes it difficult for them to want to work together. However, part of a “do no harm approach” in the project implementation supposes that the project should fairly benefit to all communities.

The proposal is expected to define precisely the proposed **methodology to reach out to the different communities** and identify the final beneficiaries (outreach strategy, partnerships with relevant organizations in the field, selection criteria).

Although no formal quantitative target is set for women within the groups of beneficiaries, proposals should detail: i. the specific needs of women (including participation and access to resources, finance, selection and opportunities), ii. how the project will address these specific needs, iii. the methodology to assess the impact of the action on women (specific indicators).

3. Operational content

Access to finance for MSMEs has been identified as the most relevant approach to provide incentive to stakeholders to restart their activities. Project proposal are expected to explain, with sufficient details:

- Tentative partnership built-up, if any, with a financial operator
- Tentative eligibility criteria, both for beneficiaries, and for the type of projects that can be founded;
- Tentative characteristics of the loans that will be made (in cash, voucher or in kind, maturity, grace period, the application or not of interest rates, the type of reimbursements and their modalities);
- Additional support and incentives that may or not be provided to beneficiaries in parallel to the loans (grants, technical advice, business development services...);
- The methodology that will be used to ensure that all communities have access to the opportunities offered by the project;
- The measures that will be taken to ensure acceptable levels of fiduciary risks;
- How the repayment of loans will be monitored (and the information transmitted to AFD) after the end of the project;
- What will become of the revolving fund after the end of the scheme, i.e. explain the envisaged phasing out of the project.

The collective infrastructures proposed for rehabilitation must be consistent with needs identified in the various rehabilitation plans and strategies designed by the Iraqi government, and/or by local authorities. The proposal should identify a tentative list of priority infrastructures to be rehabilitated, with justifications based on a needs assessment, expected social and economic impact, expected sustainability, phasing and any other relevant information. The approach used for rehabilitation work (whether through cash for work, or the recruitment of private companies, or a combination of both) should be detailed and justified.

The proposal's budget shall be adequately balanced between those two main components of access to loans and infrastructures rehabilitation (i.e. the consortia are free to propose the respective budget shares of both components, but those should be properly justified in the project proposal). Social cohesion activities shall be either a transversal issue taken into account in both components, or consortia can design a specific component with dedicated activities.

Activities should be designed to maximize quick impacts while integrating medium term sustainability. They should aim at reaching a significant number of beneficiaries through cost effective approaches.

4. Experience of the implementing institution(s)

Project implementation will be entrusted to one consortium of NGOs. The lead organization of this consortium must be an international civil society organization (CSO/NPO) registered in Iraq or under process of registration⁶. Other partner institution must either be registered in Iraq or be able to demonstrate that they have started their registration process. Consortium partners as a collective entity are expected to demonstrate, between them, experience in working successfully in the fields of agricultural and rural development sector, including access to finance for MSMEs, and in social cohesion activities.

The lead institution must demonstrate a capacity to implement and manage financially and logistically projects of the scale of the proposal. In this respect, the turn-over of the lead organization over the last

⁶ Registration will be an obligation for the implementation of the Project.

three years must be at least 3 times the amount of the proposal. It will sign the financing agreement with AFD.

The lead institution must also demonstrate a capacity to enter into an institutional dialogue with national and local structures as well as AFD Jordan office and headquarters. Significant operational experience on the field is required.

Lead institutions are invited to mobilize other relevant international and local institutions of the public and private sector to ensure that they have all expected competence and network to fulfil the mission including:

- Knowledge of local economies, needs and opportunities in agriculture and rural development;
- Capacity to reach out to all communities in Nineveh over the lifespan of the project;
- Capacity to manage a micro-finance scheme, including appropriate technical support and follow-up of beneficiaries;
- Capacity to implement small to medium scale agricultural and irrigation infrastructure rehabilitation works.
- Capacity of implementing mediation approach.

Partnership between national Iraqi and international NGOs is required, and the proposal shall demonstrate how the international organization(s) will contribute to the capacity building of its local partner(s).

5. Monitoring and evaluation setup

AFD acknowledges that the goal of supporting the agricultural and rural economy in such a complex and unstable environment as Nineveh Governorate is neither easy nor straightforward. Therefore, a capacity to monitor results on the ground and to adjust the proposed approach based on early feed-back will be important.

The proposal is expected to indicate how the activities will be monitored over:

- The short term, among other objectives to control that all communities are adequately reached;
 - The medium term, to assess how access to collective infrastructure and/or finance has impacted the income and activity of the beneficiaries, to capitalize upon success and challenges faced in the implementation of the micro-finance scheme, and to evaluate the project's impacts on social cohesion.
- Capitalisation during the project must be included. External resources can be mobilized during the implementation of the project.

6. Medium term sustainability

Although the call for proposal gives priority to projects aiming at short to medium term results, the sustainability of the approach is nonetheless important. Sustainability of the proposed projects will be assessed based on:

- The unit costs per beneficiary, with an impact on the total number of beneficiaries;
- The combined impact of the project on the target area/sector;
- The possibility to replicate or scale up the approach allowing for economies of scales;
- The capacity to adapt response to a changing context and changing needs over time;
- The participation and reinforcement of preexisting local institutions contributing to institutional sustainability.

II. GENERAL FRAMEWORK DEFINED BY AFD

Article 1. General terms & conditions

- 1.1** The call for proposals "*Contribute to the agricultural and rural economy recovery in Nineveh governorate*" (the "Call") aims at financing one development project managed by a consortium of International and National Iraqi Civil Society Organisations or other non-profit organisations hereby Project Lead Institution (or PLI). These PLIs:
- Must be registered in Iraq or in the process of registration by the date of submission of the proposal;
 - Need to have a local office in Nineveh Governorate, and to be used to working closely with local actors;
 - Must have past experience in project implementation, especially in the agricultural and rural development sector, including access to finance for MSMEs, and in social cohesion activities;
 - Should be able to collaborate smoothly i) with the local authorities (specifically decentralised technical services at governorate and district level and governorates), as well as ii) with AFD local office in Jordan and AFD headquarters;
 - Should have the capacity to implement large projects: the overall budget of the suggested project must not represent more than a third of the PLI annual resources over the last three accounting periods.
- 1.2** The framework of the Call is to make available a subsidy amounting to a total of maximum EUR **10 (ten) million** for the operational project, with a focus on the **rehabilitation of small or medium-size public agricultural infrastructure** and on **access to capital for agricultural and rural MSMEs** (see the ToR in Section I). This total amount will cover the financing of one single project in Iraq.
- 1.3** The following Iraqi governorate is targeted: Nineveh, with a – particular but non-exclusive – focus on Al-Hamdaniya district.
- 1.4** Only one proposal by PLI can be submitted.
- 1.5** Collaboration of national and international PLI within consortiums is expected, as well as close interactions with local and national authorities. In such cases, the planned activities and estimated remuneration of each organization involved in the consortium must be declared explicitly in the proposed budget detailing the different components of the project.
- 1.6** AFD reserves the right to end to this Call if it is deemed necessary.

Article 2. Procedural rules

- 2.1** Through this Call, AFD's intention is to support the financing of projects developed and defined by the PLIs for a period of *maximum 36 months*.
- 2.2** Operational partnerships between national and international CSOs/NPOs are a prerequisite. A project based on one or several partnerships may help to strengthen the capacities of local organizations and institutions (operating processes in line with public policies and national strategies). Collaboration and strong operational synergies may be developed with local authorities and, if relevant, private sector organisations.
- 2.3** Given the extent of intercommunity tensions in the targeted Governorate, and the diversity of locally present communities, proposed projects must demonstrate how they plan to target over the lifespan of the project all communities, in a do-no-harm approach. Additionally, gender issues should be specifically taken into account through the proposed projects.
- 2.4** PLIs are encouraged to prepare their proposals in consultation with the Iraqi local authorities.
- 2.5** AFD's financial support can fund up to 100% of the budget of the project, including taxes. However, other financial contributions are encouraged and will be positively assessed.
- 2.6** The budget cannot be used for (i) expenses not directly related to the project, (ii) services already provided in other AFD-funded projects for the same PLI, (iii) services already provided in projects other than those funded by AFD.
- 2.7** The cost of the operations of the selected PLI will be funded with advance payments as follows:
- First disbursement based on the year 1 estimated budget of the project
 - Further yearly disbursements after the delivery of annual financial auditing reports and an implementation reports, and based on actualized yearly provisional budgets.
- 2.8** PLIs are responsible of all the costs related to the design of their proposal. Under no circumstances AFD could be considered responsible for the costs incurred, nor can be required to pay for it.
- 2.9** Administrative and management costs cannot exceed 10% of the total budget. The cost of head-office staff in charge of the project must be fully detailed in the "Administrative costs" budget line. Only the expenses for mission of the staff from head-office may be transferred to another cost category such as "Support and monitoring". Special attention will be paid to minimize the project management costs versus activities benefiting directly to the targeted population.

- 2.10** If the project is co-financed with another sponsor, procedures could be adapted to its operating procedure, subject to AFD approval.

Article 3. Submitting the proposals

- 3.1** Selection is based on a project concept note (see template in Section III), together with an administrative file (see Section IV), and information sheets (Sections V and VI) **to be all submitted at the latest by 12 pm Paris time on 3 September 2018**.
- 3.2** PLIs whose proposal will be selected will be invited to discussions with the AFD Project team, so that additional technical or financial information may be added to the initial project note. The final complete proposal must include all the points arising from the discussions with AFD Project team. It will be submitted to the decision-making bodies of AFD.

Article 4. Audit, reporting, review and capitalization

- 4.1** Applicants must include in their proposal a budget dedicated to external audits. The selected PLIs will have to contract with an audit firm; the method of selection and the final choice of the auditor have to pass through AFD's no-objection. The auditor will need to carry out the necessary diligence to check that the funds have been properly used. The cost of the audit is considered as part of the project, up to a limit of approximately 2% of the total project cost.
- 4.2** A semi-annual technical and financial report of the activities carried out as part of the project must be sent to AFD, and will be shared with the relevant national and/or local authorities.
- 4.3** AFD will carry out and finance a final evaluation as part of its usual procedures. If possible, a mid-term evaluation will also be set up in accordance with the PLI and all the other stakeholders.
- 4.4** AFD encourages the design of a dedicated component for monitoring, capitalization and communication in the project activities, so that it could help to disseminate lesson learnt /good practices, and be part of the effort for the promotion of the project. This component is funded as part of the project.

Article 5. Contract currency and payment currencies

- 5.1** PLIs must prepare their proposals in euros (EUR), which is the currency of the financing agreement. The budget must include all taxes, be fixed and not modifiable.

Article 6. Knowledge of the terms & conditions of the call for proposals

- 6.1** When submitting their proposal, the PLIs are supposed to:
- have studied the terms & conditions related to the Call as described in this document; and to have accepted them;
 - fully understand the nature and scope of the actions required, the local working conditions and all the constraints associated with the actions;
 - have studied the general terms & conditions (Article 1 – Section I), the administration file and the information sheets (Sections IV, V and VI).

Article 7. Opening of the proposals and Selection Committee

- 7.1** The bids will be opened by the AFD Project team, including representatives from the AFD Headquarters in Paris (the Project Manager from the Agriculture, Rural Development and Biodiversity Division, the regional desk for Iraq, a representative from the Crisis and Conflicts Unit), one from the Civil Society Organizations division, and from the AFD Regional office in Amman.

A report will be drafted regarding the opening of the bids, stating whether the submitted proposals i) comply with the reception date/time and ii) include the full set of documents (project note and administration file).

- 7.2** The proposals will be selected by a Selection Committee, with the same members as the Committee that opened the bids. After the opening, the scoring matrix and the chosen proposals will be sent beforehand to all Committee members. An external consultant and/or observers may also attend the Committee meeting to review and select the proposal. The AFD Project team will write a report on the selection. It will include an analysis for each project reviewed, justifying its selection or refusal. This analysis will be communicated to the PLIs involved. National and local authorities will be informed on the selected project.

Article 8. Clarification of the proposal

- 8.1** In order to make the proposals easier to review, assess and compare, the Selection Committee may ask PLIs to clarify some aspects of their proposal.

Article 9. Determining the compliance of the proposal

- 9.1** The Committee may reject a proposal from a PLI that is deemed not to have the human and financial resources to implement efficiently the submitted project.

Article 10. Assessing and classifying the proposals

10.1 The Selection Committee will assess and compare proposals which have been recognized as complying with defined criteria.

10.2 The proposals will be rated out of 100 points during the selection stage using the following scoring matrix:

Title	Pts	Criteria
In depth initial analysis (10)		
In depth initial analysis / problem statement in the proposed area/sector	10	<p>Knowledge of the national policies/strategies and systems for planning/implementing agricultural and economy recovery in Iraq, particularly in Nineveh Governorate.</p> <p>Presentation of the context in the targeted area(s) and assessment of the needs of the targeted populations / communities, taking into account the diversity of communities and stakeholders.</p> <p>Ex-ante assessment of recovery needs in the agricultural and rural development sectors, especially regarding market needs and opportunities (main growth sectors) for MSMEs, and collective / public agricultural infrastructure rehabilitation needs. Here a demand-driven approach is expected.</p> <p>Presentation of the various stakeholders dealing in the area with the topics of agricultural and rural development, as well as social cohesion.</p> <p>Quality of the dialogue established with the authorities and other relevant stakeholders at central and local levels, with a focus on the latter.</p>
Positioning of PLI(s) (10)		
Positioning of the PLIs in Iraq	5	<p>Presentation of the PLIs' past work in Iraq.</p> <p>Activities planned in Iraq (including those not funded by AFD).</p> <p>Value added specifically by the PLIs' and their approach.</p>
Positioning of the PLIs in the project area	5	<p>Presentation of the overall involvement of the PLIs in the governorate and sector(s) targeted by the Call (other actors they are working with, projects already implemented in the area...).</p> <p>Activities planned for the period of implementation except the proposal.</p>
Presentation of the project (50)		
Access to capital for MSMEs	10	<p>Relevance of the project in relation with the assessment of beneficiaries' capital needs.</p> <p>Relevance of the project regarding the profiles of targeted population.</p> <p>Relevance of the project compared to national policies/strategies in the field addressed by the Call, and in relation with other (or the lack of) financing tools.</p> <p>Relevance of the project in relation with the activities of other stakeholders in the framework targeted by the Call (avoid duplication or competition with other existing programs).</p>
Rehabilitation of collective / public agricultural infrastructure	10	<p>Relevance of proposed infrastructures to be rehabilitated;</p> <p>Quality of the dialogue with local authorities to identify and select proposed infrastructures;</p> <p>Overall expected impact of the proposed rehabilitations on agricultural and rural economy recovery</p> <p>Complementarity between rehabilitation activities and access to capital for MSMEs activities</p>
Beneficiaries	10	<p>Relevance of the proposed targeted districts (other than Al-Hamdaniya, if any) and of the overall geographical balance of activities between districts (including Al-Hamdaniya)</p> <p>Relevance of the proposed approach to identify targeted beneficiaries.</p> <p>Relevance of the proposed approach to target the diversity of communities present in the Governorate, and take into account their specific needs, as well as of the related tracking and monitoring.</p> <p>Relevance of the approach to specifically address gender issues through the project.</p> <p>Relevance of the approach to specifically address climate issues through the project.</p>
Operational scope and Methodology	20	<p>Detailed presentation of a demand-driven project, based on a needs assessment.</p> <p>Detailed presentation of the planned activities. Relevance of the proposed activities to</p>

		<p>address the different constraints to the agricultural and rural economy recovery in Nineveh Governorate.</p> <p>The proposal will clearly explain the intervention logic, the main objectives pursued, the expected results, the performance indicators and the underlying assumptions.</p> <p>Methodology for the overall support process with details for:</p> <ul style="list-style-type: none"> - determining economic opportunities related to agricultural and rural recovery and development, - contributing to the recovery of specific agricultural value chains and / or other economic activities such as craftsmanship, services etc. in rural areas, - strengthening the capacities of the local partner(s), - collaborating with local authorities, including decentralized technical services, - achieving sustainability and preparing a sustainable phasing out of activities with local actors. <p>Analysis of risks and opportunities.</p> <p>Risks will be widely analysed through a “do no harm” approach. Two main categories of risks will be distinguished :</p> <ul style="list-style-type: none"> - contextual risks (humanitarian situation, social and political context, economic situation, change in policies, security risks...) that may have an impact on the project (its implementation or its results) - Programmatic risks (implementation capacities, quality of the collaboration between stakeholders, frustrations or tensions generated by the activities or actors involved in the project, technical and financial complexity...) <p>The project document should detail how activities will contribute to the improvement of social cohesion in the project area, and/or how specific activities will contribute to strengthen it.</p>
Resources employed (30)		
Budget	10	<p>Relevance of the budget in relation to the area and operational scope of the project.</p> <p>Proportion of the budget that will directly benefit the populations.</p> <p>Proportion of the budget that will fund the management costs or other indirect costs in view of maximizing direct expenses for the beneficiaries.</p> <p>Cost effectiveness of security measures if relevant.</p>
Team	10	<p>Relevance of the proposed arrangements.</p> <p>Staff qualifications and skills.</p> <p>Ability to pursue a dialogue with representatives from AFD Headquarters and its regional office in Amman, and with the local and national authorities.</p>
Partnerships	10	<p>Partnership and collaboration with other local CSOs/NPOs and other community initiatives (groups, etc.).</p> <p>Partnership with public institutions.</p> <p>Organization of the partnerships (e.g. leadership and coordination).</p> <p>Synergy of actions between the organizations involved.</p>

Article 11. AFD's right to reject any proposal

11.1 AFD reserves the right to reject any proposal and to cancel the Call as long as it has not awarded the subsidy, without incurring any responsibility towards the PLIs concerned and without having to give any reasons for cancellation nor refusal.

Article 12. Developing the projects

12.1 Once the project has been selected, the AFD Project team will carry out an open dialogue with the PLIs with the aim of improving jointly the proposal. PLIs from the selected consortium are free to incorporate or reject the suggestions and AFD is free to stop the process. Amongst many others, the following specific points may constitute a reason not to accept the PLIs final proposal:

- refusal to participate in a dialogue with the AFD Project team in order to develop/enrich the proposal,
- refusal to give arguments explaining why amendments suggested by the AFD Project team have not been incorporated,
- existence of a gap of more than 10 % between the budget presented in the project concept note and the final project note.

Article 13. Confidentiality

- 13.1** No information relating to the review, clarifications, assessment, and comparison of proposals or recommendations relating to the award of the subsidy/subsidies may be disclosed to PLIs or to anyone else outside the review and assessment procedure, from the moment the envelopes are opened until the award of the subsidy or subsidies is announced to the selected PLIs.
- 13.2** Any attempt by a PLI to influence the Selection Committee during the procedure of reviewing, assessing and comparing the proposals will have as a consequence the exclusion of the PLI and its proposal from the process.

Article 14. Information on the selection process

- 14.1** The consortium that is selected by the Selection Committee will be informed by e-mail. The Selection Committee sets the timeframe for the consortium to draft the full technical and financial file that will support the dialogue and due diligence.
- 14.2** Once the technical and financial document has been formally validated by the consortium and the award procedure has been validated by AFD's governing bodies, AFD will inform the lead PLI by letter and email.

Article 15. Information on the award and signing of the funding agreement

- 15.1** Upon final validation of the selected projects, the AFD Project team will inform the consortium's lead PLI by letter and email, and send the draft financing agreement for approval before signature.

III. METHOD USED TO SELECT AND VALIDATE PROPOSALS

The process leading to the funding agreement is carried out in two stages:

- 1) Selection based on a project concept note (see template in Section III), together with an administrative file (Section IV), and information sheets (Sections V and VI) to be submitted at the latest **by 12 pm Paris time on 3 September 2018.**
- 2) Sustained dialogue with the Project team to develop the proposal and present a final project note that will be used as a basis for submitting the proposal to AFD's governing bodies.

SELECTING THE PROPOSALS

Selection based on a project concept note and an administration file

Each lead PLI has to supply electronic copies in pdf format of:

- its proposal, using the template project note with the cover sheet and the budget table signed by someone authorized to request financing on behalf of the PLI;
- all the administrative documents required (Section IV), including the information sheet about the applicant (Section V) and the information sheet about the project partner(s) (Section VI);

These electronic copies should be sent by mail to the contacts reported below.

Frédéric TURLIN (AFD – Project Officer, Amman Regional Office – turlinf@afd.fr)
Hélène VIDON (AFD – Project Manager, Paris Office – vidonh@afd.fr)
Quiterie PINCENT (AFD – Country Manager for Jordan & Iraq, Paris Office – pincentq@afd.fr)

Proposals can be written in French or English.

Each page of the documents making up the proposal must be initialled by the lead PLI.

PREPARATION AND FINAL VALIDATION OF THE PROPOSALS

Once it receives notification that its project has been selected, the consortium of PLIs can start the process of compiling its final proposal, which will take the form of a final project note. To do so, it will start a dialogue with AFD. AFD will keep the local authorities informed of the results of this dialogue.

Following this process, the Project team will give his/her agreement to validate the project note, if it considers that the final proposal reflects the content of the initial project note while including satisfactorily all the items arising from the dialogue it has had with the PLIs. Once the PLIs have sent the final project note, the project will be submitted to AFD's governing bodies.

IV. PROJECT NOTE TEMPLATE

"Contribute to the agricultural and rural economy recovery in Nineveh governorate"

Call for projects

Due date for submitting project notes: 3 September 2018, at 12 pm, Paris time (determined by date/hour of arrival)

Electronic submission (by email)

Name of applicant:

1) INFORMATION ABOUT THE LEAD PLI SPONSORING THE PROJECT (1-page maximum)

Title of call for projects	
Applicant	
Acronym	
Nationality	
Legal status	
Address	
Telephone no.	
Fax number	
E-mail address of the applicant	
Website of the applicant	
Project contact	
E-mail address of project contact	
Project title	
Year of establishment in Iraq	
Partners for project implementation (international and national Iraqi)	
Locations (country, governorate, districts, if relevant, municipality)	
Total cost of the action	
Contribution requested from AFD	
Contributions from any other partners	
Duration of the action	

2. PROJECT OVERVIEW

2.1 Brief description of the proposed project (5 pages maximum)

- a) **Area and context** of project implementation
- b) **Experiences** of the PLI(s) in the country, governorate, and districts targeted by the call for projects
- c) **Intervention logic and overall objectives** of the project
- d) **Results** expected from the project; its **impact** and **activities**
- e) **Partners:** description of partners (international, national, local), contributions of each and terms of the partnership
- f) **Beneficiaries:** description of target groups and local beneficiaries
- g) Key elements of the proposed **budget**

2.2 The project: relevance, objectives, mechanism, methodology, actions, risks (10 pages maximum)

- a) **Description of the relevance of the proposal with regard to the local context.**
Explain the relevance of the project with regard to (i) the agricultural and rural reconstruction and economic recovery needs, (ii) the need to access to and work with the whole range of local communities, (iii) national policies/strategies in the field addressed by the call for projects, (iv) the activities of others actors [*in the field targeted by the call for projects*] in the region. Clearly explain the intervention logic and the underlying assumptions made for the project.
- b) **Identification of the beneficiaries**
Explain how beneficiaries will be selected: what criteria will be taken into account? How to access them? How to get them involved in the project? How to take into account social cohesion issues in beneficiaries' selection?
- c) **Outcomes expected locally, possible impact**
Describe the results expected for direct beneficiaries, as well as the potential impact on the area of activity. PLI will propose indicative targets in terms of number of people supported by the program.
- d) **Organisational framework**
Answer these questions in particular: with whom will the project be implemented? Who are the project partners? What bodies and mechanisms will be put in place to oversee the project and manage partner relations?
- e) **Operating procedures**
Describe the general methodology envisioned as well as procedures relating to actions that are especially decisive to the project's success.
- f) **Description of main actions**
Describe all the actions to be carried out simultaneously or in the order in which they will be carried out.
- g) **Cost of implementation**
Develop a one-page budget (including taxes)⁷ that shows clearly each project component and the related financing needs. The most substantial expenditures may be accompanied by brief explanations. The total amount requested at the end of the review may vary by 10% above or below this indicative budget.
- h) **Likely risks and resources to address them**
Explain the contextual risks to consider and the measures envisioned to cope with them.

2.3 Project implementation capability, expertise (4 pages maximum)

- a) **Capacity for implementing the project (organisation and partners);** partnership agreement between the PLI and other stakeholders involved in the project.
Submission of this agreement is not a requirement to finalize the proposal, but a signed copy will be a condition precedent to the signing of the funding agreement between AFD and the PLI. If possible, a draft can be added as an appendix to the application. This agreement must be sufficiently detailed with regard to the sharing of responsibilities, operating procedures and internal project governance.
- b) **Expertise employed:** CVs of key project participants (project manager, other persons playing a major role in the project).
- c) **Ability to lead a dialogue with local authorities and AFD** Headquarters and regional office in Amman

2.4 Appendices

- a) **Project overview letter** (see below)

⁷ The template provided in Appendix 2 may be used for this task.

- b) **Logical framework**
- c) **Provisional implementation timetable**
- d) **Itemised budget:** *a table showing the overall projected expenses broken down by project components that clearly distinguishes administrative and personnel expenses (expatriate and local staff), and audit, evaluation and supervision expenses.*
In the case of co-funding, these should be clearly explained. In this case, AFD resources should be clearly separated in the budget. Finally, the applicant must provide guarantees that all co-funding streams are secured.
See template in Appendix 2.
- e) **Where appropriate, studies and notes related to the sector of intervention and the project**
- f) **Registration Certificate from the Iraqi Authorities or any other document that would be required by the authorities (or proving that a registration request has been submitted to Iraqi authorities)** to work in the areas targeted by the project.
Submission of this authorisation and/or request is not a requirement to finalize the proposal, but a signed copy will be a condition precedent to the signing of the agreement with the PLL.

Appendix 1 - PROJECT OVERVIEW LETTER template

SUBMISSION OF A PROJECT PROPOSAL

to

The Director of the Agence Française de Développement (AFD)

Dear Sir,

After examining the tender documents of the Call for projects "*Contribute to the agricultural and rural economy recovery in Nineveh governorate*", we, the undersigned, (given name(s), surname(s)), acting in our capacity as (position(s)) in the name and on behalf of..... (legal name and address of the tenderer or the members of the consortium), after reviewing all the items included in or mentioned in these tender documents and after assessing, from our own point of view and under our responsibility, the nature of this call for projects,

Submit, bearing our signatures, the following project proposal accompanied by a budget,

We jointly and severally undertake, with (*name of the PLI*) serving as agent and manager of the consortium, to carry out the project in accordance with the proposal expressed in our draft and at the costs that we have estimated ourselves, which show the amount of funding requested in EUR to be:

AMOUNT WITH ALL TAXES AND DUTIES: EUR (amount in figures and letters),

under the economic conditions of the month of the authorised deadline for submitting our proposal, 3 September 2018.

We agree that AFD is not required to respond to any of the proposals it receives.

I confirm, under penalty of termination as a matter of right, that I am not subject to, and that the PLI or consortium of actors on whose behalf I am acting is not subject to legal prohibitions in France or in the State(s) where our associations are headquartered, nor in the country of proposed intervention.

Signed in, on

Signature

The signatory shall attach the instrument that delegates to him/her the power to commit his/her association. In the case of a temporary consortium of associations, attach the instrument which constitutes the consortium and names its manager and agent.

Appendix 2 - Budget template (in euros)

	Year 1	Year 2	Year 3 (if any)	Total	% of Grand Total
Activities/programme					
Human resources					
Operations					
Monitoring/evaluation					
Stock-taking/lesson learnt					
Project-related communication					
Audits					
Safety					
SUBTOTAL, DIRECT COSTS					
Miscellaneous and contingencies (maximum 5% of direct costs subtotal)					
TOTAL, DIRECT COSTS					
Administrative costs (maximum 10% of direct costs total)					
GRAND TOTAL					

V. ADMINISTRATIVE RECORD OF THE PLI SPONSORING THE PROJECT

1. Applicant information sheet (section V);
2. Copy of signed articles of association;
3. A copy of the statement of registration with the prefecture and a copy of the publication in the *Journal Officiel* or its equivalent according to the State's regulation where the PLI's headquarters are established;
4. Dated list of board members, offices and senior executives with their and contact information and date of the most recent elections;
5. Organisation chart dated and signed by the chief executive;
6. Activity reports from the last three years and excerpt or supplement on activities in the country where the call for projects is to be implemented;
7. Minutes of the most recent shareholders' meeting or at least the agenda of the most recent shareholders' meeting and key resolutions;
8. Certified and audited balance sheets and operating statements for the past three years (with appendices and explanatory notes) that have been approved by the general assembly and show the origins (public or private) of financial resources. This information should then be updated each year.
9. Forecast budget for the fiscal year under way, both overall and for the country where the call for projects is to be implemented, that includes a list of anticipated public funding and indicates whether it has been requested or obtained, as approved by the general assembly and signed;
10. List of private funders contributing more than 10% of the PLI's most recent budget approved by the general assembly and/or more than 10% of the budget of the present project and the members of their Boards of Directors.
11. Information sheets on project partner(s) (section VI).

Proposals must be submitted electronically no later than 3 September 2018 at 12 pm, Paris time (time/date receipt at AFD, to be confirmed by a formal acknowledgement of receipt) and sent by mail to the following three addresses: pincenq@afd.fr, turlinf@afd.fr, and vidonh@afd.fr

All proposals received after the time and date indicated above will be rejected.

VI. INFORMATION SHEET ON THE PLI SPONSORING THE PROJECT

Full name of organisation:	
Acronym:	
Mailing address: (to which all correspondence regarding this project should be sent)	
Location of registered office: (if different from mailing address)	
Telephone:	
Fax:	
E-mail address:	
Internet site:	

Purpose of the association:	
Geographic area(s) of action:	
Field(s) of action:	
Existence of a strategic document approved by the general assembly⁸:	
Main funding and partnerships established between the PLI and AFD over the past 3 years. (specify the purpose, amount of funding and AFD department involved)	
Main funding and partnerships established between the PLIs and the French Ministry of Foreign Affairs over the past 3 years. (specify the purpose, amount of funding and ministerial department involved) <i>[if applicable]</i>	
Membership in collectives, networks, platforms:	
Main publications of the PLI :	

Contact person(s) for this project	Name	Telephone	E-mail address
Technical contact:			
Financial contact:			
Administrative contact:			
Given name and surname of the Executive Director:			
Surname, given name and position of the person responsible for this application for co-funding⁹:			

Date of creation:					
Legal status:					
References of registration with the prefecture:					
No.		Date		Department	

⁸ Attach to the administrative record the NPO's strategic document, which is compulsory when applying for a grant in the framework of a programme agreement.

⁹ Attach to the administrative record a list of persons authorised to sign agreements and any other official documents for the association.

Date of publication in the <i>registration</i> :	
Where appropriate, date of designation as "in the public interest" (non for profit):	
Where applicable, the date of approval by a ministry and which one:	

Surname and given name of president:	
Surname and given name of secretary general:	
Surname and given name of treasurer:	
Number of members on the Board of Directors ¹⁰ :	
Are any of its members an officer of Agence Française de Développement? If yes, specify their name and position	
Are any of its members a politically exposed person ¹¹ ? If yes, specify their name and position	
Date of the General Assembly during which the current members of the Board of Directors and executive committee were elected:	
Expiration dates of the terms of these members:	
Expected date of the next General Assembly:	

	31/12/2015	31/12/2016	31/12/2017
Number of members			
Number of contributors			
Amount of contributions			

Staff at the head office of the PLI (FTE ¹²):	Total	Total	Total
Employee(s)			
Volunteer(s)			
Total			
Staff abroad:	Total	Total	Total
Expatriate employee(s)			
Local employee(s)			
Volunteer(s)			

¹⁰ Attached a detailed list to the administrative record.

¹¹ A **politically exposed person (PEP)** is a person who exercises or has exercised important public functions; these include heads of state or government, politicians of high rank, senior officials within the government, magistrates or high-ranking military personnel, executives of a state-owned company or political party leaders. Business relations with the family members of a PEP or persons closely associated with them can involve risks, in terms of reputation, similar to those associated with PEPs themselves. This expression does not cover persons of middle or lower rank in the categories listed above.

¹² Full time equivalent.

Total			
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Budget headings by source of expenditures	Total amounts of funding allocated over the past three years (in euros)							
	2015	%	2016	%	2017	%	Total	%
Operating costs								
Personnel costs (employees in the field and at head office [expatriates and locals])								
Leasing fees								
Finance charges and taxes								
Communication and fund-raising expenses								
Subtotal								
Actions¹³								
Diagnostic, Identification of target groups, monitoring and evaluation, cooperation with other institutions								
Support to vocational training and other forms of skills development								
Support to employment creation and access to employment								
Other forms of assistance to vulnerable groups								
Missions								
Provision of volunteers (if relevant)								
Other								
Subtotal								
TOTAL								

¹³ International development work and development education actions.

Amount of total financial resources for past three years (in euros)

Year	Turnover of the PLI	Of which public funds ¹⁴		% of total turnover	Of which private funds		% of total turnover
2015		Total amount:			Total amount:		
		Of which AFD:			Of which contributor(s) giving more than 10% of the total budget of the PLI ¹⁵ :		
		Of which other central ministries:					
2016		Total amount:			Total amount:		
		Of which AFD:			Of which contributor(s) giving more than 10% of the total budget of the PLI:		
		Of which other central ministries:					
2017		Total amount:			Total amount:		
		Of which AFD:			Of which contributor(s) giving more than 10% of the total budget of the PLI:		
		Of which other central ministries:					

¹⁴ Record here all funds of public origin: grants and subsidies; public funds of local, national, international origin.

¹⁵ Please list here all the private contributors who have made a contribution greater than or equal to 10% of the total budget of the NPO (relative to the most recent annual accounts approved by the General Assembly). If it is a legal person, provide the list of the members of this organisation's Board of Directors (surname, given name, position and address). If it is a moral person, provide their identity (surname, first name, position and address).

VII. INFORMATION SHEET ON PROJECT PARTNER(S)

To be completed for each partner involved in the project

Specify the total number of partners involved in the project:

Full name of organisation:	
Acronym:	
Mailing address:	
Location of registered office: (if different from mailing address)	
Telephone:	
Fax:	
E-mail address:	
Internet site:	

Contact person(s) for this project:	
Given name and surname of the Executive Director:	

Date created:	
Legal status: (Attach to the technical file the certificate of registration or its equivalent; if the structure is informal, indicate that here.)	

Surname and given name of president:	
Number of members on the Board of Directors:	
List of members of the Board of Directors:	

Purpose of the organisation:	
Primary areas of involvement:	
Human resources of the organisation:	
Total annual budget in Euros:	
Main donors:	
Membership in networks, federations, collectives, etc. :	
History and nature of cooperation with the partner(s): institutional and contractual ties	
Role and involvement in preparing the proposed project:	
Role and involvement in implementing the proposed project:	
Experience with similar actions with regard to its role in implementing the proposed action:	