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Acronyms and Abbreviations

AECID	: Spanish Agency for International Development Cooperation
AFD	: French Development Agency
AIC	: Climate Smart Agriculture
ANSAT	: Togolese National Food Security Agency
APESS	: Association for the Promotion of Livestock in the Sahel and the Savannah
RAAF	: Regional Agency for Agriculture and Food
EBID	: ECOWAS Bank for Investment and Development
BOAD	: West African Development Bank
ECOWAS	: Economic Community of West African States
CILSS	: Inter-State Committee for Drought Control in the Sahel
ARC	: AGRHYMET Regional Centre
CSA	: Food Security Commission
DDC	: Agency for Development and Cooperation
ECOWAP	: ECOWAS Agricultural Policy
FAO	: Food and Agriculture Organisation
SSNs	: Social Safety Nets
NAFCO	: National Food Buffer Stock Company
NEPAD	: New Partnership for Africa's Development
ONASA	: National Food Security Assistance Board
OPAM	: Malian Board for Agricultural Products
OPF	: Umbrella Professional Organisation
OPVN	: Nigerien Food Crops Board
PASANAO	: Support Program for Food and Nutrition Security in West Africa
CAADP	: Comprehensive African Agricultural Development Program
NAIP	: National Agricultural Investment Program
PRAOP	: Regional Support Program for Agricultural Professional and Farmers' Organizations
RAIP	: Regional Agricultural Investment Program
PTBA	: Plan of Work and Annual Budget
ROPFA	: Network of West African Farmer-Based and Producer Organizations
RPCA	: Food Crisis Prevention Network
RFSR	: Regional Food Security Reserve
SONAGESS	: National Security Stock Management Company
TCP	: Technical Cooperation Program
EU	: European Union
USAID	: United States Agency for International Development

INTRODUCTION

The RAAF - which was established by ECOWAS regulation C/REG.1/08/11 - has a mandate to “carry out the technical implementation of regional investment plans and programs aimed at operationalizing the ECOWAS Agricultural Policy by focusing on regional institutions, organizations and stakeholders with proven competence”. The official inauguration of the Agency took place on 27 September 2013 in Lomé.

The RAAF coordinates nine (9) regional projects/programmes in the process of being implemented. These projects/programs aim at achieving the objectives of the three ECOWAP regional programs: (i) the agricultural intensification and pastoralist development programme; (ii) the regional support program for national social safety nets, and (iii) the regional market regulation program in West Africa.

For 2016, a Plan of Work and Annual Budget (PTBA) was adopted during RAAF’s Strategic Orientation Committee meeting held on 24 March 2016 in Lomé, the Togolese capital and at the Council of Ministers meeting. Based on this programme, the principal achievements during the first half of the year have been summarized in two broad components: (i) Administration component, and (ii) Investment component or programme.

I. ADMINISTRATION COMPONENT

The Agency has outlined several activities for the first half of 2016 within the context of its operationalization phase in order to achieve its mandate.

The planned activities under this component concern (i) the Agency's institutional anchoring, (ii) the organization of the RAAF Orientation Committee and the Project and Program Steering Committees coordinated by the Agency ; (iii) participation in meetings; (iv) the institutional support by partners; (v) equipping the offices; (vi) operationalization; (vii) project and program coordination, and (viii) reporting.

1.1. Institutional Anchoring

RAAF's institutional anchoring was characterized by the Agency's movement into new offices provided by the Togolese Government on 29 January 2016.

1.2. Institutional Support

USAID: continued support has been provided by the USAID since the commencement of RAAF's activities in 2013. This support has made it possible for the Agency to bear the expenses covering the Executive Director, the Head of the Administration and Finance Unit and the Accountant for purposes of coordinating and preparing the administrative, accounting and financial procedures manual. This manual was finalized at a workshop held in Abidjan on June 2016. The contract of the staff, which has been borne by the USAID since the staff assumed duties on 13 July 2013 for a three-year period, will expire on 2 July 2016. Thus, ECOWAS should absorb the staff as permanent employees of the Commission to ensure sustainability of the Agency.

AECID: the support provided by AECID makes it possible to, (i) continue to bear the expenses of the RAAF's technical team (the Head of the technical unit, the agricultural project cycle strategic planning and management Expert and the food security and vulnerability management Expert), (ii) provide funding for some RAAF missions , (iii) operations (supplies, communication, utilities), (iv) installation of internet connectivity in the new offices, and (v) equipping the new offices with computer hardware, office furniture, a generator and an intercom.

1.3. Organisation of Program and Project Steering Committees

The meeting of the Steering Committee for each project coordinated by RAAF and the one of the Agency's Orientation Committee were organized from 19 to 24 March 2016 in Lomé, the Togolese Republic. The meetings brought together all the stakeholders and culminated in the approval of the, (i) 2015 annual activity reports (physical and financial), (ii) RAAF's 2016 activity programs and the 2016 annual budget and projects/programs. Guidelines and recommendations were made for an improved, efficient and effective implementation of activities.

1.4. Participation in meetings

The RAAF participated in several national, regional and international meetings (RPCA in April 2016 in Paris, meetings on the launch of the development of second generation NAIPs and RAIPs, an ECOWAP/CAADP Results Framework Validation Workshop; and the National Togolese Farmers' Forum in April 2016, etc).

1.5. Development of Management Tools

As a reminder, the procurement, human resources and assets management procedures were finalized in 2015. This activity was pursued in 2016 with the finalization of the procedures manual at a workshop organized from 4 to 9 June 2016 in Abidjan: audits, communication, monitoring-evaluation, documentation procedures; information and communication techniques, media, translation and interpretation, organization of workshops/seminars and logistics management.

Apart from this, the RAAF embarked on the establishment of a general mechanism for the Agency's monitoring-evaluation as well as communication and visibility. The process of contracting consultants is underway for the provision of technical assistance aimed at creating mechanisms for the capacity building of the Agency with the support of partners, particularly the AECID and the FAO.

The RAAF is improving its communication in order to ensure visibility in the various activities through three major actions embarked upon in the period under review:

- a) the development of a strategy and a communication and visibility plan;
- b) the development of a visual identity manual or graphic chart; and
- c) the reform and development of an institutional website.

The second half of the year should witness the implementation of these measures but additionally, the establishment of a monitoring-evaluation mechanism.

1.6. Acquisitions

Concerning the operation and the project and program activities, contracts have been concluded for the supply of goods and services following the competitive bidding process in line with the regulatory arrangements underpinning the acquisition of computer hardware, furniture, office supplies and the selection of consultants.

Moreover, the procurement processes for the supply of 15 000 tons of cereals for building up the initial stock of ECOWAS regional food security reserve, the selection of storage facilities and the provision of two (2) vehicles are being finalized.

1.7. Operations

The operations touched mainly on the organization of the Orientation Committee and the Project and Program Steering Committees, the coverage of the costs of some RAAF missions, expenses involved in moving into new offices provided by The Togolese Government, guarding services at the headquarters, extension works on

computer networking, utilities, insurance and vehicle maintenance, fuel for the vehicles and electrical maintenance works on the building.

1.8. Reporting

All the required reports have been prepared and forwarded to the Commission. They are the 2015 activity and annual budget report, the 2016 activity program and annual budget including all the projects and programs coordinated by RAAF. Furthermore, the first quarter report has been prepared and forwarded in accordance with the Commission's structure and monthly financial reports.

1.9. Project and Program Coordination

In the first half of the year, RAAF coordinated 9 regional projects and programs at a total cost of 121 million dollars.

They include the: (i) Support Program for Food and Nutrition Security in West Africa (PASANAO); (ii) Capacity Building Project for the Implementation of ECOWAS Agricultural Policy ; (iii) ECOWAS Support Project for Regional Agricultural Policy, ECOWAP/CAADP ; (iv) Zero Hunger Project ; (v) West African Countries' Capacity Building Project for the Integration of Climate Change in Agricultural Policies and Investment Policy Formulation; (vi) Regional Support Project for Fruit Fly Treatment and Control in West Africa; (vii) Support Project for Food Security Storage in West Africa (ECOWAS Storage Project) ; (viii) Regional Support Program for Agricultural Professionals and Farmers' Organizations in the Agricultural Policy Implementation in West Africa (PRAOP/ECOWAP) ; (ix) RAAF Capacity Building Project (TCP-FAO).

The RAAF has (i) organized the selection process for projects supported by development partners in the ECOWAS Member States, through calls for project proposals culminating in the signing of 20 agreements with the partners for direct measures on the ground; (iii) carried out training of beneficiaries on project management procedures; (iv) designed a technical, accounting and financial management guide for the benefit of project partners.

On the whole, 27 field projects under the Agency's supervision have been retained as part of the calls for project proposals at a total cost 5.7 million dollars. This number is expected to increase to more than 40 after the third call for project proposals on innovative measures and social safety nets.

In order to closely monitor the projects and programs coordinated by RAAF, a meeting plan has been designed for the presentation of reports and quarterly activity programs. Two meetings have been held and they touched on the assessment of the status of implementation of mid-term activities including the Steering Committees' recommendations.

II. INVESTMENT COMPONENT

The investment component concerns the coordination of project and program implementation.

2.1. Support Program for Food and Nutrition Security in West Africa (PASANAO)

The program is estimated at a total cost of 12.34 million Euros, (AFD's share of the funding is 10.4 million Euros and ECOWAS' own resources stand at 1.94 million Euros) and the initial duration was 4 years, but it has been extended by two years. The technical completion of the project is scheduled for 30 June 2018. The general objective is to contribute to the improvement of the food and nutrition situation of the population of West Africa, mainly by developing the capacity of the national and regional food security mechanisms to be incorporated into the new food security dimensions and the diverse situations and interdependence of national economies in West Africa.

As part of the support for the development of regional market regulatory instruments and policies, the main achievements have been: (i) the preparation of a memorandum on the issues of renegotiation of customs duties rates at the WTO and (ii) the conduct of five studies (Benin, Burkina Faso, Ghana, Nigeria, Senegal) on social safety nets for the purpose of designing a regional exchange mechanism and training on social safety nets in West Africa.

Within the context of promoting innovative food security and nutritional operations, the main achievements have been: the financing of seven (7) projects relating to the first call for proposals in the three thematic areas: i) food fortification and local production of nutritional supplementation products; ii) providing safety for pastoralist activity systems and iii) strengthening of agricultural credit and insurance systems. The total cost of the grant for the seven (7) projects is 1,550,565 Euros. These projects were assessed as a preliminary measure in the second quarter of 2016.

Also worth mentioning is the selection of ten (10) projects as part of the second call for project proposals which covered two thematic areas: (i) the storage, marketing of agricultural products and management of market risks and (ii) dietary behaviours. The total grant is 1,636,867 Euros. The contracts have been signed and the first installments have been paid to the beneficiaries who started their activities in the second quarter.

Furthermore, there is an on-going selection of 5 or 6 projects under the third call for project proposals for a grant of 800,000 Euros. This call was launched in the first quarter of 2016 in all the 15 ECOWAS Member States in the thematic areas, (i) "employment and vocational education in the rural areas", and (ii) "resilient agricultural techniques vis-à-vis climate change".

2.2. Capacity Building Project for the Implementation of ECOWAS Agricultural Policy

The cost of the project is 4.016 million USD and it is funded by the Spanish Agency for International Development Cooperation (AECID) for a period of 4 years. The project will be extended to 31 December 2017. This project is implemented by the FAO and the objective is to contribute to the improvement of food and nutritional security in the ECOWAS Member States.

In terms of capacity building of the ECOWAS Department of Agriculture and Rural Development during the period under review, the main achievements touched on , (i) support for the validation of the ECOWAP/CAADP monitoring-evaluation framework through the organization of a regional workshop in April 2016 in Abuja ; (ii) support for the development of a guide on the formulation of RAIP/NAIP in order to propose an approach and a harmonized content for the drafting of the Agricultural Investment Programmes of ECOWAS member countries ; and (iii) support for the formulation of a joint BOAD-ECOWAS regional project at a cost of 14 million USD on Climate Smart Agriculture (AIC) submitted to the Adaptation Fund.

In the area of RAAF's capacity building in coordinating and implementing the ECOWAS Regional Agricultural Investment Programme (RAIP), the issue was mainly to recruit a long-term consultant in the area of social protection/social safety nets and his assumption of duty at RAAF is scheduled for 13 July 2016. His mandate, among others would be to, (i) develop a training module on the concept and approach concerning "social safety nets" in West Africa; (ii) steer the validation process regarding the training module aimed at building the capacity of potential project partners for the design of "safety net" interventions and the implementation of measures by the different stakeholders involved; (iii) support the RAAF's technical team in the process of supporting project owners and the implementation of already financed "pilot" measures; (iv) contribute to the development of capitalization memoranda on the experience of the first calls for proposals ; (v) provide technical assistance to the RAAF technical team on issues relating to social protection and social safety nets.

2.3. Support Project for the ECOWAS Regional Agricultural Policy, ECOWAP/CAADP

This project is being implemented through a memorandum signed in 2014 between ECOWAS and the Spanish Agency for International Development Cooperation (AECID). The AECID is contributing five million Euros with a 10% co-financing of the costs of direct transfers for the field projects. The project aims at supporting the establishment and functioning of RAAF and the creation of "innovative" measures in the area of food security social safety nets in the countries within the ECOWAS region.

The key achievements are as follows: (i) the continuation of the coverage of costs of the RAAF's technical unit which will be continued until the end of September 2017; (ii) the acquisition of equipment and office furniture ; (iii) the training of project owners on social safety nets and the technical, accounting and financial management of their projects, (iv) the launch of 10 selected projects at the end of the first call for proposals; (v) the finalization of co-financing agreements with the 10 project owners for a total grant of 2 146 789 USD. The implementation of these projects is scheduled to start from the third quarter of 2016.

2.4. Zero hunger project

For a total cost of USD 5.58 million (USD 3 million funded by ECOWAS capital and USD 2.58 million by German Cooperation), the project is planned to last between 2013 and 2016. Its objective is to contribute to the eradication of hunger and malnutrition in West Africa by 2025.

The main achievements are: (i) continuing the process of finalizing the framework and roadmap of the ECOWAS Zero Hunger initiative; (ii) the development of a web page for the Zero Hunger initiative; and (iii) making available to ECOWAS a technical note on the integration of social protection and nutrition in the agricultural sector, to serve as a guidance document for ECOWAS and countries of the ECOWAP 2025 process.

Support was provided to Niger and Burkina Faso. Support to Niger involved (i) the development of the National Nutrition Security Policy (2016-2025) and its Action Plan (2016-2020), particularly to better integrate nutritional aspects; and (ii) the design of a project to improve the food and nutrition security policy and program environment, for the better integration of nutrition into agriculture and food systems (funding acquired). Support to Burkina Faso involved the development of a "Buying by Africans for Africans" type of project that binds local agriculture to feeding in school and nutrition.

2.5. The capacity building project in West African countries to integrate climate change in agricultural policies and the design of investment projects

The 220,000-Euro ECOWAS-NEPAD project is co-funded with 200,000 Euros borne by NEPAD. It kicked off in October 2015 and ended in June 2016.

The main realization at regional level was the organization of regional training in Abidjan from 22 to 26 February 2016 on the capacity building of ECOWAS member states on investment project design in the area of agriculture faced with the climate changes in West Africa. The training led to the capacity building of 40 officials including NAIP focal points of the 15 Ministries in charge of agriculture in ECOWAS

member countries, officials of regional producers' organizations (ROPPA, APESSE), and other West African regional organizations (AGRHYMET, BOAD).

At national levels, 15 training courses, including one for each ECOWAS member country, were organized. The training led to the creation of a pool of national trainers on agricultural issues in the face of climate change and investment project design. Between 25 and 40 trainers were trained for each country, that is, about 450 national officials tooled on the integration of climate change in second generation NAIP and the mobilization of resources earmarked at international level.

In addition to the training, there were updates to a web portal dedicated to the dissemination of knowledge and information on intelligent agriculture in the face of climate change at the following link: <http://climatechange.ecowas-agriculture.org/fr>. Besides, a study bearing on the capitalization of intelligent agricultural techniques in the face of climate change in some ECOWAS member states was carried out.

With regard to the NEPAD donors, the execution of the project by ECOWAS was very satisfactory. Consequently, NEPAD did not wait until the end of the project to disburse the last instalment of funding initially subjected to the proper final execution of the project, given the positive and satisfactory mid-cycle evaluation which, according to NEPAD, demonstrated an effective and efficient management of the project by RAAF.

With regard to beneficiaries, the results or effects are already highly appreciated by the member state beneficiaries. In this regard, the statement by the Nigerian delegate during the workshop to launch the second generation NAIP and RAIP is noteworthy. He underscored that the training of countries, notably with regard to Nigeria, was very beneficial and enabled them to integrate climate change in their planning.

Besides, at the closing ceremony of the Johannesburg workshop in South Africa (3-4 July 2016), the NEPAD representative in Nigeria highly appreciated the results attained by the project in his country and in other countries. Indeed, he expressed the hope that such projects with direct impact on the lives of the populations should be institutionalized in ECOWAS.

2.6. Support Plan for Eradication and Control of Fruit Flies in West Africa Project

The Eradication and Control of Fruit Flies in West Africa Project was initiated by ECOWAS and WAEMU to fight against the scourge of fruit flies at both regional and national levels. The activities at regional level are implemented by a coordination unit based in Bamako and activities at national levels are executed by national committees under the supervision of the coordination unit.

The cost of the project, which started out in 2015 and is scheduled to last 4.5 years, amounts to 23.5 million Euros, 17 million of which are funded by the EU, 1.5 million by the AFD, and 5 million by ECOWAS member states. Based in Bamako, the project has as objective to improve the incomes of producers of fruits and vegetables, particularly small scale producers that contribute to food security in the sub-region and the reduction of poverty. The project covers eight countries (Benin, Burkina Faso, Côte d'Ivoire, The Gambia, Ghana, Guinea, Mali and Senegal) and is based on the components of surveillance, control, capacity building, and applied research.

In terms of surveillance, the main accomplishments are: (i) the identification and geo-referencing of 110 orchards and 440 regional surveillance points in 22 mango production basins in 8 beneficiary countries; (ii) the acquisition of surveillance equipment (equipment for trapping and measurement of abiotic parameters); (iii) the development of a plan and modules of training for surveillance; and (iv) the recruitment of regional surveillance data collection operators.

In terms of control, the main achievements are: (i) the preparation of control procedures manual; (ii) the training of 32 trainers of trainers in integrated control techniques; and (iii) the acquisition of control products against fruit flies (5,707 litres of Succès Appât and 133,340 sachets of Timaye) are currently being provided to countries for the treatment of orchards.

In terms of capacity building, the main achievements are: (i) the organization of an official ceremony to launch the project in February 2016 in Dakar; (ii) the organization of training for 15 accountants in charge of the project in the project's financial and administrative procedures; (iii) the conduct of an audit of the regional reference laboratory; and (iv) the organization of a regional evaluation and programming workshop for 2016-2017.

The semester was also characterized by (i) the signature of execution and research conventions with national agronomic research institutions and the provision of resources; (ii) the installation of the scientific committee; (iii) the signature of the convention between ECOWAS and National Committees of 8 member countries; and (iv) the effective disbursement of € 502,227 to Benin, Burkina Faso, Ghana, Mali, and Senegal that met the conditions. Disbursements to Gambia and Guinea are underway.

2.7. Food Security Storage Support Project in West Africa (ECOWAS Stock Project)

The project is funded by the EU to the amount of 56 million Euros. The project is scheduled to last for 5 years. The project objective is to effectively contribute to food crisis response and to strengthen the resilience of households in the perspective of sustainable regional food security and sovereignty, by the promotion of systems of emergency food reserves at different scales. Over the period, the project should

contribute to the constitution of 176,000 metric tons of cereals, including 60,000 metric tons in physical stocks and 116,000 metric tons in financial reserves.

In terms of support to the storage of the regional food security reserve, the major achievements of the semester are: (i) the evaluation underway of 12 bids received for tenders to buy 15,000 metric tons of cereals; (ii) the selection underway of national storage structures that responded to the call for proposals, seven of which (ANSAT of Togo, ONASA of Benin, OPVN of Niger, OPAM of Mali, SONAGESS of Burkina Faso, NAFCO of Ghana and CSA of Senegal) expressed the interest to stock regional reserve produce.

The complete installation of the technical team was made in the first semester with the assumption of duty by the Project Coordinator on 17 June 2016.

Besides, there has been a production of communication and project visibility tools, the preparation of a communication strategy document and the conduct of an iterative monitoring and evaluation mission of the project.

In the implementation of Component 4 (ECOAGRIS), coordinated within the AGRHYMET regional Centre, the technical team comprising 17 staff, was installed. The project focal point (who will manage the database) based in Abuja within ECOWAS was recruited and assumed duty on 1 May 2016. The database experts based respectively in WAEMU/Ouagadougou and RAAF/Lome were retained at the AGRHYMET regional Centre in the framework of the establishment of the platform, while waiting for the acquisition and installation of regional servers.

By 30 June 2016, thirteen (13) countries had signed instruments to establish the national ECOAGRIS Framework. The supply of computer equipment (computers, inverters, servers, etc.) by suppliers has been effected in fifteen (15) beneficiary countries.

2.8. Regional Support Program for Professional and Farmer Agricultural Organizations in the Implementation of the West African Agricultural Policy (PRAOP/ECOWAP)

The regional support program for professional and peasant agricultural organizations is funded by DDC (Switzerland) to the amount of FCFA 951,700,000, in the period between 2015 and 2019. The implementation is being effected to benefit three of the sector's professional organizations that are: ROPPA, RBM and APRESS. The project objective is to contribute to food security and the improvement of living conditions of the rural population in West Africa through the implementation of a regional agricultural policy (ECOWAP).

Activities accomplished in the first semester were (i) support for the participation of 3 project professional farmers' organizations in the workshop to launch the process of developing the second generation NAIP and RAIP in Abidjan; (ii) the organization of

a consultation meeting with beneficiaries on 3 June 2016 in Abidjan; and (iii) the preparation of terms of reference for the recruitment of a program officer in charge of coordination and of a consultant to support the professional organizations and ensure their full participation in the development of the second generation RAIP and NAIP.

2.9. Capacity Building Project by the Regional Agency for Agriculture and Food (TCP-FAO)

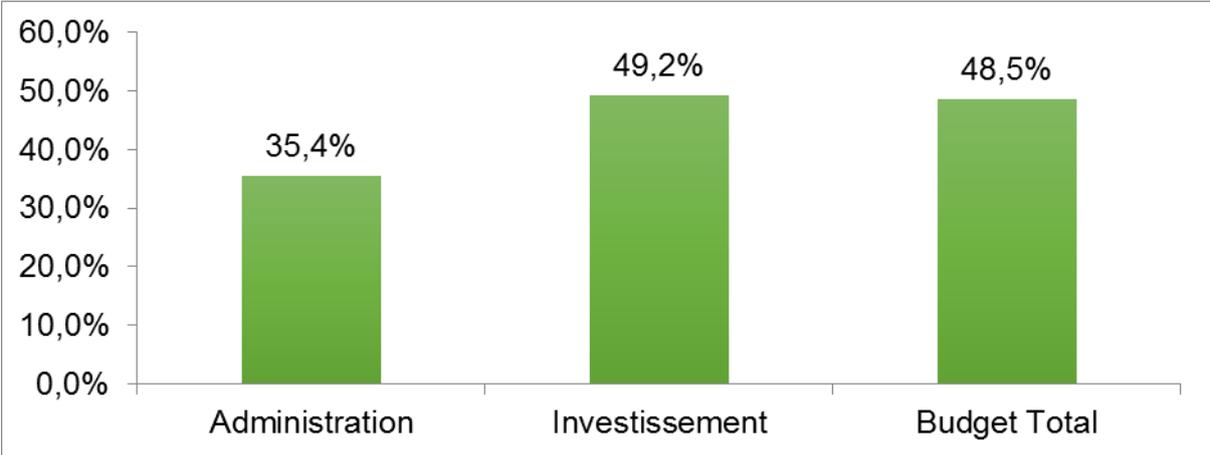
The project to build the capacities of RAAF, funded by the FAO to the amount of USD 67,000, has been scheduled for a period of 6 months (May to October 2016). The activities underway are the preparation of a strategy and a communication plan, and a graphic charter of the RAAF.

III. STATUS OF FINANCIAL EXECUTION

For the first semester, the annual budget was executed up to 48.5% (including commitments) out of an annual budget of USD 21,100,795. The budget execution rate is 35.4% for the administration component and 49.2% for the program or investment component.

The level of execution of the Administration component can be explained by the programming in the second semester of the development of tools such as the monitoring and evaluation mechanism and the communication strategy.

Figure: Budget execution rate 2016



The overall execution rate, slightly lower than the average (50%), can be explained on the one hand by the fact that the steering committees met at the end of the first semester, leading to the approval of work plans and budgets for projects and programs for the second semester, and on the other hand, by the fact that some priority activities were programmed in the 2nd semester in accordance with the calendar of activities adopted.

Table: State of budgetary execution per nature of expenditure

Description	2016 Budget in USD	Semester execution	Execution rate
Administration	1,312,674	464,631	35.4%
Program/ Investment	25,788,124	12,685,723	49.2%
Total	27,100,798	13,150,353	48.5%

CONCLUSION AND PERSPECTIVES

Overall, most of the activities programmed for 2016 are being executed normally. The projects and programs that were entrusted to RAAF for coordination are also being executed with tangible results.

In terms of urgent challenges and issues, it will be necessary to:

- Operationalize the regional agriculture and food fund (ECOWADF), created by Regulation C/REG.2/08/11, by signing the convention between ECOWAS and EBID and the disbursement of the ECOWAS contribution for 2016;
- operationalize the Consultative Committee and the Inter-Departmental Committee for Agriculture and Food;
- ensure the sustainability of RAAF by absorbing its staff into the ECOWAS staff mechanism when they cease to be the responsibility of technical and financial partners;
- respect ECOWAS commitments with regard to technical and financial partners in matters of the co-funding of the regional projects and programs cited above;
- mobilize funds to finance three (3) “improved village water system” projects worth USD 50 million; USD 1 million for “village poultry farming,” and “AWARD: Produce more rice with less fertilizers” for USD 15 million and the building of a financial reserve;
- mobilize member states to pool 5% of their national stocks for the constitution of a regional stock.

The second semester shall also be characterized by the acquisition of the first stock of 15,000 metric tons of reserve cereals, the implementation and supervision of projects resulting from the tenders for proposals (27 projects), support to RAAF by a social safety net expert, and the launching of the second tender for project proposals on social safety nets amounting to about 1,900,000 Euros. Also noteworthy are capacity building for actors of the social safety nets and the establishment of exchanges through a Task Force, support to countries developing the second

generation of NAIP/RAIP, the launching of the first RAAF bulletins and communication tools, the establishment of a monitoring and evaluation mechanism for the Agency, updating the RAAF website, etc.

ANNEX I: TEMPLATE OF ACHIEVEMENTS (see the Commission's outline in Excel)