



Togo - Togolese Coordination of Farmers' Organizations and Agricultural Producers(CTOP)

"Support for the promotion of agroecological market gardening in Togo" project - ProSMAT

Grant design document

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Grant design document

Part 1: Summary

1. Grant window GAFSP PO window	2. Division sponsoring the grant PMI	3. Co-sponsoring division(s) WCA
4. Name of technical grant manager: Fanny Grandval		
5. Selected strategic priority: NA		
6. Participating country(ies): Togo		
7. Project title (and GRIPS number): "Soutien à la promotion du Maraîchage Agroécologique paysan au Togo" - ProSMAT project.		
8. Full legal name of beneficiary: Coordination Togolaise des Organisations Paysannes et de producteurs agricoles (CTOP)		
9. Address, fax number and e-mail address : 244 BKK Avenue de la chance (not far from the Caisse de retraite) BP. 20046 Lomé, E-mail: ctop03@yahoo.fr . Tel: +228 90 11 44 52 / 90 00 95 56		
10. Recipient selection : <ul style="list-style-type: none"> ▪ Competitive selection at CN stage <input type="checkbox"/> ▪ Competitive selection at the GDD stage <input type="checkbox"/> ▪ Direct selection <input checked="" type="checkbox"/> 		
11. Name and title of authorized person who will sign the grant agreement on behalf of the beneficiary: OLOU-ADARA Ayéfoumi, Chairman of the Board of Directors		
12. Legal status of beneficiary: Civil Society Organization (CSO)		
13. List all previous IFAD grants received by the beneficiary: (Grant number, grant amount and approval date) Policy dialogue on the impact of Covid-19 on family farms in the maize, rice, poultry and market gardening sectors in Togo, 17,020 euros, November 2020 Closed grants: X Open grants :		
14. Amount of GAFSP grant through IFAD: USD 2,430,000	15. Co-financing : - In cash (in US\$) : 174,112 (CTOP, AFDI, ROPPA, FAO)	
16. Special Provisions (Any proposed exceptions to the general provisions of the Small Grants Agreement. Include proposed wording for paragraph 8 of the agreement.)		
17. Implementation period: 40 months		
18. Grant design document completion date: February 14, 2024		

Field Code Changed

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Acronyms and abbreviations

AEP	Agroecological practices
AFDI	French Farmers and International Development
AWPB	Annual work plan and budget
CoGeMA	Agroecological Markets Management Committee
COVID	Coronavirus 2019
CROPPA	Regional Coordinations of Farmers' Organizations of Agricultural Producers
CSO	Civil society organization
CTOP	Togolese Coordination of Farmers' Organizations and Agricultural Producers
FAO	Food and Agriculture Organization of the United Nations
FENOMAT	National Federation of Vegetable Growing Organizations of Togo
FEPROMAT	Federation of Promoters of Agro-Industries of Togo
FO4ACP	Farmers' Organizations in Africa, the Caribbean and the Pacific
FSRPT	West Africa Food System Resilience Program - Togo
FUCEC	Faïtière des Unités Coopératives d'Epargne et de Crédit du Togo (umbrella organization of cooperative savings and credit units in Togo)
GAFSF	Global Agriculture & Food Security Program
ICAT	Consulting and technical support institute
IFAD	International Fund for Agricultural Development
MFI	Microfinance Institution
MAEDR	Ministry of Agriculture, Livestock and Rural Development
OP	Farmers' organization
PNAFAT	National platform for the promotion of family farming in Togo
PNPER	National project to promote rural entrepreneurship
ProSMAT	Support for the promotion of agroecological market gardening in Togo" project
PURS	Emergency Program for the Savannah Region
QUIBB	Core Well-Being Indicators Questionnaire
REJEPPAT	Network of young agricultural producers and professionals in Togo
ROPPA	Network of FOs and Agricultural Producers of West Africa
SEPOP	Service and advocacy for producer organizations
SFD	Decentralized Financing Systems
UNOPS	United Nations Office for Project Services
ZAAP	Planned Agricultural Development Zones

Part 2: Grant justification

Reason why the proposed activities are financed by a grant from IFAD.

1. The GAFSP is a global financing instrument that offers various tools for public and private investment along the entire agricultural value chain. It was created by the G20 in response to the soaring food prices of 2007-08, to address the clear need for increased investment in agriculture and food security in low-income countries, and to contribute to the medium-to long-term recovery and development of smallholder farmers, countries and businesses. In May 2021, GAFSP launched a first Call for Project Proposals with an overall envelope of \$150 million, including around \$125 million for country proposals and around \$25 million for proposals from FOs. The FO funding window aimed to strengthen FOs as key economic players in the value chain.
2. A second call was launched in January 2023, again dedicating \$25 million to finance projects designed and implemented for and by FOs. It was to this second call that CTOP applied with IFAD's support. The principles guiding this call are as follows: i) projects must be demand-driven and owned by the FO; ii) projects must respond to the needs of small-scale farmers expressed through their FOs, and for which solutions have been designed using a bottom-up approach; iii) projects must be implemented directly by the FO, in partnership with a supervising entity (SE) selected by the FO itself, IFAD in the case of CTOP.
3. This mandate is perfectly aligned with IFAD's strategic priorities and orientations, in particular all the principles of the Farmers' Forum and the Strategic Orientation Framework 2016-2025, which aim through the grant and loan program to strengthen small producers and their organizations particularly in the economic sector, in a sustainable approach to build their resilience to shocks, and particularly focused on youth and women.

Presentation of the FO partner

4. CTOP has strong project planning and implementation capabilities. It has a dedicated executive secretariat composed by a dozen people with diverse qualifications (agro-economists, sociologists, accountants, communicators, etc.) and experienced farmer leaders. For more than 15 years, CTOP has managed numerous projects with multiple partners, such as: (i) IFAD (see next paragraph); (ii) the Food and Agriculture Organization of the United Nations (FAO) within the framework of the Forests and Farmers Mechanism (FFF) from 2019 to the present day for an amount of 465,000 USD; (iii) the World Bank in Togo (30,000 USD in 2018 on the REDD+ project), (iv) the World Rural Forum (WRF) for nearly 100,000 USD between 2018 and 2021 and (v) CORAF/WECARD, through the partnership project between Research and FOs for the improvement of product quality and better marketing (PROPAQ) for an amount of 200,000 USD. CTOP is equipped with effective management tools and an internal control system, and is subject to regular external and independent audits.
5. CTOP has already experienced numerous collaborations with IFAD projects in Togo and the sub-region. This was the case with (i) the Support to Agricultural Development in Togo Project (PADAT) from 2012 to 2016, implemented by the Togolese Ministry of Agriculture and in which CTOP was an implementing partner through agreements for a total amount of **827,570 USD**; (ii) the National Programme for the Promotion of Rural Entrepreneurship (PNPER) implemented by the Ministry in charge of financial inclusion and in which CTOP was a stakeholder between March 2020 and June 2021 for a total amount of **302.400 USD**; (iii) the "Farmers' Organizations in Africa, the Caribbean and the Pacific" Project (FO4ACP) (still in progress) financed by IFAD and the EU for the benefit of ROPPA and its members,

with CTOP receiving a subsidy of nearly 170.000 USD; (iv) the Policy dialogue project on the impact of Covid-19 on family farms in the maize, rice, poultry and market gardening sectors in Togo for an amount of **20,000 USD** financed by IFAD and implemented by CTOP between November and December 2020. CTOP also made a major contribution to the development of IFAD's strategic options program for Togo for the period 2021-2026, in which it was identified as one of the strategic partners.

6. In May 2023, CTOP submitted a concept note to GAFSP, via IFAD in its capacity as Supervising Entity, on "Support for the Promotion of Agroecological Market Gardening in Togo" ". After GAFSP's own selection procedure, the project was chosen on the basis of the following justifications: "i) the project proposal is well-constructed, complete and clearly based on lessons learned, the attention to detail, including to budget, is commendable and the additional information is excellent; ii) the formulation process was led by the FO, iii) CTOP has a track record that demonstrates its ability to manage and implement projects with a high level of financial transparency ; iv) the proposed objectives are realistic and based on CTOP's accumulated experience over the past three years, during which it has implemented most of the activities it proposes to scale up under this project; v) the proposal includes technical and organizational innovations, including agroecological production, bioenergy and farmers' markets. "

Part 3: Project description

1) Executive summary

7. Despite recent initiatives by the Togolese government and non-state actors to help family farmers produce more and better (through irrigation, mechanization, fertilization, advice, etc.), Togo's agricultural sector still faces many challenges. Indeed, in addition to long-standing structural constraints (low agricultural productivity, lack of financial products adapted to the sector, weak structuring of farmers' organizations, difficulties of access to land for the most vulnerable), there are new difficulties linked to climate change (droughts, floods), health crises (such as the COVID-19 epidemic), international conflicts (rising prices of inputs and basic necessities following the Russian-Ukrainian war in particular) and rising insecurity in the Sahel region (population displacements in northern Togo). Women producers are particularly exposed to difficulties in accessing agricultural services, such as land tenure, advisory support and financing.
8. In this context, to ensure the survival of their households, many farmers adopt agricultural practices harmful to health, water and soil (such as the use of unregistered pesticides) to compensate for rising input prices and labor scarcity. Rising chemical fertilizer prices have prompted a large proportion of small-scale producers to reduce the area sown or to opt for cash crops for export (notably soya) to the detriment of food crops, thereby reducing the farmer stocks needed for household food security. Deforestation is also accelerating to gain access to more fertile land. Finally, the lack of water control in a context of climate change does not reassure financial institutions, which remain reluctant to grant agricultural credit.
9. The "Support for the promotion of farmer-based agroecological market gardening in Togo" - ProSMAT project aims to help alleviate these constraints, and is in line with a series of activities developed by CTOP in connection with the promotion of agroecology and support for agricultural cooperatives: (i) dissemination of agroecological practices for the benefit of young people through the training scheme; (ii) intensive production of agroecological inputs; (iii) direct marketing of agroecological products and consumer awareness-raising; (iv) local advice to member cooperatives through the incubation scheme; (v) national consultation on agroecology-friendly agricultural policies initiated by CTOP and other civil society organizations (CSOs) that are members of the National Platform for the Promotion of Family Farming in Togo (PNAFAT) since 2020.
10. The project's development objective is to strengthen the resilience of family farmers to climate change and other exogenous shocks through the promotion of agroecology. To achieve this objective, the project is structured around four components:
 - i. **Support for the intensification of agroecological production:** Component 1 aims to accelerate the adoption of agroecological practices (AEP) in vegetable production to achieve better yields (at least 20% higher yields, according to trials carried out on tomatoes between 2020 and 2022 by the REJEPPAT young producers' network school farms) and better vegetable quality by reducing soil and water pollution and negative health impacts.
 - ii. **Adding value to agro-ecological produce:** component 2 focuses on the downstream end of production, with the aim of reducing post-harvest losses, adding value to production and facilitating the marketing of agro-ecological market garden produce.
 - iii. **Capacity-building for FOs and policy dialogue on agroecology:** Component 3 aims to strengthen the administrative, financial and operational management capacities of the cooperatives, CTOP and its member FOs involved in the project. On the other hand, it seeks to increase their influence on the political dialogue surrounding agroecology.
 - iv. **Project coordination:** component 4 aims to create the conditions for effective project management by CTOP and joint CTOP-IFAD supervision.

11. Cross-cutting aspects: gender, climate change and nutrition. ProSMAT takes gender equality into account through (i) the choice of market gardening, a speculation that primarily mobilizes women (production, marketing and processing) and enables them to generate short-term income, (ii) the development of activities specifically geared towards women, notably : setting up farmers' funds to finance their activities, supporting women's processing cooperatives, strengthening women's sales outlets for agroecological products, and setting up a leadership training program for women in charge of organizations. It also takes into account the issue of combating the effects of climate change through a number of elements, such as the use of local seeds, the dissemination of agroecological practices and the development of irrigation solutions. Lastly, in addition to increasing the supply of healthy, nutritious products on the local market, the project includes a strategy for raising awareness and educating mothers and fathers about nutrition, based on "women nutrition relays".
12. Location. ProSMAT will be implemented in 16 prefectures in Togo's 5 economic regions, including the Maritime (Golfe prefecture, Agoè nyivé, Lacs and Bas mono), Plateaux (Est mono, Ogou and Danyi), Centrale (Blitta, Tchamba and Tchaoudjo), Kara (Assoli, Kozah and Dankpen) and Savanes (Tône, Cinkassé and Tandjoaré).
13. Beneficiaries. ProSMAT will directly affect 9,885 people, 59% of them being women. These include 5,000 market gardeners, 250 women processors, 40 master trainers promoting agro-ecological farms, 10 young promoters of agro-ecological input units, 250 relay women on nutrition education, 150 shopkeepers, 4,000 fathers and mothers sensitized to nutrition and the importance of consuming AE products, 185 technicians and leaders of the CTOP and its members. The indirect beneficiaries are 41,391 people (the average size of a household being 4.2 people according to the latest census). They are essentially members of the households of direct beneficiaries.
14. Implementation partners. ProSMAT's main implementing partners are (i) the National Federation of Vegetable Growers' Organizations of Togo (FENOMAT); (ii) the Network of young producers and agricultural professionals of Togo (REJEPPAT); (iii) the Federation of Promoters of Agro-Industries of Togo (FEPROMAT); (iv) the Cooperatives ; (v) Entreprise TMSU International; (vi) Inades-Formation Togo; (vii) Consulting and technical support institute (ICAT)/ Ministry of Agriculture, Livestock and Rural Development (MAEDR); (viii) Nutrition Division of the Ministry of Health ; (ix) the municipalities of Tône 1, Kozah 1, Tchaoudjo 1, Ogou 1 and Agoè - Nyivé. Service contracts will be drawn up with these partners.
15. Institutional arrangements. To implement the project, a technical and financial implementation manual will be drawn up and approved by CTOP and IFAD. This manual will complement CTOP's administrative and financial procedures manual, and will include a matrix for managing the social and environmental risks associated with project implementation. For project coordination, the following bodies will be set up: (i) A steering committee (CoPil) whose mandate will be to provide strategic guidance to the project coordination team; (ii) National project coordination, which will be provided by the CTOP Executive Secretariat and will be responsible for planning, implementation and monitoring-evaluation of actions under the authority of the CoPil; (iii) Coordination of activities in each region will be ensured by CTOP's regional offices, the Regional Coordinations of Farmers' Organizations and Agricultural Producers (CROPPA).
16. Project duration and cost. The project will run for 40 months. Its overall cost is 2,604,112 USD, including 2,430,000 USD from GAFSP and co-financing of 27,541 USD from CTOP and 146,571 USD from other partners (Agriculteurs Français et Développement International (Afdi), Network of Farmers Organizations and Agricultural Producers of West Africa (ROPPA) and Food and Agriculture Organization of the United Nations (FAO)).

2) Background and rationale

2.1) Background

17. Togo is a coastal country in West Africa, with a total surface area of around 56,600 km², 70% of which is devoted to agriculture. The country has a population of around 8 million, more than half of whom live below the poverty line. More than three-quarters of the poor live in rural areas. Agriculture employs two-thirds of the working population. Family farms dominate, with an average size of 4 ha. Crop production, particularly food production, is often combined with livestock farming.
18. Togo's agricultural sector suffers from several constraints: the small size of farms coupled with low yields, the lack of financial products adapted to the sector, the weak structure of farmers' organizations, limited access to markets, and difficulties in accessing land for the most vulnerable. Women producers are particularly exposed to difficulties in accessing agricultural services, particularly in the areas of land tenure, advisory support and financing.
19. Added to these constraints are the effects of climate change, manifested in increasingly frequent droughts and floods. This context has been reinforced by the COVID-19 health crisis. A study carried out by CTOP, with IFAD support, on the impact of COVID-19 on the rural world revealed a worrying current situation: difficulties accessing inputs, scarcity and high cost of labor, poor sales and marketing difficulties, financing problems, and a drop in the area sown. Emergency plans have been put in place by the government, CSOs and FOs, including CTOP, to support farmers in this crisis. The Russian-Ukrainian war has further exacerbated the difficulties of access to fertilizers: prices have risen again by 44% between 2021 and 2022, and consequently contributed to the rising cost of living in the country.
20. On the security front, since 2022, the country has seen a rise in terrorism, with repeated jihadist attacks in the savannah region (northern part of the country bordering Burkina Faso) causing loss of life, fear and the abandonment of some farms. To reduce the vulnerability of local populations, the government is implementing the Emergency Program for the Savannah Region (PURS).
21. On the food front, the situation is characterized by recurrent insecurity. Recent analyses by the Harmonized Framework in Togo (June 2023) estimate that almost 20% of the population is living under pressure and that over 8% of Togolese are in a food crisis situation.
22. CTOP members, the majority of whom are small-scale, vulnerable farmers, regularly find themselves in periods of anxiety to ensure the survival of their households. Many are adopting farming practices that are harmful to health, water and soil (such as the use of unregistered pesticides) to compensate for rising input prices and labor scarcity. Rising chemical fertilizer prices have prompted a large proportion of small-scale producers to reduce the area sown or to opt for cash crops for export (notably soya) at the expense of food crops, thereby reducing the peasant stock needed for household food security. Deforestation is also accelerating in order to gain access to more fertile land. Finally, the lack of water control in a context of climate change does not reassure financial institutions, which remain reluctant to grant agricultural credit.
23. The present ProSMAT project will help to alleviate these constraints on CTOP members, in particular vegetable growers committed to agroecological production, as well as processors and traders in the market-garden sector. More specifically, to address the rising price of fossil inputs and gradually reduce vegetable growers' dependence on them, ProSMAT plans to support the production, dissemination and use of local agroecological inputs. To improve access to financing for women FO members, the project plans to support the development of endogenous women's savings and credit cooperatives. As post-harvest losses can reach 30% in the market gardening sector (vegetables being highly perishable), ProSMAT plans to train producers in techniques to improve vegetable shelf life, support processing units and set up sales outlets for women traders, with sheds,

equipment and traditional clay- and concrete-based cold rooms. Finally, to strengthen the organizational capacities of FOs and improve dialogue with the State and the private sector, the project will support CTOP and its members in delivering efficient, cost-effective and sustainable services to promote agroecology from the local to the national level.

24. ProSMAT is based on the government's 2020-2025 roadmap, which constitutes the new framework for intervention in Togo.

2.2) Contribution to IFAD priorities

25. The Togolese government has drawn up a roadmap to serve as a national reference framework for the period 2020-2025. Its ambition is to make the agricultural sector "a real engine for growth and job creation". Responding to this priority, IFAD's Country Strategic Opportunities Programme (COSOP) 2022-2027 aims to accelerate the transformation of family farming in Togo and its adaptation to climate change, with a view to sustainably reducing poverty and improving food and nutritional security through the achievement of three strategic objectives: i) to develop inclusive production systems through which small-scale producers and their organizations can access efficient, climate-resilient technologies and knowledge; ii) to facilitate the integration of family farms, women and rural youth into agricultural markets and business partnerships with a view to increasing value added and creating employment opportunities by taking advantage of the opportunities offered by the African Continental Free Trade Area (AfCFTA); iii) institutionalize an inclusive dialogue at sector level, with the active participation of farmers' organizations, regional authorities, the private sector and civil society organizations in the preparation, implementation and coordination of agricultural sector strategies and programs.
26. COSOP is based on a theory of change that proposes to transform family farming and adapt it sustainably to climate change and other types of shock. The objective of this program is to contribute to: i) reducing the effects of the COVID-19 pandemic on the rural economy; ii) improving the content and performance of the current portfolio of development projects by preparing a new operation that aims to optimize its effects on target groups. The implementation of the COSOP takes into account lessons learned from the country program, and also builds on IFAD's comparative advantage in targeting and strengthening rural livelihoods and resilience in the context of climate change.

2.3) Links with IFAD-funded projects, programmes and initiatives

27. Since 2020, the Togolese government has had a roadmap for the agricultural sector up to 2025, focusing on improving yields and production, promoting the "made in Togo" label, financing value chain players, and agro-ecological transition. Market gardening is one of the strategic sectors selected by Togo. The ProSMAT is perfectly aligned with IFAD's interventions in Togo, notably within the framework of the The Shared-risk Agricultural Financing Incentive Mechanism Support Project (ProMIFA) and PRIMA, which support the market gardening sector, the promotion of agroecological practices, the financing of value chain players, and support for the structuring of FOs. CTOP is currently a partner in the implementation of phase 2 of ProMIFA (2023 - 2026) and PRIMA (2022-2027), where its experience in local coaching, capacity building for FOs, support for structuring and financial intermediation will be put to good use. The 25 business coaches (technicians from CTOP's member umbrella organizations) strengthened by PNPFR, a completed IFAD project in Togo on developing business plans and supporting cooperatives, will be mobilized.
28. Finally, CTOP is a stakeholder in the inter-continental OpenACP program. A National Advisor for FOs' Economic Initiatives (CNIEP) has been set up within this framework, as well as a local support system for FOs adapted to their specific needs.

3) Project description

3.1) Target country(ies), direct and indirect target group and estimated number of beneficiaries

29. ProSMAT will be implemented in 16 prefectures in Togo's 5 economic regions, notably in the Maritime (Golfe prefecture, Agoènyivé, Lacs and Bas mono), Plateaux (Est mono, Ogou and Danyi), Centrale (Blitta, Tchamba and Tchaoudjo), Kara (Assoli, Kozah and Dankpen) and Savanes (Tône, Cinkassé and Tandjoaré) regions. The population is estimated at 4,779,262, 51.2% of whom are women (RGPH, 2022).
30. The project's direct beneficiaries number **9,885**. These are (i) 5,000 small-scale market gardeners from 250 CTOP member cooperatives, of whom at least 50% are young people and 40% are women, farming between 1/16^{ème} and 1 hectare; (ii) 250 women from 25 CTOP member women's vegetable processing cooperatives; (iii) 40 master farmer trainers from 20 CTOP member farm-schools specialized in agroecology training and belonging to 20 CTOP member cooperatives; (iv) 10 young members of CTOP umbrella organizations promoting agroecological input production units; (v) 250 women nutrition educators identified in school canteens and CTOP regional women's colleges; (vi) 150 traders or aggregators of agroecological market garden produce in the markets of Dapaong, Kara, Sokodé, Atakpamé and Lomé; (vii) 4,000 fathers and mothers sensitized to nutrition and nutrition education in the project's intervention zones; (viii) 185 technicians and leaders from CTOP and CTOP's regional branches, the Regional Coordinations of Farmers' Organizations of Agricultural Producers (CROPPA). There are **5,720 women beneficiaries, i.e. 58% of direct beneficiaries** (2,000 market gardeners, 250 processors, 10 farm school trainers, 4 young women promoters of agroecological input production units, 250 women nutrition relays, 150 shopkeepers, 3,000 mothers among the 4,000 people sensitized to nutrition, 56 technicians and women FO leaders).
31. The breakdown of project beneficiaries by category and region is as follows:

Regions	Market gardeners	Transformers	Farm school teachers	Young input unit promoters AE	Nutrition relay women	Shopkeepers	Fathers and mothers learn about nutrition	Technicians and leaders CTOP and its members
Savannahs	817	50	4	2	43	30	688	22
Kara	1092	50	6	2	52	30	832	25
Central	990	50	20	2	38	30	720	31
Trays	850	50	6	2	50	30	800	28
Maritime	1251	50	4	2	67	30	960	43
National								36
TOTAL	5000	250	40	10	250	150	4000	185

32. The project's indirect beneficiaries number **41,391 people**¹ These are mainly members of the households of direct beneficiaries.

¹The average household size in Togo is 4.2 people (RGPH Togo, 2010).

3.2) Goals and objectives

33. The project's development objective is to **strengthen the resilience of family farmers to climate change and other exogenous shocks through the promotion of agroecology**. More specifically, the project will (i) support the intensification of agroecological market gardening production and capacity building of market gardening organizations engaged in agroecology in Togo, (ii) strengthen the valorization and consumption of agroecological market gardening products (iii) strengthen the management and influencing capacities and dialogue of market gardening organizations and the CTOP on policies in favor of agroecology; (iv) ensure effective management, production and management of knowledge about the project.

3.3) Components and key activities by component

34. In line with these objectives, ProSMAT is built around four (4) components: (1) *Support for the intensification of agroecological production*; (2) *Valorization of agroecological products*; (3) *Capacity building of FOs and policy dialogue around agroecology*; (4) *Project coordination*.
35. **Component 1: Support for the intensification of agroecological production.** This component aims to accelerate the adoption of agroecological practices (AEP) in market garden production, in order to achieve higher yields (up to 20% higher yields according to trials carried out on tomatoes between 2020 and 2022 by REJEPPAT farm schools) and improved vegetable quality, while reducing soil and water pollution and negative health impacts. To achieve this, five (05) major activities will be carried out:
36. **Activity 1: Upgrading 20 agroecological farm schools.** Since 2019, CTOP has been supporting 20 farm schools of the Network of young producers and agricultural professionals of Togo (REJEPPAT) to deliver training to young farmers, including young women. To strengthen the quality of their provision, ProSMAT proposes to: (i) carry out a rapid diagnosis of the 20 existing agroecological farm schools; (ii) retrain 40 master trainers (02 per farm) in AEPs related to market gardening; and (iii) fit out and equip the farms according to the support plan resulting from the diagnosis. An agreement will be drawn up between CTOP and the farm schools on the terms and conditions for receiving and training "relay farmers" as part of the project.
37. **Activity 2: Dissemination of agroecological practices to 5,000 market gardeners.** To date, nearly 800 young relay farmers have already been trained on the AEP farm schools. The aim of this activity is to scale up this training on upgraded farms. The ultimate aim of this activity is the adoption of AEPs by project beneficiaries. To this end, ProSMAT will support i) the training of 500 additional "relay farmers" in the 20 farm schools identified within the 250 CTOP cooperatives (02 per cooperative), whose accommodation, catering and training costs will be covered by the project. Several topics will be covered during training at the farm schools, including soil fertility management, technical itineraries, production of agroecological inputs, running farm schools and pest control. ProSMAT will then support (ii) the organization of restitution/training sessions for other cooperative members by "relay farmers" (bringing the number of market gardeners reached to 5,000); (iii) the acquisition of small-scale production equipment and agroecological inputs (wheelbarrows, watering cans, boots, rakes, etc.) for each cooperative; (iv) the provision of a training program for the "relay farmers" for each cooperative; (v) the establishment of 100 m² learning plots in each cooperative, to be managed by "relay farmers"; (vi) close monitoring and support by endogenous facilitators (02 per region) selected from among the master trainers. The work of the "relay farmers" in transmitting and training other cooperators will be on a voluntary basis. However, the harvests from the training plots will be offered to them as compensation.
38. **Activity 3: Setting up 10 agroecological input production units.** Five (5) school farms have been supported since February 2023 for the accelerated production of agroecological inputs in collaboration with the company TSMU International. To extend the availability of

agroecological inputs close to market gardeners, ProSMAT will select 10 young people through a call for applications, based on criteria including the presentation of a profitable project for the production and marketing of ecological inputs, and previous experience of the farm schools (there is a database of 360 young people trained by CTOP between 2020 and 2022). ProSMAT's contribution will not exceed 7,500 USD per business plan and must represent a maximum of 90% of the total cost of the project. In other words, the promoter will be asked to contribute at least 10%. The units supported will be linked by contract to the 250 beneficiary cooperatives to facilitate their supply of quality inputs at competitive prices. According to the business model, support of USD 7,500 for an agroecological input production unit should generate a profit margin of USD 2,800 in the first year, with a production level of 5 tonnes of biofertilizer per month (see Appendix 5, input production unit business model).

39. **Activity 4: Support for the irrigation of 5 market garden basins.** This will involve supporting the installation of 5 solar-pumped boreholes and a perforated band irrigation system on 5 market-gardening perimeters of 10 hectares each. Priority will be given to market gardeners who are members of CTOP and who have set up on the Planned Agricultural Development Zones (ZAAP) promoted by the government as a measure to facilitate access to land for women and young people, or in the absence thereof. A total of 50 hectares will be equipped with irrigation systems, at a rate of 10 hectares per region. The system will be managed at the level of each perimeter by a works management committee to be set up and trained. A management manual drawn up on the basis of a consensus between site users will specify the terms and conditions for access to plots, water management and conflict resolution. An annual maintenance fee will be set for each portion of irrigated land and placed in an account set up for this purpose.
40. **Activity 5: Setting up and managing endogenous savings and credit cooperatives dedicated to women market gardeners.** Access to credit for family farmers in Togo is both essential and always problematic (reluctance of MFIs to finance agricultural activities, high interest rates, unsuitable financial products, etc.). Several options have been explored by CTOP in recent years to facilitate its members' access to financing, notably by negotiating subsidized lines of credit or guarantee funds within financial institutions (e.g. PNP²). To date, these instruments have not yielded the expected results. Alongside these initiatives, women members of CTOP have themselves developed a system of endogenous savings and credit cooperatives that provide real services to women farmers. To date, some 250 women's credit unions have been set up in the Kpélé prefecture, raising over USD 750,000 by 2022. This experience enables women to mobilize their members' savings to grant themselves loans at much lower rates than those charged by MFIs (around 10 to 12% compared with 18 to 24% per annum in MFIs). On this basis, ProSMAT intends to promote 150 new endogenous fund for women in the market gardening sector in the project's intervention zones (one fund per beneficiary cooperative). Each women fund will be endowed with an initial amount of USD 1,000 and the tools needed to manage savings and credit rigorously and securely (3-key fund, notebooks, stamps, etc.). Upstream, the women who will be responsible for managing these funds will be trained in the rules and procedures of good management. The initial fund of USD 1,000 will be deposited in an account opened by CTOP with FUCEC (Faîtière des Unités de Coopérative d'Épargne et de Crédit), one of the best-established microfinance institutions in Togo, with experience of working with FOs and a good presence in rural areas. If necessary, other MFIs will be mobilized as partners for the implementation of this operation. CROPPAs will monitor the activity of the funds. Credits will be used to purchase seeds, agro-ecological inputs, irrigation kits and other equipment needed for market garden production. During the first year, the cooperative will be responsible for granting credit to members, under the supervision of CTOP and FUCEC. Gradually, and from the second year onwards, CTOP will work with FUCEC (or another MFI involved) to learn from this experience and develop a specific financial product for market gardeners. The interest rate (annual and divisible by month) may not exceed 10%, and the repayment period will take into account the length of the campaign. A cash management manual will be drawn up with the women at the start of

²Projet National de Promotion de l'Entreprenariat Rural (PNPER) which granted 50% of the investment cost up to a maximum of 3,500,000 F CFA, the remainder (50%) and operating costs by credit at 10%.

the project. At the end of the project, the initial fund will be used to set up a mutual guarantee fund for CTOP women farmers. Finally, financial education will be offered to the beneficiaries of the services.

41. **Component 2: Adding value to agro-ecological produce.** This component focuses on downstream production, with the aim of reducing post-harvest losses, optimizing the value of production and facilitating the marketing of agroecological market garden produce. Three major activities are planned:
42. **Activity 6: Marketing of agroecological vegetables.** CTOP currently supports the organization and running of three weekly agroecological produce markets in Kara (by FENOMAT), Sokodé (by REJEPPAT Centrale) and Atakpamé (by the CADETE farm). Based on this experience, ProSMAT will (i) set up 5 sales areas in the regional capitals (Dapaong, Kara, Sokodé, Atakpamé and Lomé), each equipped with a shed, storage equipment, a traditional cold room with a capacity of 3 tonnes, and a kiosk for selling processed vegetables. An agroecological market management committee (CoGeMA) will be set up at each site. It will be made up of representatives of the traders, the commune and the CTOP, and will agree in advance on management and ownership arrangements, including the distribution and use of taxes. The communes, consulted during the formulation of the project, have undertaken to make land available to ProSMAT for the construction of the markets. ProSMAT will also (ii) enable representatives of market gardeners and processors supported by the project to participate in two fairs a year, notably the ADJAFI fair and the Lomé International Agriculture and Agri-Food Exhibition (SIALO); and (iii) launch an *advertising and marketing* campaign for the consumption of agroecological vegetables. Trade agreements will be encouraged between market gardening cooperatives and traders/processors. CTOP will ensure that AE product prices are remunerative for producers. A process of product certification is underway with the High Authority for Quality (HAUQE), the National Network of Agroecology Actors and ANABIO. It will be further developed to guarantee product quality and traceability.
43. **Activity 7: Processing of agroecological products.** 25 market-garden processing units promoted by CTOP member women's cooperatives will be strengthened on the basis of the experience gained by CTOP in 2022 with the Lafiedjere women's cooperative in Dapaong, specialized in the production of tomato puree, dried okra and spices, as part of the "Farmers' Organizations in Africa, the Caribbean and the Pacific" FO4ACP project supported by IFAD, the European Commission and ROPPA. To this end, based on a business plan, women's cooperatives will receive financial support for site development, the acquisition of equipment and packaging, and the physico-chemical and sensory analysis of products. The amount of the grant may not exceed 7,500 USD per unit, and will represent a maximum of 90% of the total cost. A contribution of at least 10% will be required from cooperatives of processors, with a view to empowerment and sustainability. Setting up a tomato processing unit should enable cooperatives to generate a net margin of 830 USD from the first year, with a processing level of 3.3 tonnes of tomato per month (see business model in appendix 6). CROPPA will monitor and provide local advice to the 25 units. A database of cooperatives identified under PNPER and FO4ACP will be used for targeting. Cooperatives will benefit from a capacity-building program on governance and planning. Specific training courses will be developed for women beneficiaries, notably on food safety, good manufacturing practices and hygiene.
44. **Activity 8: Nutritional education for agro-ecological vegetable consumption.** ProSMAT proposes to (i) identify 250 "women nutrition relays" (FNR) within school canteens ("mamans cantines"³) and cooperatives to train them in good culinary practices and in the nutrients needed by children during the first 1.000 days of life (to avoid anaemia and stunted growth) in collaboration with the Nutrition Division of the Ministry of Health, with which CTOP has been collaborating since 2020; (ii) to support the 250 FNR in their mission to raise awareness among the 5,000 market gardeners, 150 shopkeepers, 250

³ Mamans cantines are women in charge of school meals in public elementary school with school canteens. In Togo, there are over 300 school canteens.

processors and 4,000 other manages targeted in the project area, including students in schools; (iii) to produce radio and TV broadcasts and demonstration sessions.

45. **Component 3: Capacity-building for FOs and policy dialogue on agroecology.** The aim here is to strengthen the administrative, financial and operational management capacities of the cooperatives, CTOP and its member FOs involved in the project, and to increase their influence in the political dialogue on agroecology. To this end, the following activities will be implemented:
46. **Activity 9: Cooperative skills development.** As part of the work of its incubation center, CTOP supports the development of the skills of agricultural cooperatives, from basic diagnosis to the establishment and implementation of an action plan. Through ProSMAT, CTOP plans to (i) train, coach and develop the management, governance, planning and financial management skills of 275 cooperatives (250 market-gardener cooperatives and 25 processor cooperatives) via a network of relay farmers and an in situ training system; (ii) strengthen the governance bodies of 5 regional market-gardener unions that federate the grassroots cooperatives. A number of key themes will be addressed during the training courses, including: steering an organization, monitoring service activities, governance, the roles and responsibilities of governing bodies, leadership and advocacy, contractualization, conflict management, organizing general assemblies, and so on. Additional training modules can be offered on request to cooperatives that need them. Training modules already developed by CTOP will be used to this end. Several activities in which CTOP already has expertise will be internalized (classroom training, local coaching, exchange visits, learning routes).
47. **Activity 10: CTOP skills development.** As part of the SEPOP "Service and advocacy for farmers' organizations" project, which began in 2020 with the support of its partner Agriculteurs français et développement international (Afdi), CTOP has set up a training program for 100 farmers' leaders on issues of leadership and PO management, as well as a training program for technical staff. These training courses will be scaled up from 2023 and deployed for a further 40 women and young farmer leaders and 20 directors and accountants of member umbrella organizations. Synergies will be sought with the ProMIFA⁴, PRIMA⁵ and FSRP projects **implemented** by the Government.
48. **Activity 11: Strengthening dialogue around agroecology.** Regional discussions and a national dialogue will be organized each year to influence decision-makers and give further influence to agroecology policies in Togo. This will involve (i) producing knowledge and notes on agroecological market gardening, including technical and economic reference systems; (ii) organizing regional and national consultations between FOs, CSOs, the private sector and decision-makers, to ensure the adoption and implementation of the national strategy for the development of agroecology and organic farming currently being formulated; (iii) advocate women's access to Planned Agricultural Development Zones (ZAAP) with a view to promoting agroecological market gardening.
49. **Activity 12: Strengthening the operational capacities of the CTOP and its members.** This involves (i) providing CTOP and its CROPPAs with computer equipment (computers, printers, photocopiers, video projectors, etc.) and vehicles (2 vans and 08 motorcycles) to facilitate their work with members. This equipment will consolidate existing equipment, most of which was acquired with the support of partners including IFAD and the Togolese government. The project also involves (ii) introducing accounting management software, updating the CTOP's procedures and administrative management manual, and introducing a participatory monitoring and evaluation system from the outset of the project.
50. **Component 4: Project coordination**

⁴ Projet d'Appui au Mécanisme Incitatif de financement agricole fondé sur le partage du risque, Phase 2 (2023 - 2026), Etat togolais & FIDA. This project supports 4 sectors, including market gardening

⁵ Regional Market Integration Program (2022-2027), IFAD & Togolese State

51. **Activity 13: Project management by CTOP.** This involves (i) supporting the current CTOP and CROPPA staff assigned to the project (Project Coordinator, Accountant, Training Officer, Agroecology and Economic Initiatives Officer, Monitoring and Evaluation Officer, Communications Officer, Secretary-Cashier, Regional Program Officers), supporting the recruitment of additional staff (Contract Awarding Officer and Assistant Accountant) and financing the operations related to their mandate; (ii) organize a national project launch workshop; (iii) hold annual project review and planning workshops.
52. **Activity 14: Joint CTOP-IFAD supervision.** At regular intervals, CTOP and IFAD will organize joint supervision missions to guide project implementation according to jointly agreed modalities. These missions will enable progress to be assessed and recommendations to be made. In addition and depending on the technical needs expressed by CTOP (development of technical and financial implementation manuals, communication, procurement, monitoring-evaluation, financial management, knowledge management, agro-ecology, governance tools, financial education, etc.), IFAD may provide ad hoc technical assistance.

3.4) Achievements and expected results, usefulness for the target group

53. To achieve these objectives, we need to structure 250 market gardeners' cooperatives and strengthen their service offering, in particular:
- access to agroecological inputs,
 - agricultural advice to produce more without polluting and degrading the soil,
 - access to irrigation equipment,
 - access to processing, storage and marketing in five urban centers (Lomé, Atakpamé, Sokodé, Kara, Dapaong),
 - access to credit through endogenous women's credit unions,
 - Access to nutritional knowledge
 - And finally, advocacy in favor of agroecological policies through CTOP and its members and regional branches (CROPPA).
54. At the end of the project, the following results are expected
- 20 farm schools upgraded and able to provide training in agro-ecological market gardening;
 - 5,000 market gardeners trained in the use of agroecological inputs and practices, and at least 70% adopting them on at least 1,250 hectares;
 - 10 agroecological input production units promoted by young people are strengthened and supply market gardeners;
 - 50 hectares under full irrigation (10 hectares per region) for off-season market gardening are put into production in planned agricultural development zones (ZAAP) for the benefit of the vulnerable;
 - 150 endogenous credit unions have been set up, offering savings and credit services to 2,250 women among the project's beneficiaries;
 - 5 sales areas for raw and processed agro-ecological market garden produce have been set up and managed in collaboration with the communes, CROPPAs and traders in the urban centers of Lomé, Atakpamé, Sokodé, Kara and Dapaong;
 - 25 agroecological vegetable processing units promoted by women's cooperatives are supported to improve product quality and availability on markets with remunerative prices;
 - 250 " women nutrition relays " from school canteens and the CTOP women's college have raised awareness among 4,000 fathers and mothers in the project's intervention areas about nutrition and the importance of consuming agroecological products;
 - 275 market gardeners' and processors' cooperatives are structured and have effective governance tools and services for their members;
 - 185 CTOP leaders and technicians have developed their leadership and management skills;

- Political dialogue is strengthened between the State and civil society organizations under the leadership of the CTOP on national policies or strategies in favor of agroecology;
- CTOP's material and operational capacities are strengthened

3.5) Promoting innovation

55. ProSMAT is the continuation of a series of activities developed by CTOP in connection with the promotion of agroecology and support for agricultural cooperatives. Since 2019, these activities have yielded promising results in the market gardening sector and aroused keen interest among industry players, particularly women and young people, who wanted to strengthen and intensify this movement through the present project. This interest has also manifested itself in the process of building and implementing regional plans for PO resilience to climate change initiated by CTOP since September 2022 (SEPOP project).

56. More specifically, CTOP intends to scale up the following activities or innovations:

- dissemination of agro-ecological practices to young people through a training scheme** in place since 2019 on 15 agro-ecological farms linked to the Network of young producers and agricultural professionals of Togo (REJEPPAT) ;
- intensive production of agroecological inputs** (compost and bio-pesticides) since February 2023 by five (05) youth cooperatives equipped with model composters and bio-pesticide systems developed by TMSU international;
- direct marketing of agroecological products and consumer awareness-raising** via three (03) weekly markets initiated in the towns of Kara, Sokodé and Atakpamé since 2021;
- local advice to member cooperatives through the incubation program** set up by CTOP in 2019 (advice covering a range of topics including cooperative governance, risk management, agricultural techniques, business plan development, support for setting up farmers' cooperatives, access to financing from microfinance institutions, labeling procedures, etc.);
- national dialogue on agroecological agricultural policies** initiated by CTOP and other CSOs (INADES Formation, Jeunes Volontaires pour l'Environnement, Friends of the Earth, Union of NGOs of Togo, Agronomes et Vétérinaires Sans Frontière, etc.) members of the National Platform for the Promotion of Family Farming in Togo (PNAFAT) since 2020.

3.6) Risks and mitigation measures

57. The following risks may hinder the achievement of the project's development objectives.

Risk	Proposed measures
Technical risks: poor management of equipment, materials and infrastructures; insufficient mastery of technical practices and itineraries.	Training, follow-up, technical advice, management training and advice; support, tools and follow-up for management committees

Socio-environmental risks associated with the implementation of activities (risk associated with the treatment of waste from the production of organic fertilizers and processing activities, risk of overuse of water resources, etc.).	Environmental safeguards and financing required for sub-projects and investments
Administrative risks: insufficient quality of human resources, cumbersome disbursement procedures, conflicts between technicians and elected representatives.	Staff and management training; monitoring by project steering bodies; support from international expertise
Socio-cultural risks: customary burdens, poor targeting of beneficiaries; conflicts surrounding infrastructures	Social engineering; awareness-raising, participative targeting of beneficiaries, establishment of clear procedures and rules for the allocation of equipment, and in matters of land ownership of hangars and sites to be developed.
Climate risks (floods, droughts, pests)	Raising awareness of index insurance, setting up boreholes, facilitating access to credit for irrigation kits
Political and security risks: introduction of unfavourable policies, insecurity	Leadership training for farmer leaders; dialogue with decision-makers; raising awareness of violent extremism
Health risks: pest attacks, poor product quality	Training of processing units in good manufacturing and hygiene practices Integrated Pest Management training Setting up local coaching

4) Implementation and supervision procedures

4.1) Implementation procedures and project management

58. As part of the project, CTOP will manage the funds under IFAD's supervision. To this end, an institutional contract will be signed between the two entities, specifying not only the purpose of the collaboration, but also the roles and responsibilities of the various parties, and the conditions for transferring funds from IFAD to CTOP. At the start of the collaboration, a technical and financial project implementation manual will be drawn up and approved by both parties. This manual will complement CTOP's administrative and financial procedures manual. A special account will be opened by CTOP and will be funded by IFAD according to the terms of the contract and on the basis of the annual work plan and budget (AWPB) approved by IFAD.
59. Periodic monitoring and data collection will be planned to provide information on the project's main indicators and to produce technical reports for submission to the CoPil. A participatory monitoring and evaluation system will be set up from the start of the project.
60. At the end of the AWPB's implementation, a technical report and a financial report will be drawn up and submitted to IFAD according to the agreed deadlines. An audit of the accounts will be carried out by an independent firm jointly co-opted by CTOP and IFAD.
61. The following bodies will be set up to coordinate the project:
- i. A steering committee (CoPil): this will meet once every six months, and will be made up of elected representatives of the CTOP and the umbrella organizations directly benefiting from the project, representatives of the Ministry of Agriculture and other

partner ministries, and representatives of the implementing partners. The CoPil will be responsible for examining and approving the technical and financial implementation reports, as well as the annual work plans and budgets (AWPB) of the CTOP and its partners. It will monitor the overall implementation of the project and formulate strategic orientations for the smooth running of activities;

- ii. National coordination of the project will be ensured by CTOP's Executive Secretariat, whose role will be to ensure the planning, implementation and monitoring-evaluation of actions, and which will report to the CoPil. CTOP staff will also be strengthened by the recruitment of two specialists, one in agroecology and the other in the management of endogenous savings and credit cooperatives. Lastly, to support the coordination team, IFAD will, at CTOP's request, mobilize ad hoc expertise to assist CTOP with implementation;
- iii. Activities in each region will be coordinated by CTOP's regional branches, the CROPPAs. Program managers deployed within CROPPAs will act as technical and economic advisors to project beneficiaries, assisted by two (02) endogenous animators identified by master trainers in agroecology.

62. Implementation partners. Key partners have been identified for the implementation of project activities. On the basis of contracts, partnerships will be established with farmers' organizations (notably CTOP member umbrella organizations (FENOMAT, REJEPPAT, FEPROMAT) and cooperatives), public services (ICAT), civil society organizations (Inades-Formation), private sector players (Entreprise TMSU International) and communes.

63. The roles and responsibilities of the implementing partners are set out in the table below:

Partners	Role and responsibility
National Federation of Vegetable Growers' Organizations of Togo (FENOMAT)	Support for the structuring of market garden cooperatives.
Network of young agricultural producers and professionals in Togo (REJEPPAT)	Upgrading school farms; Hosting and training 500 relay market gardeners in school farms.
Federation of Promoters of Agro-Industries of Togo (FEPROMAT)	Monitoring of 25 women's cooperative processing units.
Cooperatives	Training members in AE practices ; Setting up and managing demonstration plots ; Setting up and managing farmers' funds; Participation in awareness-raising campaigns on nutrition and financial education.
Company TMSU International	Supply and training in the use of model composters and model bio-pesticide production systems for 10 input production units.
Inades-Formation Togo	Refresher course for master trainers on agroecological practices.
Institute for Consulting and Technical Support (ICAT)	Support in setting up demonstration plots.
Ministry of Health Nutrition Department	150 women trained in nutrition education
Communes of Tône 1, Kozah 1, Tchaoudjo 1, Ogou 1 and Agoè - Nyivé	Provision of land for construction of steps; Market co-management

64. The types of contract to be drawn up vary according to the nature of the activity. To this end, the contracts planned as part of the project will entail transfers of funds. The breakdown of funds is as follows:

From?	To whom?	How?	For which activities?
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GAFSP	At IFAD	Supervision agreement	Transfer to CTOP Supervisory missions Mobilizing international expertise
From IFAD	At CTOP	By tranche based on agreement	Acquisition of IT equipment (computers, printers, cameras, etc.) and rolling stock (vehicles and motorcycles) Coordination of activities ; Payment of various service providers and partners Training 500 relay farmers Cooperative input production equipment
From CTOP	Agroecological input production units	Call for selection from among young people already trained by CTOP Identification of the best business projects	Equipment Fittings Production of high-quality agroecological inputs in the vicinity of market gardeners supported by the project
From CTOP	Processing units	Subsidy contract	Unit layout and equipment
From CTOP	To service providers	Service contract	Contractors for 5 markets Drilling contractors Intellectual services (retraining of master trainers, training of CTOP and CROPPA leaders and technicians, financial education, nutritional education, radio broadcasts, etc.).
From CTOP	To cooperatives	Support contract Account transfers	Installation of demonstration plots Acquisition of training materials
From CTOP	Women's groups	Support contract	Endogenous funds
From CTOP	To the project team	Employment contract	Salary and benefits

4.2) Implementation period and work plan

65. ProSMAT will be implemented over a 40-month period. A work plan and budget will be drawn up for the first 12 months, then for each of the following two years. Each work plan will be proposed by the project's national coordinator, the CTOP Executive Secretariat, and submitted for approval to the Steering Committee, which will provide strategic guidelines for implementation.
66. **During the first 12 months of project implementation**, the project will be launched by validating the recruitment of additional staff (in particular the contracting specialist), followed by a project launch workshop bringing together all stakeholders (in particular identified partners and beneficiaries). During this workshop, the baseline situation, targeting strategy and beneficiary identification criteria will be shared and validated. On an operational level, the 20 agroecological farms will then be upgraded, and market gardeners from the 250 selected cooperatives will be trained. These cooperatives will be supported (notably through the establishment of *150 endogenous savings and credit cooperatives*) to increase their supply of agroecological products at the end of this period. Agroecological input production units and market garden product processing units will be selected, along with the 5 basins to be irrigated in the ZAAPs. The development of agroecological markets

and the drilling and installation of boreholes will begin. Market and irrigation basin management manuals will be drawn up.

67. **The second annual work plan and budget (13th to 24th months)**, the dissemination and adoption of agroecological practices and the intensification of agroecological production will continue. Input production and processing units will be financed and supported. Emphasis will be placed on the operationalization of irrigated basins and agroecological markets. Based on the farmers' funds, CTOP will work with FUCEC (or another MFI involved) to draw the first lessons from this experience and develop a specific financial product for market gardeners, offering them credit at a rate of 10% or less. Nutritional education for consumers, skills development for the CTOP and the farmers' organizations involved, and national dialogue on the dissemination of agroecology will be implemented.
68. **The project's final work plan and budget (25^{ème} to 40^{ème} months)** will cover the period of capitalization and consolidation of achievements, in particular agroecological farms, farmers' cooperatives, agroecological markets, irrigated basins and so on. During this period, dialogue around agroecology will be intensified with the project's experiences.
69. The detailed work plan for the 40 months of project implementation is appended.

4.3) supervision procedures

70. The project will be supervised by IFAD and CTOP. Biannual supervision missions will be organized to support project implementation according to jointly agreed modalities. These missions will enable the project's progress to be assessed, progress made to be reviewed, needs for reinforcement to be identified and recommendations to be made to ensure that results are achieved.
71. At the end of the second year of implementation, **a mid-term review** will be organized to assess the project's progress in relation to the development objective, expected results and deliverables. This review will, if necessary, redirect certain project activities in order to improve project performance .
72. **At the end of the project, a completion mission and a final evaluation of the project** will be carried out. These will highlight the results obtained, the methods and plans used, in order to encourage scaling-up and draw lessons for the future.

4.5) Monitoring, evaluation and reporting

73. The CTOP monitoring and evaluation manager will also be responsible for monitoring, evaluating and reporting on ProSMAT. He will be supported by the entire project coordination team.
74. From the start of the project, the following will be drawn up:
 - i. a baseline situation established and shared with all implementing partners, with particular emphasis on project and GAFSP indicators at different levels, notably GAFSP indicator # 1: number of people benefiting from direct benefits); GAFSP indicator # 9: total direct employment provided (full-time equivalent); and component-level indicators. A survey of a sample of households will be carried out before and after the project as part of the project monitoring system.
 - ii. a gender-disaggregated monitoring plan for project and GAFSP indicators. This plan will specify data collection methodology and frequency, data sources, reporting and frequency, etc. This indicator monitoring plan will be approved by IFAD. This plan will

be taken into account in the project. In operational terms, a participatory monitoring-evaluation system will be set up (which could take the form of an electronic platform, based on the experience underway with ROPPA).

75. Every six months, and at the end of each year, the CTOP will produce a technical and financial implementation report for the project, in order to draw lessons for improving the effectiveness and efficiency of project resources. These reports will be validated by the Steering Committee and sent to IFAD.
76. Several levels of local monitoring of action implementation are planned to assess the progress of planned actions in the field and propose actions for improvement. These include CROPPA monitoring, quarterly CTOP monitoring, and annual steering committee monitoring.

4.6) Communication and visibility plan

77. At the start of the project, CTOP will draw up a development communication strategy (ComDev) to promote the consumption of agroecological products and improve nutritional security. This strategy is also designed to enhance the visibility of our interventions, under the responsibility of CTOP's communication unit. It will define key messages, target audiences, timetables and transmission channels. The main objectives of this strategy will be :
 - i. inform the general public about the project's objectives, the players involved and its achievements, using a variety of communication channels including radio, television and social networks;
 - ii. contribute to the adoption and greater consumption of agro-ecological vegetables;
 - iii. to disseminate notes or other knowledge supports on the results, innovations and best practices obtained by the project;
 - iv. highlight the donors, the supervisory body and the CTOP, whose names and logos will be mentioned on various documents, audio and visual media as major donors and technical partners.

This communication strategy will form the basis of an annual communication plan based on the activities set out in the AWPBs. Periodic evaluations will be carried out to assess the progress of the communication actions implemented.

5) Knowledge management, scaling/adoption and sustainability

5.1) Knowledge management and learning

78. Through this project, CTOP's mission is to support beneficiary producers in taking a further step towards agroecology, so that they can produce more and better, process, store and sell quality products and obtain better incomes. Activities will therefore cover not only production, but also access to financing, access to water, processing and market access (building agro-ecological markets) - in short, all stages of the value chain. In all these areas, CTOP plans to document experiences, identify best practices and draw lessons to reach more beneficiaries.
79. The benefits that CTOP could derive from capitalizing on these experiences will be both internal and external: members will be better equipped to improve their practices, and representatives will have better arguments to influence policies on agroecological market gardening. The knowledge management plan will focus in particular on five particularly innovative ProSMAT actions:
 - i. The impact of agroecology on improving yields and incomes of small farmers;
 - ii. Women's ability to manage endogenous savings banks;
 - iii. Management of developed infrastructure (irrigated perimeters) ;

- iv. Management of agroecological markets in a concerted manner between CROPPAs and communes.
80. The capitalization of experience will be achieved through a participatory process involving key players, following the stages set out in the table below. The knowledge management/experience capitalization plan will be aligned with the communication strategy.

Step	Contents
Preparation	Purpose (Why)
	Public (For whom)
	Object (How)
Implementation	Identification of information (photos, testimonials, etc.)
	Source selection and information gathering methods
	Organization and storage of collected information
	Analysis of experience to capitalize on
	Selection of analysis tools and methods
	Documentation of experience (with an eye to the target audience)
	Identification of sharing products (audio/visual/written)
Valuation	Choice of communication channels (website, media, printed documents, exchange visits, etc.)
	Adoption
	Adaptation
	Scaling

5.2) Scaling up/use and sustainability of grant results

81. Political and technical support from CTOP and its members. ProSMAT extends and scales up activities already underway or recently completed by CTOP and its members. These include: (i) the dissemination of agro-ecological practices to young people through training; (ii) intensive production of agro-ecological inputs; (iii) direct marketing of agro-ecological products and consumer awareness-raising; (iv) local advice to member cooperatives through the incubation scheme; (v) national consultation on agricultural policies favourable to agro-ecology, etc. As a result, the project will focus on consolidating achievements and making them sustainable. The need for a lasting impact justifies the choice of the CTOP Executive Secretariat and the CROPPA (regional coordinating bodies for farmers' organizations and producers) to carry out the project, as they are already involved in the project's activities and have experience of working with the key partners identified.
82. From farmers' savings and credit cooperatives to a sustainable financial product. To ensure the sustainability of the financing mechanism proposed under ProSMAT, starting in the second year, CTOP will work with FUCEC (or another MFI involved) to learn from the experience of farmers' credit unions and develop a specific financial product for market gardeners. The interest rate should not exceed 10%, and the repayment period should take into account the length of the growing season. To this end, a cash management manual will be drawn up with the women at the start of the project. At the end of the project, the initial fund will be used to set up a mutual guarantee fund for CTOP women. Finally, financial education will be offered to the beneficiaries of the funding services.
83. Project alignment and potential for mobilizing additional resources. The project is in line with the Togolese government's new orientations for the agricultural sector, as set out in the Roadmap 2020-2025. This roadmap notably calls for the establishment of 400 planned agricultural development zones (ZAAP) of 100 hectares, including 10 hectares dedicated to market gardening, by 2025 in each of the country's five economic regions. This dynamic is supported by various partners, including IFAD, which (notably through the Regional

Agricultural Market Integration Project (PRIMA) plans to develop model ZAAPs using a climate-resilient approach. The results of the ProSMAT project on these themes will be capitalized on and shared with the MAEDR to inspire other ZAAPs. Since CTOP is an implementing partner for PRIMA, as well as for other large-scale projects supported by MAEDR (notably the IFAD-funded The Shared-risk Agricultural Financing Incentive Mechanism Support Project (ProMIFA)), and the World Bank-funded Food Systems Resilience Program (FSRP)), it will also be able to draw on ProSMAT's experience and suggest ways of scaling up based on these projects.

84. The opportunity to pursue political dialogue around agroecology. CTOP's mandate is to defend the interests of its members, and it has proven experience in advocacy. Agroecology is one of its flagship themes, on which it has already developed strategic partnerships, notably within the framework of the United Nations Decade for Family Farming (UNDAF) and through the National Platform for the Promotion of Family Farming in Togo (PNAFAT). The results of the project will also feed exchanges with partners working on the same themes (FRM, Agriculteurs français et développement international (Afdi), etc.).

Part 4: Costs, financing and fiduciary aspects

Costs and financing⁶

a) Brief description of proposed project costs by component and expenditure category

85. **Component 1:** Intensification of agro-ecological production for a total cost of **1,052,641 USD** including consultant (71,486 USD), Training (168,405 USD), Goods, services and inputs (262,750 USD), Works (200,000 USD), Sub-subsidy (325,000 USD), Salary & allowances (25,000 USD).
86. **Component 2:** Valorization of agroecological products for a total cost of **541,850 USD** including consultants (5000 USD), training (33,528 USD), goods, services and inputs (65,852 USD), works (250,000 USD), sub-subsidy (187,500 USD).
87. **Component 3:** Capacity building for FOs and policy dialogue on agroecology for a total of **USD 536,403**, including consultants (USD 29,333), training (USD 337,408), goods, services and inputs (USD 19,585), workshops (USD 56,676) and vehicles (USD 93,401).
88. **Component 4:** Project coordination and monitoring/evaluation for a total of **473,188 USD**, including consultants (120,000 USD), goods, services and inputs (50,994 USD), workshops (52,194 USD), salaries and allowances (250,000 USD).

b) Brief description of project financing

89. The total cost of the project is **2,604,112 USD**. **GAFSP, via IFAD, is contributing 93.3% (2,430,000 USD), while CTOP and its partners (AFDI, ROPPA and FAO) are contributing 6.7% (174,112 USD).**

Table 1
Costs by component and funder
(In thousands of US

<i>Components</i>	<i>GAFSP</i>	<i>ROPPA</i>	<i>AFDI</i>	<i>FAO/FFF</i>	<i>CTOP and beneficiaries</i>	<i>Total</i>
1. Component 1: Intensification of agroecological production	1027,6	5		7,39	12,651	1052,641
2. Component 2: Adding value to agroecological products	528,528	5			8,352	541,88
3. Component 3: Capacity-building for FOs and policy dialogue on agroecology	413,806	6,878	84,181	25	6,538	536,403
4. Component 4: Project coordination	460,066	13,122				473,188
Total	2430	30	84,18	32,39	27,541	2604,11

⁶ See FAM [Appendix K-3 - Guidelines on eligible expenses for grant funding and other aspects of cost calculation](#).

Table 2
Costs by expenditure category and funder
(In thousands of USD)

Expense category	FIDA	CTOP & bénéficiaires	AFDI	ROPPA	FFF / FAO	Total
1. Workshops, training & consultant	746,25	22,732	71,069	21,65	24,837	886,53
2. Loans, guarantee funds, grants & subsidies	512,5	0	0	0	0	512,5
3. Vehicles, equipments & materials & operating costs	160,65	0	0	0	0	160,647
4. Work, goods, services and inputs	748,73	4,809		8,35	7,543	769,435
5. Salaries & allowances	261,88		13,122			275
Total	2430	27,541	84,191	30	32,38	2604,112

Fiduciary aspects

a) Procurement procedures for goods, services and human resources

90. The procurement rules for goods, services and human resources will be those used by CTOP as described in its procedures manual.
91. From the start of the project, CTOP will draw up and submit to IFAD a procurement plan for goods, services and human resources. Each year, a new procurement plan will be drawn up and attached to the Annual Work Programme and Budget for IFAD's approval.

b) Financial management and accounting provisions

92. IFAD will sign a grant agreement with CTOP in which CTOP will be designated as the beneficiary. The grant agreement will specify CTOP's responsibilities as beneficiary of the IFAD grant, as well as the scheme and conditions for the disbursement of funds. CTOP will assume full technical and fiduciary responsibility for the project. The CTOP will draw up a technical and financial implementation manual satisfactory to IFAD⁷. It will use its financial, administrative and accounting management system and the project's technical and financial execution manual for financial management, reporting and auditing the use of funds. Project funds will be deposited in an account dedicated to the project and opened in a bank in Togo, and movements will be made under double signature.
93. For a description of the accounting system, see the annexed Financial Management Assessment Questionnaire (FMAQ) completed by CTOP.
94. ProSMAT implementing partners will be bound by a memorandum of understanding or service provision contract with CTOP, in its capacity as fiduciary executing agency. Each contract or agreement will specify the conditions of use and reporting of project funds made available to sub-recipients. The external auditor of the project funds will have access to the accounting documentation of the sub-beneficiaries.

⁷ Drawing on best practices from IFAD projects in Togo and the FO4ACP grant programme

c) Audit provisions

95. As soon as implementation begins, and in accordance with the procurement plan, CTOP will select an audit firm for the entire duration of the project. The selection procedures and the final choice will be submitted to IFAD for approval.
96. Each year, at the end of the financial year and no later than the end of the first quarter of the following year, CTOP will carry out an audit of the financial, administrative and accounting management of project funds. The terms of reference for this mission will be approved in advance by IFAD, and the auditor's report will be submitted to the Project Steering Committee and IFAD for appraisal.

d) Disbursement terms

97. The transfer of IFAD funds to the project will be based on the annual work program and budget approved by the Steering Committee, with IFAD as supervisory entity. An initial advance covering expenses for the first half of the year will be made, and its renewal will be subject to the production of an expenditure verification report by an independent auditor and a technical execution report, which will be provided to IFAD for approval.
98. With regard to the transfer of project funds to implementing partners who have signed agreements, CTOP will transfer to partners the amounts earmarked for a quarter of activities on the basis of the work program and budget approved by the Steering Committee and IFAD. At the end of the quarter, or when the funds are exhausted, each implementing partner will submit an activity report and a financial report, which will be verified by CTOP's administrative and financial department before any further transfer. CTOP will monitor the cash flow and budget on a monthly basis to ensure that any necessary measures are taken to optimize the absorption of project funds.

Appendix 1: Results-based logical framework

Objectives - Hierarchy	Objectively verifiable indicators					Means of verification		Hypothesis
	Indicator	Description	Ref	RMP	Target	Source	Freq	
Aim: to contribute to the development of competitive and sustainable agroecological market gardening for the benefit of family farms.	GAFSP# 1 Number of people receiving direct benefits (person)	Number of direct project beneficiaries	0	5150	9885	Project evaluation report	Annual	Public policies favorable to small-scale market gardeners; security stability
	Breakdown: of which women	Number of women	0	2150	5720			
	GAFSP# 9 Direct employment provided - full-time equivalent (FTE)	Number of jobs created or consolidated as a result of the project	0	4500	5467	Project evaluation report	Annual	
	Breakdown: of which women	Number of female jobs	0	2000	2414			
Development objective: strengthen the resilience of family farmers to climate change and other exogenous shocks through the promotion of agroecology.	Level of income increase for project beneficiaries (%)	Percentage increase in operator income	0	10	20	Project progress report	Annual	Favorable climatic conditions; Quality infrastructure
Result 1: Production of agroecological market gardening is intensified	GAFSP#2 Area of land benefiting from improved production support (hectare)	Number of hectares with improved yields	AD	1000	1250	Beneficiary database	Annual	
	Breakdown: area with new/improved irrigation or drainage services (hectare)	Number of irrigated hectares	0	50	50			
	GAFSP#3 Number of smallholder producers/processors receiving productivity enhancement support (person)	Number of market gardeners receiving support from the project to improve their productivity	0	4000	5250	Project progress report	Annual	
	Breakdown: of which female producers/processors	Of which women	0	1500	2250			

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Output 1.1. Agroecological farm schools are upgraded	Number of farms upgraded and providing training on AE		6	20	20	Beneficiary database	Annual	Quality of support and investment; farms' compliance with commitments
Output 1.2. Market gardeners' skills are strengthened in AE practices	GAFSP# 13 [Climate resilience indicator] Number of farmers receiving inputs or services on sustainable or climate-resilient agricultural practices (farmer)	Number of producers receiving and adopting AE practices	360	4000	5000	Beneficiary database	Annual	Market gardeners' compliance with itineraries; Availability of agroecological inputs; Quality of advisory support; Good appropriation and application of climate-resilient practices; Favorable climatic conditions; Good local coaching.
	Breakdown: of which women farmers		158	1500	2000			
	Breakdown: of which farmers adopting received technologies or practices		202	2500	3500			
	GAFSP# 14 [Climate resilience indicator] Agricultural/land area where sustainable or climate-resilient agricultural practices are implemented (hectare)	Area of land on which AE practices are adopted	240	625	1062,5	Beneficiary database	Annual	
	GAFSP #15 Agribusiness companies/enterprises/POs adopting climate resilient or sustainable agriculture interventions in their operations or in their supply chains (organization)		0	150	250	Beneficiary database	Annual	
Product 1.3. Youth-run AE input production enterprises are set up	Number of agroecological input production companies set up		6	10	16	Beneficiary database	Annual	Good diagnosis; Quality of farm support.
Product 1.4. Market garden production basins are irrigated	Number of hectares of land irrigated and used by market gardeners thanks to project support		0	50	50	Project report	Annual	Quality of boreholes and irrigation system installed; Absence of land conflicts
Output 1.5. Women's access to credit is facilitated through the setting up of endogenous credit unions.	GAFSP#5 People supported by the project in rural areas accessing financial services (person)	Number of members benefiting from the services of endogenous EC funds set up by the project	0	1500	2250	Project report	Annual	Women Fund management committees trained; Good financial education of beneficiaries
	Breakdown: of which women	Number of women	0	1500	2250			

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Result 2: Agroecological vegetables from EF are better valued	GAFSP#7 Number of processing, storage and market facilities built and/or rehabilitated (facility)		0	40	40			
Product 2.1: Enhanced market access for AE products	Number of market infrastructures built	Number of markets, cold stores and stores selling processed products built in the project area	0	9	15	Contracts with service providers; acceptance reports; project reports	Annual	Quality of infrastructure; marketing campaigns; smooth operation of market management committees
	GAFSP# 8 Farmers supported in accessing better marketing opportunities (farmers)	Number of market gardeners benefiting from the project who have access to the market	AD	3000	5000	Project report	Annual	
	Breakdown: of which women farmers	Of which women	AD	1000	2000			
Output 2.2: Processing units run by women's cooperatives are strengthened	Number of processing units built	Number of women's processing cooperatives benefiting from project support	0	25	25	Contract with cooperatives; project report	Annual	Good implementation of projects by cooperatives; regular follow-up; high-quality thematic training courses
Output 2.3: Household nutritional security in the project area is improved	GAFSP# 12 [Nutrition] People benefiting from improved nutritional services and products (person)	Number of people benefiting from training and awareness-raising on nutrition	0	2000	4000	Project report	Annual	Training quality; appropriate communication tools and channels
	Breakdown: of which women	Of which women	0	1500	3000			
Outcome 3: FOs' managerial and dialogue capacities around agroecology are strengthened	GAFSP# 10 People benefiting from capacity-building support (person)		AD	5150	9885			
	Breakdown: of which women		AD	2150	5720			
Product 3.1: The administrative and financial structuring and governance of cooperatives are developed	GAFSP#4 Number of producer organizations supported (organization)	Number of FOs (cooperatives, federations, unions of market gardeners, CROPPA, etc.) supported by the project	AD	250	286	Project report	Annual	Good governance; quality of training

Output 3.2. CTOP youth and women's leadership is strengthened	People benefiting from leadership and management development support	Number of members and employees of organizations benefiting from leadership and management development training	0	3950	5250	Project report	Annual	Quality of training; availability of participants
Product 3.3. Dialogue with public decision-makers is strengthened around AE	People benefiting from advocacy capacity-building support	Number of leaders trained in dialogue skills	100	185	185	Project report	Annual	Quality of training; availability of participants; political will of decision-makers
	GAFSP# 11 Number of policy products completed as part of a support project related to agriculture, natural resource management and food/nutritional security (knowledge product)	Number of policy briefs and contribution briefs developed as part of the project	1	3	4	Project report	Annual	
Output 3.4. CTOP's operational capacities are strengthened	Institutional capacity of the CTOP and its member FOs measured by the capacity index (to be defined by the project)	Degree of maturity of most FOs according to participatory diagnosis	Low	Acceptable	Very good	Evaluation report	Mid-term & final	Quality of materials & equipment; quality of personnel
Result 4: Project steering, capitalization and knowledge management are ensured								
Product 4.1. Project management is of high quality	Construction quality	Beneficiaries' appreciation and use of the works	ND	Acceptable	Satisfactory	Final acceptance report; project report	Annuel	On-time disbursement; quality of staff; quality of steering committee
	Completion rate	Technical and financial performance	ND	Acceptable	100%	AWPB; Project technical and financial execution report	Annual	

	Quality of deliverables	Compliance with reporting templates, content and deadlines	ND	Acceptable	Quality	Activity reports	Annuel
Output 4.2. IFAD technical assistance to the project	Quality IFAD support for the project & good CTOP - IFAD collaboration	Quality of support	ND			Conclusion of supervision assignments; Expert reports	Half-yearly

GAFSP# 15 [Climate resilience indicator] Agri-food companies/enterprises/operators adopting climate resilience measures Agri-food companies adopting sustainable or climate-resilient agricultural interventions in their operations (organization)

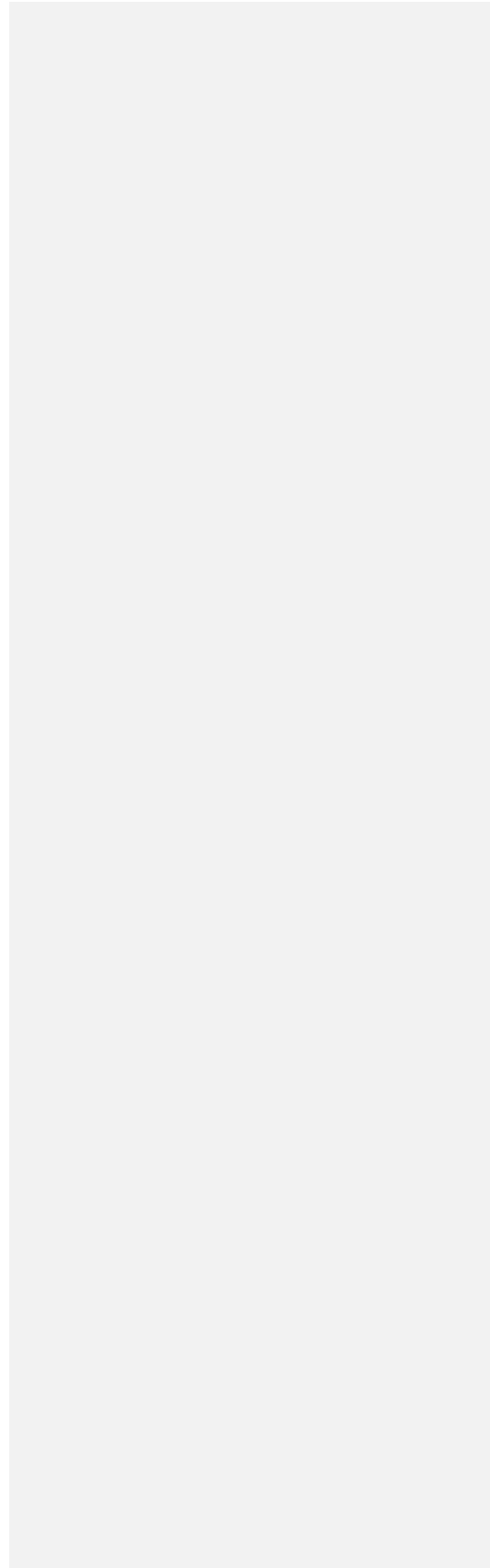
Appendix 2: Knowledge management plan

Project objectives	Specific objectives for knowledge management and communication	Activities	Target audience and distribution plan	Indicators	Budget
Strengthen the resilience of market gardeners to climate change and other exogenous shocks through the promotion of agroecology	<ul style="list-style-type: none"> - Improving the yield, quality and income of market gardeners through agroecology ; - Facilitating women's access to appropriate financing through endogenous funds - Improve the joint management of infrastructures developed by beneficiaries ; - Strengthen the managerial capacities of market gardening FOs ; - Strengthening dialogue on agroecology 	<ul style="list-style-type: none"> - Training of stakeholders (market gardeners, via farm schools and CEP; women beneficiaries of Women Funds, OPs, etc.); - Capitalize on best practices (improving productivity, quality, cash management, PO governance, infrastructure management, etc.) or produce policy briefs; - Publishing and disseminating capitalization products & policy briefs 	<ul style="list-style-type: none"> - Market gardeners and market gardeners' associations ; - Farm schools AE ; - Vegetable consumers ; - Shopkeepers - Young entrepreneurs producing agroecological inputs; - Women and women's groups involved in endogenous savings and credit cooperatives ; - Support and advisory services (ICAT, NGOs, etc.) ; - Technical managers and leaders of market garden OPs and CTOP ; - Local and national public authorities ; - International organizations involved in AE. 	<ul style="list-style-type: none"> - Number of training sessions for players involved in AE market gardening. 34 - Number and quality of training participants - Number of capitalization materials or policy notes published and distributed 	

Appendix 3: Detailed budget by activity

A detailed activity-based budget, in line with the components and activities described in section 3.2(c), has been prepared in Excel format using the [activity-based budget template](#) and submitted as an attachment to the grant design document.

For each activity, the budget details the unit, unit cost and quantity, as well as the corresponding expense category.



Appendix 4: Financial management self-assessment questionnaire (FMAQ)

Recipient: <i>Togolese Coordination of Farmers' Organizations and Agricultural Producers (CTOP)</i>	Base of operations: Togo
Proposal title: <i>Projet de Soutien à la promotion du maraîchage agroécologique paysan au Togo</i>	Recipient's fiscal year: JANUARY 1^{er} - DECEMBER 31
Self-assessment completed by (name and position): DAMAGNI Ablavi Apéfan, Accountant	Self-evaluation date: October 30, 2023

Element	Response
1. Organization and personnel	
1.1 Experience with IFAD and/or other donor operations. Describe previous operations financed by IFAD or other donors, including donor name, project title, amount of funding, start date and completion date.	<p><i>CTOP has a wealth of experience with IFAD operations in Togo and the sub-region in the context of projects and in working in partnership with IFAD and other institutions/organizations around the various programs/projects as follows:</i></p> <ul style="list-style-type: none"> - <i>The Projet d'appui au développement agricole au Togo (PADAT) from 2012 to 2016, for which the total cost of the CTOP agreements is 827,570 USD;</i> - <i>The Projet National de Promotion de l'Entreprenariat Rural (PNPER) covered the period from March 2020 to June 2021 and is co-financed by the Government and IFAD in the amount of 302,400 USD ;</i> - <i>The policy dialogue project on the impact of Covid - 19 on family farms in the maize, rice, poultry and market gardening sectors in Togo in the amount of USD 20,000 financed by IFAD for the period November to December 2020;</i> <p><i>CTOP also has experience in managing projects with other donors such as :</i></p> <ul style="list-style-type: none"> - <i>With the Food and Agriculture Organization of the United Nations (FAO) under the Forests and Farmers Facility (FFF) from 2019 to the present for an amount of 465,000 USD;</i> - <i>With World Bank projects in Togo, CTOP managed USD 30,000 respectively in 2018 on the REDD+ project;</i> - <i>With the World Rural Forum (WRF), CTOP has received and managed nearly 100,000 USD between 2018 and 2021 ;</i> - <i>With the OPenACP financed by IFAD and the EU, CTOP has received and will mobilize by 2024, nearly 170,000 USD;</i> - <i>The CORAF/WECARD-funded Project for Partnership between Research and Farmers' Organizations to improve product quality and marketing (PROPAQ), worth USD 200,000.</i>

Element	Response
<p>1.2 Sub-recipients - evaluation and monitoring. Are there any sub-recipients for the operation? If so, describe the names of the entities, their operating bases, the estimated allocation of grant proceeds, the components/activities to be covered, the assessment of their financial management capacities and the arrangements for monitoring sub-recipients. Indicate whether sub-recipients are community groups, farmers' organizations or local NGOs.</p>	<p>The sub-beneficiaries of ProSMAT are :</p> <ul style="list-style-type: none"> - National Federation of Vegetable Growers' Organizations of Togo (FENOMAT), a PO member of CTOP. Support for the structuring of market garden cooperatives (20855 USD) - The 20 farm schools of the Network of young producers and agricultural professionals of Togo (REJEPPAT), a member of CTOP for the upgrading of the farm schools, the reception and training of 500 relay market gardeners in the farm schools; (5000 USD / farm school) - Women's cooperative processing 25 units to strengthen their processing activities; (7500 USD / unit) - Federation of Promoters of Agro-Industries of Togo (FEPROMAT) to monitor women's cooperative processing units; - Agricultural cooperatives of market gardeners and women to train members in AE practices; set up and manage demonstration plots; set up and manage farmers' funds; participate in awareness-raising campaigns on nutrition and financial education; - TMSU International for the supply and training in the use of model composters and model bio-pesticide production systems for 10 input production units; - Inades-formation Togo, a local NGO, to retrain master trainers in agroecological practices; (23238 USD) - The nutrition division of the Ministry of Health to train 150 women in nutrition education; - The communes of Tône 1, Kozah 1, Tchaoudjo 1, Ogou 1 and Agoè - Nyivé 1 for market management; - Service providers.
<p>1.3. Secondary offices. Are there sub-offices for the operation? If so, describe the location of the sub-offices, the activities to be covered, the staffing and monitoring arrangements for these sub-offices.</p>	<p>CTOP's regional offices, the Regional Coordinations of Farmers' Organizations and Agricultural Producers (CROPPA), will be used for these operations. In all, there are 5 regional offices located in the capitals of the Maritime (Tsévié), Plateaux (Atakpamé), Centrale (Sokodé), Kara (Kara) and Savanes (Dapaong) regions.</p>
<p>1.4. Structure and total size of beneficiary. Based on the institution's most recent audited financial statements, describe total assets, total revenues, net profit or loss and total number of full-time employees.</p>	<p>The financial statements for 2021 audited in 2022, we have 74,132,059F CFA in assets, 188,895,599F CFA in revenues and 18,310,670F CFA in losses. The total number of full-time employees at the beginning of 2023 is 12.</p>

Element	Response
<p>1.5. Accounting and finance staff. Is the accounting function staffed by qualified personnel with sufficient experience? Describe the proposed financial personnel assigned to this project, including names, job titles, education and years of relevant experience.</p>	<p>Three (3) people are assigned to CTOP accounting.</p> <ul style="list-style-type: none"> - Mrs. DAMAGNI Ablavi Apéfan is CTOP's Accountant. She holds a Master's degree in Finance and Management Control, and has 10 years' experience in this position at CTOP. She is responsible for financial reporting and relations with our financial partners. - AGOU Manwah is an Assistant Accountant. He holds a Bachelor's degree in Finance and Accounting. With 3 years' experience, he has accumulated 11 months' experience in this position, - Ms BANDJE Ayesson Edinam, Secretary Cashier. She holds a Master 2 in Human Resources Management, with training in cash and mail management. She has held this position for 3 years and 3 months.
<p>2. Planning and budgeting</p>	
<p>2.1. Work plan and budget. Describe the policies and procedures in place for planning project activities and preparing the corresponding budgets, and for gathering information from the units responsible for the various components.</p>	<p>According to CTOP procedures, the process of drawing up the work plan and budget begins in September at the latest. The various stages are :</p> <ul style="list-style-type: none"> - Identification of the platform's priorities no later than October 15 under the coordination of the Executive Secretary; - Preparation of the Executive Secretariat's internal budget ; - Activity programs drawn up by program/project managers by October 15; - Drafting of the AWPB on the basis of the network's priorities, the SE's internal budget, project activities and under the responsibility of the financial manager; - Approval of the AWPB: the AWPB is approved by the Board of Directors by December 15 at the latest; - Dissemination and implementation of the approved AWPB: the approved AWPB is disseminated to implementing structures and program managers.

Element	Response
<p>2.2 Budget monitoring. Describe the policies and procedures in place to monitor the budget, including the tools used (automated or manual) and whether approval of variations from the budget is required in advance.</p>	<p>For budget tracking, we share the activity budget with project leaders, to ensure that budget lines are respected. We use an Excel template for budget tracking, in addition to our SAARI accounting management software. The accounting department often warns of budget overruns. In the event of a budget variation, approval is received in advance.</p> <p>To ensure effective budget monitoring, expense control sheets are drawn up and kept up to date, so that failure to update the sheets does not result in the appropriation being exceeded.</p> <p>When the annual budget has been reached for a given expenditure item, any additional commitment must be authorized by the ES, with reasons duly given and expressly approved.</p> <p>For follow-up, quarterly:</p> <ul style="list-style-type: none"> - The accounting assistant edits the budget execution statements for the period and sends them to the accountant; - The accountant analyzes variances between provisions and actuals in collaboration with other project managers, draws up a budget execution report and forwards it to the Executive Secretary; - The ES examines the report, gives instructions if necessary and gives feedback to the accountant; - The accounting officer makes the necessary arrangements for the execution of the SE's decisions and files the report.
<p>3. Flow of funds</p>	
<p>3.1 Bank account. In which bank will the donation account be opened? Is it an account designated for the grant? If not, describe how funds from different sources are tracked and controlled...</p>	<p>An account will be opened at ECOBANK Togo and designated solely for the grant. The account currency will be the local currency, CFA XOF.</p>
<p>3.2 IFAD disbursement experience. Does the beneficiary have previous experience of IFAD disbursement procedures?</p>	<p>Yes, CTOP has some experience of disbursement through IFAD country projects (notably PADAT and PNER) but also only one experience of IFAD's direct disbursement procedures during the implementation of the "policy dialogue on the impact of Covid-19 on family farms in the maize, rice and poultry sectors" project.</p>

Element	Response
<p>3.3. Transfer to sub-beneficiaries and/or beneficiaries. Describe how the donation is transferred from the Beneficiary to each of the sub-beneficiaries implementing the project.</p>	<ul style="list-style-type: none"> - An offer is submitted by the sub-beneficiaries, - After analysis and validation of the activities, budget and intervention approach, a service contract is signed, specifying performance indicators, reporting periods, expected deliverables, etc, - A bank account is indicated by the sub-beneficiaries to receive the resources; - The first disbursement is granted upon presentation of the validated ToR, a letter of request for disbursement and the detailed budget of the request; - After validation of the financial report for the disbursement received and at least 80% justified, the technical report and the original documents for the first disbursement, a request for disbursement N°2 is submitted. After analysis of the ToR and budget, request N°2 is granted. - After validation of the final technical and financial report and the original documents, the balance is transferred to the sub-recipient.
<p>3.4. Co-financing. In the case of a cash contribution, describe the sources of funding (beneficiary, other donors or beneficiaries). In the case of an in-kind contribution, describe the sources of funding and the formula for recording and valuing the contribution.</p>	<p>Contributions in the form of co-financing, if they are in the form of cash, especially for beneficiaries, must be proven by a receipt for payment into the project account or proof of availability in the beneficiary's account. In the case of in-kind contributions, they should be valued on the basis of current costs, and their use documented. The contribution of this project will be financed in cash by our partners (FAO, AFDI, FSRP).</p>
<p>3.5. Exchange rates. Briefly describe the policies and procedures applicable to the conversion of foreign currency into the beneficiary's reporting currency.</p>	<p>The exchange rate (USD to XOF) on the day the funds are received will be used for reporting purposes. CTOP will use the rate applied by the bank when placing the funds in its account. For sub-recipients, the same rate will be applied.</p>
<p>4. Internal controls</p>	
<p>4.1. Approval and authorization. Are approval and authorization controls in place and well documented?</p>	<p>Yes, each expression of need is the subject of a request by the interested party, validated by the accounting department after verification of the budget, and approved by the Executive Secretary.</p>
<p>4.2 Bank and cash reconciliations. Are bank and cash reconciliations prepared by someone other than those who process or approve payments? Are they carried out regularly? When are they performed? Are they reviewed and approved by a responsible official?</p>	<p>The cash register is managed by the secretary-cashier. Bank reconciliations and cash controls are carried out by the Accountant. They are examined and approved by the Executive Secretary and the CTOP Control and Supervisory Committee. Bank reconciliations are carried out monthly. Cash controls are carried out on an unannounced basis. Payments are approved by the Executive Secretary and the Chairman of the Board of Directors.</p>
<p>4.3 Fixed assets. Does the beneficiary keep a fixed asset register? Are fixed asset registers kept up to date and reconciled with control accounts? Are assets adequately covered by insurance policies? Is there a periodic physical reconciliation of fixed assets and inventories?</p>	<p>A fixed assets register is available in which all CTOP's fixed assets are recorded. Vehicles are covered by insurance policies. An inventory of the CTOP's fixed assets is carried out every 6 months (once every six months).</p>

Element	Response
<p>4.4 Reporting fraud and corruption. Describe the reporting mechanism for employees, sub-recipients and beneficiaries to report to if they suspect fraud, waste or misuse of project resources or assets?</p>	<p>Any employee, sub-recipient or beneficiary is obliged to report any suspicion of fraud or waste to the Control and Supervisory Committee. Accordingly, the CCS will carry out its own investigations and controls, and report its findings to the Board of Directors (BoD). The Board will convene an extraordinary meeting to rule on the findings of the CCS. A reporting and management mechanism will be put in place.</p>
<p>4.5. Internal audit. Does the recipient have an internal audit function? If so, is the internal audit function effective - are steps taken to follow up audit findings? Is the project activity or implementing unit subject to internal audit?</p>	<p>CTOP has an effective internal control system, which conducts quarterly audits (Control and Supervisory Committee (CCS). After carrying out its audit, the CCS forwards the resulting report to the Board of Directors for action.</p>
<p>5. Accounting</p>	
<p>5.1 Accounting standard. What accounting standards are applied?</p>	<p>It will use International Financial Reporting Standards (IFRS) and OHADA standards such as :</p> <ul style="list-style-type: none"> - Caution, - Transparency, - Permanent methods, - Balance sheet intangibility, - Significance, - Going concern, - Exercise specialization, - Historical cost.
<p>5.2 Written accounting policies and procedures. Are there written policies and procedures covering all day-to-day accounting and administrative activities?</p>	<p>CTOP's manual of procedures and administrative and financial management serves as a benchmark for accounting management in order to meet their expectations.</p>
<p>5.3. Accounting system. Which accounting system is used? Is it computerized? If not, describe whether manual systems are adequate to report on project activities in a timely manner. Can the system automatically generate financial reports and detailed transaction lists on request? If not, please explain whether it can be customized.</p>	<p>CTOP uses the OHADA accounting system through the SAARI accounting management software. Customized financial reports are produced in Excel. The software generates analytical ledgers. Based on these ledgers, we produce financial reports in Excel. The project budget provides for the acquisition of accounting software. With the support of IFAD, CTOP plans to acquire TOMPRO software, which is better suited to project accounting, and to train accounting staff in its use.</p>
<p>5.4. Chart of accounts. Is the chart of accounts adequate to properly account for and report on the source of funds, components, disbursement categories and project activities?</p>	<p>The chart of accounts used to date is that of SYSCOHADA. It is adequate for reporting on funding sources, components, disbursement categories and project activities. In 2024, a new plan called SYCEBNL will come into force, and CTOP's accounting team is trained on this plan.</p>
<p>5.5. Sub-recipient accounting. Indicate how expenses incurred by sub-recipients are recorded in the beneficiary's accounting system and where accounting proof of expenditure is kept.</p>	<p>Expenditure incurred by sub-recipients is recorded in suspense accounts created in their names in the SAARI accounting management software. Accounting proof of expenditure is kept in the filing cabinets created in their names. Copies will be kept with the beneficiaries.</p>

Element	Response
5.6. Record retention. What are the retention policies for financial and operational documents? For how many years?	Financial documents are archived in filing cabinets and kept for a period of ten (10) years. All project partners will submit the original supporting documents to CTOP, which will keep them for a period of 10 years.
6. Financial reports	
6.1. Financial statements. Describe the types and frequency of preparation of institutional financial statements.	Under the OHADA system, financial statements are prepared at the end of the financial year (accounting for depreciation, recognized expenses, provisions for impairment, fixed asset inventories and preparation of statements). -
6.2. Budget versus actual expenditure. Do financial reports compare actual expenditure with budgeted and programmed allocations?	Yes, financial reports compare actual expenditure with budgeted and programmed allocations, and show available balances and consumption rates in relation to the budget.
6.3. Expense statements. Does the beneficiary's reporting system need to be adapted to account for expenditure by project component or by expenditure category? Does the beneficiary have experience in preparing project expenditure statements (PES)?	Having already worked on IFAD projects, CTOP has had to draw up project expenditure statements on several occasions. The CTOP will integrate the sub-beneficiaries' financial reports into the overall CTOP report, highlighting the sub-beneficiaries' rate of execution. A delay of one month will be required between the CTOP's financial reports and those of the sub-beneficiaries. This will allow for a thorough check on the eligibility of their documents, validation of these documents and of the financial report, in order to produce a good report and adequate documents within the deadlines laid down in the IFAD agreement.
7. External audit	
7.1. Audit firm Indicate the name of the beneficiary's external auditor for the last two fiscal years and the current fiscal year.	GLOBAL EXPERTISE TOGO (2021), OLA & PARTENERS CONSULTING (2022)
7.2. Calendar Are there any delays in the preparation of the beneficiary's audited financial statements? Indicate the dates on which the last two audit reports were issued.	The audit report on the 2021 financial statements was published in July 2022, and the 2022 report is published on 20/06/2023.
7.3. Audit standard Is the beneficiary audited in accordance with International Standards on Auditing (ISA)? If not, please specify which standards are followed.	CTOP is audited in accordance with International Standards on Auditing (ISA).
7.4. Audit findings. Did the audit report for the last two years mention any major accountability problems? What is the status of follow-up?	No major problems in the 2021 and 2022 audit reports. Good progress in audit follow-up.

Appendix 5: BUSINESS MODEL BIO FERTILISANT PRODUCTION UNIT

8. Key partners

Equipment suppliers : TMSU, SAER

PM suppliers

Packaging suppliers

Agroecological institutions/projects/programs: FFF, ProSAC, ATA

National coordination: CTOP

Network of young promoters of agroecological farms: REJEPPAT

State technical advisory support: ICAT

Financial institutions: FUCEC

7. Key activities

Purchasing and transporting raw materials
Compost and biopesticide production
Marketing and product sales

6. Key resources

✓ Human Resources

- 01 production and marketing sales promoter
- 02 production support workers

✓ Material resources

- Finished hangar
- Warehouses (production unit + showroom)
- Production equipment: TMSUINTEX 5-ton model composter, grinder, 50-liter biopesticide production system
- Small tools: hoe, bags and other packaging, cans

✓ Financial resources

Support from ProSMAT: 4,500,000F
Developer's personal contribution: 460,000F

2. Value proposition

Sale of Compost in bags of :

1Kg : 120 F CFA

5kg : 600 F CFA

25kg : 3000 F CFA

50 Kg : 6000 F CFA

Selling biopesticides in boxes:

1 Litre : 500 F CFA

5 Litre : 2500 F CFA

25 Litre : 7500 F CFA

Sales strategies

- ✓ Product sales to store and production unit
- ✓ Delivery to the customer's farm in production basins or on request
- ✓ Compliance with quantity, quality and delivery times.

4. Customer relations

- Formal contract with producers/market gardening cooperatives in the network ;
- Technical support available

3. Distribution channels

- ✓ **Sales outlets**
 - A production unit storage warehouse
 - A rented warehouse close to production areas
- ✓ **Mobile stores**
 - Tricycle for distribution.
- ✓ **Communication**
 - Advertising on local radio stations ;
 - Distribution of flyers ;
 - Direct calls (telephone) ;
 - Ordering via WhatsApp
- ✓ **Product delivery**
 - Subcontracting with tricycles for farm deliveries

1. Customer needs

Market gardeners' needs: (represents at least 94% of the target market)

Area: between 0.25 and 1.5 Ha

Market size: 5000 producers

Market share: 200 producers

Average quantity: 125 Kg of compost and 10 liters of pesticides per producer per cycle on 0.25 Ha

Soy, rice and corn producers (this group accounts for less than 6% of our market share)

Average area: 1.5 Ha

Market size: 200,000 producers

Market share: 200 producers

Average quantity of compost per producer per year :

9. Cost structure

Total production cost: 4,960,000 F CFA

☞ Investment: 3,925,000 F CFA

☞ Working capital: CFAF 1,035,000 for 03 months

Total expenditure :

☞ **Year 1 :** 6 708 330 F CFA ;

☞ **Year 2:** 7,476,330 F CFA ;

☞ **Year 3:** 8,460,330 F CFA.

5. Revenue streams

✓ **Revenue structure Buyer**

COMPOST SALES

Quantity sold: on average 5000 Kg/month

Sales achieved: 5000 Kg x 12x 120 francs :

BIOPESTICIDES

Quantity sold: average 200 l/month

Sales achieved: 200 l x 12x 500 Francs) :

Increase in production: 10% in Year 2 and 20% in Year 3 compared with Year 1

Sales: Year 1: 8,400,000F; Year 2: 9,240,000F; Year 3: 10,080,000F

For an overall cost of 4,960,000F, a biofertilizer production unit with a production level of 5tonnes of biofertilizer per month generates sales of 8,400,000F (Year 1); 9,240,000F (Year 2) and 10,080,000F (Year 3) against respective expenditure of 6,708,330F; 7,476,330F and 8,460,330F, **i.e. respective profit margins of 1,691,667F; 176,366,7F and 2,015,667F.**

INVESTMENT

RUBRIQUES	Unit	Price per unit	Quantity	Amount (FCFA)	Service life	Amortization
Investment				3 925 000		1308333
Conversion of a hangar	FF	250 000	1	250000	3	
TMSUINX 5-ton model composter	Unit	1 500 000	1	1500000	3	
Grinder	Unit	900 000	1	900000	3	
50-litre biopesticide production system		750 000	1	750000	3	
Small equipment	FF	200 000	1	200000	3	
Follow-up-coaching-training	FF	325 000	1	325000	3	

Working capital requirements (03 months)

Section	unit	Quantity	Price	Amount
Raw materials (compost)	Kg	15000	20	300000
Raw materials (biopesticides)	Kg	600	150	90000
Packaging	product unit	15000	10	150000
Cans	product unit	600	50	30000
Transport and advertising	FF/month	1	40000	40000
Communication costs	FF/month	1	15000	15000
Depot store rental costs	Monthly	2	30000	60000
Salaries	Monthly	2	175000	350000
Total				1035000

1. Market access conditions

✓ Buyer's market conditions

Quality requirements: soda-free product, type of packaging (24 and 30-unit cartons), soap texture (shape)

Quantity (offer): 2000 soaps per month (on average)

Average price 150F/200g

Level of competition: medium

Local market: (Kougnowou, Anié, Amlamé markets)

✓ Buyer's need ;

Products: palm kernels, palm nuts (derives)

Quantity: as required

Quality: clean product (no foreign bodies), no black spots, no mold, no fibers on the shells (palm kernels).

Delivery time: 5 days on average

Price: market price

Type of packaging: PP bags

Payment terms: cash

✓ Collector's needs

Palm nuts and palm kernels

Quality: same as buyer

Quantity: A function of demand

Delivered to store

✓ Producer needs

Quantity requested by the collector

Market prices

✓ Competition for raw materials, including imports

Existence of other buyers

Competitors' higher prices

Total project cost

Section	Amount	Share
INVESTMENT	3 925 000	79%
WCR	1035000	21%
Total	4 960 000	100%

Operating statement

RUBRIQUES	Year 1	Year2	Year 3	Calculation basis
REVENUES	8400000	9240000	10080000	an increase of 10% and 20% respectively in the first and second years is envisaged
Solid biofertilizer	7200000	7920000	8640000	Production of 5 tons/month at 120F per Kg for 12 months
Biopesticide	1200000	1320000	1440000	Production of 200 litres/month at 500F per liter for 12 months
EXPENSES	6708333	7476333	8064333	
Raw materials	1560000	1716000	1872000	
Packaging	600000	660000	720000	
Cans	120000	132000	144000	
Transport and advertising	480000	600000	600000	
Communication costs	180000	180000	180000	
Depot store rental costs	360000	360000	360000	
Salaries	2100000	2520000	2880000	
Amortization	1308333	1308333	1308333	
PROFIT	1691667	1763667	2015667	

Appendix 6: BUSINESS MODEL TOMATO PROCESSING UNIT

8. Key partners

Equipment suppliers : SAER
 Fresh tomato suppliers (agroecological producers)
 Suppliers of bottles and other small equipment :

Institutions/ Projects/ Programs with agroecological actions: FFF, FSRP, ProMIFA, PriMA, Giz

National Coordination of Agricultural Producers: CTOP

Federation of Promoters of Agribusiness in Togo: FEPROMAT

Certification services: ITRA, INH

Financial institutions: FUCEC

Supermarkets and shop windows :

7. Key activities

Purchase and transport of raw materials (Tomato)
 Processing tomatoes into purees
 Marketing and sales of tomato purée

6. Key resources

- ✓ **Human Resources**
 - 01 management and marketing sales promoter
 - 02 production support workers
 - ✓ **Material resources**
 - Finished hangar
 - Sales store
 - Production equipment: grinder, concentrator, pasteurizer, filler, capping machine
 - Small tools: basins, knives, gloves, nose plugs, blouse
 - ✓ **Financial resources**
- Support from ProSMAT: 4,500,000F**
Developer's personal contribution: 450,000F

2. Value proposition

- Organic tomato purée in 330g at a price of 700F for local consumers.
- Tomato purée at a price of 700F for supermarkets, compared with 1000F currently.
- Guaranteed product traceability from producer to consumer
- Compliance with quantity, quality and deadlines

4. Customer relations

- ✓ Formal contract with growers/market gardening cooperatives for the supply of tomatoes
- ✓ Formal contracts with supermarkets/superettes
- ✓ Phone call to follow up on customer feedback

3. Distribution channels

- ✓ **Where to buy**
 A leased depot store in town for proximity
 A showcase for sales at agroecological markets
- ✓ **Product delivery**
 Subcontracting with supermarkets and shop windows
- ✓ **Communication :**
 Direct calls (telephone); orders via WhatsApp, facebook page
 Flyers
 Radio broadcasts
 Participation in fairs and markets for agroecological products

5. Revenue streams

Quantity of tomato purée sold (on average 330kg/month 12 months). The selling price is 700F per 330g bottle.

Increase in production: 10% in Year 2 and 20% in Year 3 compared with Year 1

Sales :
Year 1: 8,400,000F ;
Year 2: 9,240,000F ;
Year 3: 10,080,000F

7. Cost structure

Total cost: 4,815,000 F CFA of which
 Investment: 3,370,000F
 Working capital: 1,445,000F for 03 months

Total expenditure :
Year 1 : 7 903 333 F CFA
Year 2: CFAF 8,353,333
Year 3: CFA F 8,803,333

1. Customer needs

Average households (families of 04 people): (represents at least 40% of our market share)

Monthly tomato concentrate requirement:
 500g
 Quality tomato puree requirements
 Tomato needs close to use
 Market share: 50 households

Single office workers
 (This group represents less than 10% of our market share)

Average consumption: 250g/month
 Market share: 50 people

Supermarket and window displays
 (This group represents less than 50% of our market share)

Market size: 100 supermarkets and superettes

Market share: 10 supermarkets with 50 bottles per month per supermarket

Competitive purchase price for tomato purée: less than 800F

At an overall cost of 4,815,000F, a tomato processing unit producing 3.3 tons of tomato purée per month generates sales of 8,400,000F (year 1), 9,240,000F (year 2) and 10,080,000F (year 3), against respective expenses of 7,903,333F, 8,353,333F and 8,803,333F, i.e. **profit margins of 496,667F CFA, 886,667F and 1,276,667F respectively.**

Investment

RUBRIQUES	Unit	Price per unit	Quantity	Total price (FCFA)	Service life	Amortization
Investment				3 370 000		1123333
Improved hangar layout	Unit	250 000	1	250000	3	
Grinder	Unit	850 000	1	850000	3	
Concentrator	Unit	900 000	1	900000	3	
Pasteurizer	Unit	700 000	1	700000	3	
Filler	Unit	120 000	1	120000	3	
Capping machine	Unit	75 000	1	75000	3	
Small materials and tools (basins, knives, etc.)	FF	150 000	1	150000		
Production process training and technical support	FF	325 000	1	325000	3	

Working capital requirements

Designation	Unit	Quantity	Price	Amount
Raw materials (tomato)	Unit/month	1	500000	500000
Bottles	330g unit	500	50	25000
Capsule	Unit	500	20	10000
Label	Unit	500	20	10000
Transport	FF/month	3	40000	120000
Communication costs	FF/month	3	20000	60000
Electricity/fuel	FF/month	3	50000	150000
Depot store rental costs	Monthly	3	15000	45000
Salaries	Monthly	3	175000	525000
Total				1445000

Overall cost of installation

Section	Amount	Share
INVESTMENT	3 370 000	70%
WCR	1445000	30%
Total	4 815 000	100%

Operating statement

RUBRIQUES	Year 1	Year2	Year 3	Calculation basis
REVENUES	8400000	9240000	10080000	An increase of 10% and 20% is planned for the first and second years respectively.
Sale of tomato purée	8400000	9240000	10080000	1000 bottles of 330g per month at 700F
EXPENSES	7903333	8353333	8803333	
Raw materials (fresh tomatoes)	2100000	2310000	2520000	For 330g of puree, you need 1Kg of fresh tomato, the average price of a Kg of tomato is 175F;
Bottles	600000	660000	720000	1000 bottles per month at 50F each
Capsule	240000	264000	288000	1000 capsules per month at 20F each
Label	240000	264000	288000	1000 labels per month at 20F each
Transport	480000	528000	576000	Fixed price of 40000F/month
Communication costs	240000	264000	288000	Fixed price of 20,000F/month
Electricity/fuel	600000	660000	720000	Package of 50,000F/month
Depot store rental costs	180000	180000	180000	15000F/month
Salaries	2100000	2100000	2100000	50000F/month for 2 workers and 75000F/month for the promoter
Amortization	1123333	1123333	1123333	
Earnings	496667	886667	1276667	

APPENDIX 6: BUSINESS MODEL COMPARING ORGANIC AND CONVENTIONAL TOMATO PRODUCTION

8. Key partners

- ✓ Institutions/ Projects/ Programs with agroecological actions: FFF, FSRP, ProMIFA, PriMA, Giz
- ✓ National Coordination of Agricultural Producers: CTOP
- ✓ Federation of Promoters of Agribusiness in Togo: FEPROMAT
- ✓ Financial institutions: FUCEC
- ✓ Input suppliers :
 - CAGIA: NPK fertilizer and urea 46%; Société de Pesticides (conventional tomatoes)
 - Biofertilizer production unit : TMSU: (agro-ecological tomato)

7. Key activities

Nursery preparation
Transplanting
Crop maintenance
Harvest
Marketing and selling tomatoes

6. Key resources (NB: for material R, see part 3/infrastructure and logistics)

- ✓ **Human Resources**
 - 01 developer and 2 workers
- ✓ **Material resources**
 - Small tools: hoe, watering can, knives, sprayer
- ✓ **Financial resources**
 - Support from ProSMAT: 4,500,000F
 - Developer's personal contribution: 450,000F

2. Value proposition

Conventional tomato
Price 150F/Kg

Agroecological tomato
Price at 175F/Kg

Good quality and long shelf life
Available in Supermarkets
Guaranteed product traceability

4. Customer relations

Conventional tomato
One-off sales

Agroecological tomato
- Formal contract with supermarket/supermarket processing units

3. Distribution channels

Conventional tomato
Market sales

Agroecological tomato
Sales at the agroecological market
Subcontracting with supermarkets and shop windows

1. Customer needs

Conventional tomato
Customer segments: households, processing units,
Price: 150F/Kg
Available at all times

Agroecological tomato
Customer segments: processing plants, supermarkets, exporters, households
Price 175F/kg
Offers improved shelf life
Tomato supply Available at any time

7. Cost structure

Conventional tomato (0.5 Ha)		Agroecological tomato (0.5 Ha)	
Sections	Amount	Sections	Amount
Fertilizers	54 000	Compost	42 000
Pesticides	100 000	Biopesticides	62 500
Other expenses (seed, labor, water, transport, equipment and PPE, etc.)	870 000	Other expenses (seed, labor, water, transport, etc.)	870 000
Total	1 024 000	Total	974 500

5. Revenue streams

Conventional tomato (0.5 Ha)		Agroecological tomato (0.5 Ha)	
Sections	Amount	Sections	Amount
Tomato sales	1562500	Tomato sales	2 100 000
Total	1562500	Total	2 100 000

For an overall cost of 995,000 francs, agro-ecological tomato production generates a profit of **1125,500 francs on a 0.5-hectare farm**. For the same area and an overall cost of 1,049,000F, conventional tomato production generates a profit of **538,500F**.

Investment (conventional or agroecological tomato production)

RUBRIQUES	Unit	Price per unit	Quantity	Total price	Service life	Amortization
				(FCFA)		
Investment				75 000		50000
Equipment (hoe, cutter, watering can)	Package			50000	2	
PPE (Gangs, boots)	Package			25000		

Working capital requirements (WCR) agroecological production (04 months)

Designation	Unit	Quantity	Price	Amount
Organic fertilizer	Kg	350	120	42000
Biopesticide	L	125	500	62500
Purchase of seeds	Kg	1	20000	20000
Water	FF/month	4	40000	160000
Transport	FF/month	4	20000	80000
Communication costs	FF/month	4	20000	80000
Salaries	Monthly	4	120000	480000
Total				924500

Comparative projected operating account for agro-ecological and conventional tomato production on an area of 0.5 Ha

RUBRIQUES	Amount	Section	Amount	Calculation basis
REVENUES	1562500	REVENUES		
Sales of fresh tomatoes	1562500	Sales of fresh tomatoes	2100000	12.5t at 125F per Kg for conventional farming and 12t at 175F per Kg for agroecological farming
EXPENSES	1024000	EXPENSES	974500	
Fertilizer (NPK: 15 15 15; urea 46%): 3 bags	54000	Organic fertilizers (350Kgx120F/Kg)	42000	150 Kg of mineral fertilizer and 350 Kg of organic fertilizer
Chemical pesticides (fungicides, insecticides)	100000	Biopesticides	62500	
Purchase of seeds	20000	Purchase of seeds	20000	
Water	160000	Water	160000	
Transport	80000	Transport	80000	
Communication costs	80000	Communication costs	80000	
Salaries	480000	Salaries	480000	
Amortization	50000	Amortization	50000	
Profit	538500	Profit	1125500	

