

Agricultural Policy Advisory Fund measure on poultry sector in Benin

Project number: 17.0123.4

**TC-Module: Agricultural Policy Advisory Fund measure on poultry sector in Benin
in Benin, PN: 17.0123.4**

Submission of a

working proposal for the implementation of a single fund-financed TC-module

at an estimated offer price of up to 870,000 EUR.

After a review of alternative options, the TC-module presented in the offer and its promotion correspond to the most favourable relation between the pursued purpose of the TC-module and the means to be used.

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List of abbreviations

ACMA	<i>Approche Communale Pour le Marché Agricole</i> Local Approach to Agricultural Markets
AFD	<i>Agence Française de Développement</i> French Development Agency
AFRIS	African Innovation Services
IAB	<i>Interprofession de l'Aviculture du Bénin</i> National Association of stakeholders of the poultry sector of Benin
IITA	International Institute of Tropical Agriculture
ECOWAS	Economic Community of West African States
ONASA	<i>Office National d'Appui à la Sécurité Alimentaire</i> National Office in Support to Food Security
PARASEP	<i>Projet d'Appui au Renforcement des Acteurs du Secteur Privé</i> Project to build capacity of private sector actors
ProCIVA	<i>Projet Centres d'Innovations Vertes pour le secteur Agro-alimentaire</i> Green Innovation Centres for Agriculture and Food Sector in Benin
SEWOH	<i>Sonderinitiative EINEWELT ohne Hunger</i> Special initiative "ONEWORLD – No Hunger", funded by BMZ.

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1. Brief description

Module title	Agricultural Policy Advisory Fund measure on poultry sector in Benin
Sector	Rural Development and Agriculture
Programme	Single module under the global project Agricultural Policy Advisory Fund
Strategic Reference Framework	Focus areas of the German Development Cooperation in Benin, and the Marshall Plan with Africa
Module objective	The policy framework in Benin enables the development of the local production of poultry products and their trade in local and regional markets.
Contribution to the national implementation of the Agenda 2030	The measure will contribute to the national implementation of the Sustainable Development Goals (SDG) 1 on poverty, 2 on hunger, 5 on gender equality, 8 on economic growth, and 17 on policy coherence and partnerships.
Core problem	Inconsistencies in the policy framework on the poultry sector in Benin hinder domestic production and trade of poultry products in local and regional markets. Moreover, limited access to information and markets impede the potential of the poultry sector.
Target groups	Ministry of Agriculture, Husbandry and Fisheries; Ministry of Trade and Industry; and private actors in the poultry sector.
Political partner	Ministry of Agriculture, Husbandry and Fisheries of Benin.
Methodological approach (including instruments)	The measure aims at generating evidence and fostering the participation of all relevant actors in the development and implementation of a coherent strategy in the poultry sector. The measure will also act on promoting access to information and to markets. The measure will be coordinated by a 33 % international staff, who is subordinated to a 10% executive manager. The technical advisory services will be carried by a 100 % senior national policy advisor. The measure will be administered by a 40 % local administration supervised by a 10% senior finance and administration manager. Local and international experts, capacity development measures, financing contracts and exchange trips will supplement the advisory services.
Core outputs	The basis for the creation and implementation of evidence-based and coherent policies for the poultry sector is improved (Output 1). The access of value chain actors to up-to-date market-relevant information is improved (Output 2). New business relationships and networks among actors in the poultry sector are created (Output 3).
Cooperation	None
Total costs	870,000 EUR
Duration	07/2019 – 06/2022 (3 years)

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2. Classification of the module

2.1 Classification of the module in a strategic reference framework

The TC-module is a single measure under the global project Agricultural Policy Advisory Fund. It will contribute to meeting the indicators and objectives of the global project, which aims at promoting the use of improved agricultural and trade policy instruments by selected African countries and regional communities.

The present fund measure is in line with the BMZ country strategy for Benin, negotiated during government negotiations in September 2016. This strategy defines the agricultural sector as a priority area for the German development cooperation in Benin.

Through its aim of improving the policy framework in the poultry sector and enhancing access to information and markets at regional level, the fund measure will contribute to implementing the Marshall Plan with Africa, under which Germany is committed to support African countries in using improved instruments for policy-making and increasing intra-African trade.

This fund measure will contribute to the national implementation of the Agenda 2030. Specifically, it will contribute to creating pro-poor policy frameworks (Target 1B), and reduce poverty among small farmers (Target 1.2), as about 341,800 households are active in the poultry sector, and more than half of them are smallholder subsistence farming households located in rural areas. Moreover, a better regulatory framework in the poultry sector will improve access to safe food (Target 2.1). Improved competitiveness and better access to information in the poultry sector will increase production and income of small-scale producers (Target 2.2) and ensure access to information and market stability (Target 2.C). The fund measure will empower women and ensure their effective participation in the policy process (Target 5.5), and will create gender-sensitive policy frameworks (Target 5.C) that will benefit the large number of women engaged in the poultry sector, especially in the processing and marketing stages. The fund measure will also contribute to a sustainable and inclusive growth in the poultry sector, which could trigger substantial job creation (Target 8.3). Finally, the fund measure will contribute to improving the capacity of partners in Benin in designing and implementing coherent policies (Target 17.9 and 17.14), and it will promote multi-stakeholder dialogue and partnerships at local and regional levels (Target 17.17).

2.2 Other development cooperation measures in the intervention area of the module

The fund measure will build on past experiences of GIZ projects working in the agricultural sector, and especially those that are active in the poultry sector. Use will be made of available capacities and contacts with other donor projects to harmonize viewpoints, coordinate action, share information, simplify procedures, and avoid duplication, in order to implement the fund measure with a maximum of efficiency.

A detailed overview of donor projects in the poultry sector and potential synergies with this fund measure is provided in the following table.

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Donor/Project	Expected synergies on the results level
BMZ / Green Innovation Centres for agriculture and Food Sector in Benin, implemented by GIZ (ProCIVA)	The project ProCIVA (PN 14.0967.1) is active in the poultry sector in Benin, where it mostly supports farmer organizations and small and medium-sized enterprises at local level in improving their production and processing techniques. The fund measure will complement the ProCIVA activities by improving the policy and regulatory frameworks in the poultry sector, increasing access to market information and unleashing the potential of the poultry sector for trade in local and regional markets.
BMZ / Cluster coordination of the green sector in Benin	The cluster coordination ensures the coherence of activities across all German development projects related to the agricultural sector in Benin. A close coordination between the fund measure and the cluster coordination avoids duplication of efforts and ensures more effectiveness and efficiency in the implementation.
EU and AFD / Project to build capacity of private sector actors (PARASEP)	PARASEP aims at creating an enabling environment for private investment, and the public-private dialogue. In the poultry sector, the PARASEP supports the small and medium-sized enterprises for accessing financing sources and information on quality and standards. The new fund measure will build on the experiences of the PARASEP with regard to quality and standards issues and scale them up. By acting on overall policy level, this fund measure invests a field of activity that will enable the framework conditions and allow other donor projects such as PARASEP, which target specific groups of actors, to consolidate their actions for achieving the overarching objective of strengthening the local poultry sector.
Dutch Cooperation / Local Approach to the Agricultural Markets in Benin (ACMA)	ACMA aims at improving rural livelihoods by organizing producers and processors to increase trade of agricultural products. ACMA also works on reducing trade barriers for agricultural products between Benin and the neighbouring countries, especially Nigeria. The present fund measure aims at building on the ACMA experiences to boost trade of locally produced poultry products in the regional markets. Cooperation in the areas such as improved market and information access is also foreseen.

3. Analysis of problems and potentials

Initial situation in the intervention area: The poultry sector plays an important role in Benin due to its potential for job creation, poverty alleviation, food security, and trade. Accordingly, it was chosen as a priority sector by the government in both the Strategic Plan for the Development of the Agricultural Sector at the horizon 2025 and the National Investment Plan for Agriculture and Food Security (2017 – 2021). However, the local poultry sector in Benin is confronted with a strong competition from imports of frozen poultry meat. With more than

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175,000 tons of frozen poultry meat imported in 2016, Benin is the top importer from the EU in West Africa. These imports mostly consist of lower value poultry parts, such as wings, legs and necks. Out of those imports, about 80 % are informally re-exported to neighbouring countries, especially to Nigeria. The frequent breaks in the cold-chain along the distribution chain and the trade routes lead to serious food safety concerns.

Due to the negative effects of informal re-exports of poultry products originating from outside the Economic Community of West African States (ECOWAS) on its local poultry sector, and the health risks that they entail, the Nigerian government repeatedly attempted to halt the smuggling of poultry products with a series of border closures. The disruptions caused by the border closures led the two parties, Benin and Nigeria, to sign a Memorandum of Understanding (Badagry Memorandum) on 14 August 2003 to reduce the volume of illicit cross-border trade. Accordingly, the Beninese customs ensure compliance with export restrictions, especially on poultry products, in force in Nigeria and in return, Nigeria lifts non-tariff barriers on products that are locally produced in Benin. Subsequently, the government of Benin has contemplated different options to replace the informal flows of imported poultry products from Benin to Nigeria by formal exports of locally produced poultry products. However, due to insufficient policy framework conditions, the local poultry production and regional trade have not so far come up to their true potential.

Despite the recognition of the importance of the poultry sector, the current policy framework is not conducive enough to make full use of its potential. The framework conditions are characterized by fragmented policies with little coherence with one another. The regulatory framework is weak with only few standards and norms that are voluntary and not binding. Subsequently, the production quality is largely unmonitored with subsequent food safety risks for consumers. These policy issues also reflect on poultry value chain actors. There is limited knowledge on respective norms, also those required for entering the regional markets. Access to information on prices and demand in the market is limited and does not enable making well-informed decisions.

Derivation of the module objective: the objective of the fund measure is to improve the policy framework to enable the development of the local production of poultry products and their trade in local and regional markets.

Causes and Theory of Change: the poultry sector intersects with a large number of public concerns. The sector employs labour from about 350,000 households and plays a key role for their livelihoods. Accordingly, the sector intersects with employment and poverty alleviation strategies. As poultry is the second most importance source of animal protein in Benin with 22% of protein intake, the sector also intersects with nutrition policies. Moreover, the potential for trade of poultry products in the regional markets constitute an intersection point with trade policies. Other intersection points include gender and social equality, small and medium-enterprises promotion, etc. However, there is no platform to stimulate a participatory and collaborative decision-making process, which involves the multiple public agencies with mandates connected to the poultry sector, as well as the private actors with interests in the sector. Moreover, the existing policies are not supported by well-researched evidence, providing policy options and assessing the potential effects of different policy choices.

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Public agencies concerned with the development of the poultry sector, especially the Ministry of Agriculture, Husbandry and Fisheries is constrained by limited capacity to fulfil the mandate. In the field of quality standards and norms, the public agencies mandated to set up and monitor the norms and quality standards for poultry products (the Normalization and Metrology Agency, the National Agency for Food Safety, and the Central Laboratory for Food Safety) lack sufficient human capacity and resources to fulfil their mandates.

While the private actors with interest in the poultry sector are organized in a national multi-stakeholder organization (*Interprofession de l'Aviculture du Bénin*, IAB), the potential of the organization are largely unused. Access to information and markets is limited.

The national office for food security and price stabilization (*Office National d'Appui à la Sécurité Alimentaire*, ONASA) that used to collect price information on the market for a range of products was dissolved in 2016, leaving a vacuum.

In light of these issues, the fund measure is aligned with the needs of the institutions and actors of the poultry sector. It will promote the evidence-based formulation of policies in a participatory process involving all stakeholders. It will also create the conditions for an improved access to markets and to information, including norms and standards, in the poultry sector.

4. Objectives, hypotheses, indicators, and partners of the TC-module

4.1 Objectives, target groups, indicators, and impact hypotheses

Module objective: The policy framework in Benin enables the development of the local production of poultry products and their trade in local and regional markets

Indicators	Base value	Target value
Module objective indicator 1: A consultative group , comprising relevant actors of the poultry sector (at least one person representing the Ministry of Agriculture, Husbandry and Fisheries, the Ministry of Trade and Industry, farmer organizations, traders, consumers, producers), and consisting of at least 30 % women , is established as a permanent advisory body on policy-making and monitoring	0	1
Module objective indicator 2: The Ministry of Agriculture, Husbandry and Fisheries adopts a revised and gender-sensitive strategy for the development of the poultry sector	0	1
Module objective indicator 3: Two measures aiming at improving the framework conditions in the poultry sector are implemented by the relevant actors	0	2
Module objective indicator 4: Actors of the poultry sector create 20 new business partnerships and networks at local and regional levels.	0	20

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The target values of the indicators are provisional. They will be verified during the first year of implementation and will be adapted during the first progress report if necessary.

For further details have a look at the results logic and results matrix in annex 1.

Target group: the target group of the fund measure are policy-makers, especially in the Ministry of Agriculture, Husbandry and Fisheries and the Ministry of Trade and Industry of Benin, the stakeholder associations, poultry farmers, both men and women, processors of poultry products, traders of poultry products in both local and regional markets.

Other beneficiaries are actors in upstream sectors that supply inputs to the poultry sector, such as maize and soya farmers and poultry feed blenders. Likewise, actors in downstream sectors, such as restaurants, with mostly women employees, will also benefit from access to better quality and predictable supply of poultry products. Finally, consumers will benefit from a better access to locally produced poultry products.

Impact hypotheses: for an evidence-based policy-making in the poultry sector, the fund measure will support the assessment of different policy options and the implementation of studies by local and international experts to generate the evidence that will be translated into policies in a participatory process involving all stakeholders (output 1). Beyond the formulation of policies, the fund measure will support the implementation of selected policies for an improved access to information (output 2) and to markets (output 3). The achievement of the outputs will enable the poultry sector in Benin to be more productive and competitive in the regional markets.

Deviations from the strategic specifications of the BMZ: None.

4.2 Political partner and partners' structure

The political partner for this fund measure is the Ministry of Agriculture, Husbandry and Fisheries.

The political partner for the fund measure shall have the right to demand the services to be rendered to it directly from the GIZ. The GIZ and the political partner shall regulate the details in an implementation contract. The BMZ may exercise its rights under the mandate, in particular those under the General Contract, without the consent of the political partner.

The Ministry of Agriculture, Husbandry and Fisheries is the government branch in charge of elaborating and monitoring policies in the agricultural sector, including the poultry sector. As the aim of the fund measure is to improve policy coherence, the steering structure will include representatives of the Ministry of Agriculture, Husbandry and Fisheries, and representatives of other government branches, especially the Ministry of Trade and Industry and the Ministry of Planning and Development. Private sector actors, through the national multi-stakeholder platform of poultry sector actors in Benin (*Interprofession de l'Aviculture du Bénin*, IAB), will also be represented in the steering committee. The IAB was created in 2011

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and represents the private sector, small and medium-sized enterprises and farmer interests in the poultry sector.

Other partners inside Benin include the Normalization and Metrology Agency, the National Agency for Food Safety, and the Central Laboratory for Food Safety for matters related to norms and standards. The University of Abomey-Calavi, the Benin National Institute of Agricultural Research (INRAB), and the International Institute of Tropical Agriculture (IITA) are potential partners for research-based evidence creation and capacity building trainings. The NGO African Innovation Services (AFRIS) is also a potential partner that is experienced in collecting price and market information in Benin.

Partners outside Benin include the Humboldt-University in Berlin, and the University of Hohenheim for evidence creation and capacity building on policy instruments, the German Metrology Institute (*Physikalisch-Technische Bundesanstalt*) on norms and standards, and the German Federal Institute for Risk Assessment (*Bundesinstitut für Risikobewertung*).

5. Structure of the TC-module

5.1 Methodological approach and term

Term: from 07/2019 until 06/2022 (3 years)

Strategy: The strategy of the fund measure is to promote evidence-based policy-making and build the capacity of relevant actors at both individual and organisational levels, in order to address the problems in the poultry sector. Through studies, different policy options will be assessed and recommendations will be formulated. The fund measure will support the active participation of all stakeholders in the process of policy-making and will provide continuous policy advice during the implementation of selected policies.

Instruments: The fund measure will be managed by a 33 % international staff (AMA, Bd. 4), based in Cotonou, who will be responsible for communication with the steering unit at GIZ headquarter as well as with the formulation of progress reports and other administrative tasks. He/she will be subordinated to the executive manager (*Durchführungsverantwortlicher*) of the ProCIVA (AMA, Bd. 5), who will have the formal responsibility for the country package. For the supervision tasks, the ProCIVA executive manager is expected to spend 10 % of his time and will be compensated accordingly.

Technical expertise will be conducted by a full-time (100 %) national advisor (NP, Bd. 4), also based in Cotonou. In consultation with the executive manager and the international staff, he/she will serve as policy advisor, carrying out most of the activities and communication with partners.

The fund measure will be supported by 40 % local administration staff, supervised by a 10 % senior finance and administration manager shared with the other SEWOH projects in Benin for all logistics and administrative tasks.

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Part of the activities will be implemented by partners through financing contracts. Local and international experts as well as study trips, institutional exchanges (twinning) and capacity development measures will supplement the advisory services.

Outputs: to reach the module objective, the fund measure will concentrate on three outputs:

Output 1 aims at improving the basis for the creation and implementation of evidence-based and coherent policies for the poultry sector. Several policies and development strategies have been developed independently for value chains that are connected to the poultry sector (e.g. eggs, meat, and maize). The fund measure in this regard aims at assessing synergies between the existing strategies/policies and proposing actions for increased coherence in the implementation of these policies. A study will be conducted to investigate the coherence of the policy framework. In a consultative process involving policy-makers and relevant actors, a comprehensive and gender-sensitive strategy for the poultry sector will be elaborated and its implementation and monitoring will take place.

The fund measure will also assess policy options to regulate imports and replace the smuggling of imported poultry products into neighbouring countries by official exports of locally produced poultry products. The massive imports of frozen poultry products create a tough competition for the local production. Moreover, frequent breaks in the cooling chain creates food safety problems for the consumers. Hence, the fund measure will simulate different policy options in order to inform policy-makers on which option generate the highest welfare effects.

Furthermore, the fund measure will build the capacity of policy-makers and relevant actors on policy analysis, monitoring and evaluation tools.

Output 2 aims at improving access of the value chain actors to market information in the poultry sector. Firstly, through the development of an IT-based market information system for the development of which the fund measure will analyse the drivers of demand and prices in local and regional markets. Reviewing existing market analyses and conducting complementary ones will provide a solid basis for developing an IT system to share timely information among actors to reduce information barriers and foster trade. Secondly, through capacity building measures (e.g. workshops and other information channels, such as leaflets and websites) for poultry value chain actors on relevant norms and standards, as they matter not only for the export markets, but also for the local consumers. Therefore, the fund measure will interact with the national food safety and standardization agencies to ensure that quality standards and norms for the poultry products are elaborated and monitored.

Output 3 aims at fostering relations and networks between domestic and regional value chain actors. Exchange trips to neighbouring countries shall give them the opportunity to explore trade opportunities and establish contact with counterparts, develop networks and gain a better understanding of the requirements (quality standards, norms, etc.) to export to those markets. Additionally, contractual arrangements between actors of the poultry sector will be promoted. Such contractual agreements will contribute to reduce uncertainty, secure the supply of inputs to farmers, and secure access to the market for their output at

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predefined prices. Given the low use of contractual agreements at present, a study is needed to provide information on what forms of contracts work and how contracts can be enforced.

The following table describes in detail the core activities related to each output, the timeline and milestones, and the inputs and instruments that are planned.

Outputs	Core activities	Timeline and milestones	Inputs and planned instruments
Output 1	<p>Assesment of the coherence between the existing policies</p> <p>Simulation analysis to assess policy options</p> <p>Development of a gender-sensitive strategy for the poultry sector</p> <p>Capacity building of policy-makers and relevant actors on policy analysis, monitoring and evaluation tools</p> <p>Meetings to initiate the dialogue between ministries and with private sector actors</p> <p>Continuous advisory services during the implementation of policies</p>	<p>03/2020 (study report)</p> <p>03/2020 (study report)</p> <p>09/2020 (strategy document)</p> <p>05/2022 (training workshops)</p> <p>06/2022 (meeting protocols)</p> <p>06/2022</p>	<p>1 local advisor (100 % national staff)</p> <p>1 project executive manager (10 % international staff)</p> <p>1 component leader (33 % international staff)</p>
Output 2	<p>Review of existing information on both local and regional markets</p> <p>Complementary market analyses.</p> <p>Development and diffusion of a digital market-information tool</p> <p>Training workshops on norms and quality standards</p> <p>Development of information materials for a large diffusion of norms and standards</p>	<p>12/2019 (literature review)</p> <p>12/2020 (market analyses)</p> <p>06/2021 (IT tool)</p> <p>05/2022 (Training workshops)</p> <p>12/2021 (media materials)</p>	<p>2 administration assistants (40 % national staff)</p> <p>1 administration manager (10 % international staff)</p> <p>Local and international experts</p> <p>1 IT specialist</p>
Output 3	<p>Exchange trips to explore regional markets</p> <p>Analysis of existing contract forms and formulation of adapted contractual agreements for the poultry sector actors</p> <p>Networking events leading to the adoption of new contractual agreements among the actors of the poultry sector</p>	<p>06/2022 (trip reports)</p> <p>03/2020 (study report)</p> <p>06/2022 (event reports)</p>	<p>Financing contracts</p>

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5.2 Ensuring the sustainability of the measures

The fund measure supports institutions and actors that are involved in the poultry sector and having long-term interest in improving the framework conditions in the sector.

The economic and environmental sustainability of the policy measures will be ensured through well-researched analyses and the assessment of different policy options (output 1) upon which policy decisions are based. The social sustainability will be addressed through specific recommendations for women, youth, as well as consideration of needs of the poor, and smallholder farmers.

The successful measures of this module can be upheld as good practices by the actors. The network resulting from the different exchange formats and the mutual trust fostered between actors can pave the way for making additional improvements in the poultry sector. The advisory services provided to the Ministry of Agriculture, Husbandry and Fisheries and the capacity building on policy analysis, monitoring and evaluation tools will enhance their capacity and enable them to follow-up on the good practices and sustain the development of the poultry and other agricultural sectors.

A joint monitoring of the results between the fund steering unit and the Ministry of Agriculture, Husbandry and Fisheries will ensure the effectiveness of the measure, a good management and mutual accountability of the results.

5.3 Partner input, co-financing

	Concretization	Value estimation
Co-financing	Not relevant	Not relevant
Partner input	The political partner will provide ministerial staff to take part in training measures, exchange trips and other capacity building formats.	Not possible

5.4 Total cost and detailed cost estimate

The total costs for the measure is up to EUR 870,000¹.

¹ This budget estimate is based on the assumption that some costs (e.g. long-term personnel, materials and equipment, etc.) are shared with the other measure funded by the Agricultural Policy Advisory Fund on soya products in Benin. Implementing the two fund measures is recommended in light of the thematic synergies.

6. Assessment of the sustainability and risks of the TC-module

6.1 Economic, ecological and social sustainability

Economic effects: The fund measure will support policy-makers in designing and implementing coherent policies for the poultry sector and hence contribute to creating jobs and income in the long run. The fund measure is expected to contribute to doubling the egg production (from 14,000 tons in 2017 to 35,000 tons in 2021) as well as the poultry meat production (from 17,000 tons in 2017 to 40,000 tons in 2021). Achieving such production levels will create about 4,000 new jobs, especially in the rural areas.

Social effects: From a social perspective, the fund measure will contribute to reducing poverty among women and young people who make up a majority of actors in the poultry value chains. The fund measure will create the conditions for their active participation in the policy process. It will also contribute to increasing the availability of poultry as a protein source for the population.

Environmental effects: the fund measure has no direct environmental effects as it targets the knowledge base for policy-making processes, networking within the poultry sector, and improved access to markets and information. Nevertheless, the expected effect of doubling the production of poultry products may lead to increased ammonia emissions and negative externalities for the environment if production standards are not respected. Therefore, the fund measure will work closely with the project ProCIVA, which aims at promoting sustainable and environment-friendly production techniques. Moreover, the additional poultry manure is an opportunity to fertilize crops with organic manure.

Consequences for the conception of the module: The objective of the measure and its indicators are aligned with national and regional policies, which are oriented towards sustainable development.

Other effects: The planned capacity building will enhance the capacity of the actors in the long run and allow them to replicate the acquired knowledge to other sectors. Research-based evidence and participatory decision-making processes in the implementation of the fund measure are expected to avoid unintentional negative effects. A detailed assessment of the fund measure effects is available in the Annex 3 (markers).

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6.2 Assessment of the risks for the effectiveness of the module

Risks	Risk assessment *	Extent to which risks can be influenced *	Risk-reducing measures
Political risk			
Political and reform will	1	1	Through a constant dialogue policy-makers from different ministries as well as representatives of the private sector will be brought together to discuss how the policy framework conditions in the poultry sector can be improved
Implementation risks			
For the translation of the evidence generated from the various studies into coherent policies require the involvement of many actors who must reach joint agreements. The stakeholder dialogue and consultations is a long process. Strong interest groups such as the importers of poultry products and the poultry feed manufacturers, could impede cooperation.	2	1	The fund measure will try to integrate all interest groups, including the importers and feed providers, to assure a broad acceptance of the revised policies. The fund measure will also follow-up the implementation of the elaborated policies and regulations, through intensive advisory services.
Risk for long-term anchoring			
The policy recommendations provided are not implemented. The achievements of the measure are not sustained	1	1	The advisory services provided to the Ministry of Agriculture, Husbandry and Fisheries and the capacity building formats enable them to follow-up on the good practices and sustain the development of the poultry and other agricultural sectors. The network resulting from the trade facilitation activities implemented by the measure and the mutual trust fostered between them can pave the way for making additional improvements in the poultry sector.

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Risks	Risk assessment *	Extent to which risks can be influenced *	Risk-reducing measures
Environmental and social impacts of the measure (unintended impacts)			
Increased ammonia emissions from poultry industry	1	2	Improving the framework conditions in the expected take-off of the industry may lead to an increased ammonia emissions and negative externalities for the environment. However, this risk is low and could be circumvented, as other partner projects, such as ProCIVA, are active at working with producers to promote sustainable and environment-friendly production techniques. Moreover, the increased poultry manure is an opportunity to fertilize crops with organic manure.
Risks of corruption			
Very low corruption risk due to focus on human capacity development.	1	1	Most of the measures will be human capacity development measures with very low corruption risk. All inputs require concrete outputs.
Total risk	2	1	

* Scale: 1=low, 2=medium, 3=high, 4=very high

6.3 Declaration

The relevant guidelines contained in the country priority strategy papers, binding sector strategies and cross-sectoral strategies of the BMZ have been taken into account during planning and will be adhered to during implementation of the TC measure. We assure the BMZ of compliance with all specifications and conceptual and technical standards and we assume responsibility for the proper implementation of the TC measure. The BMZ may therefore assume that it no longer needs to verify the compliance of the TC measure design with the specifications in every individual case.