

COMISSÃO DA CEDEAO

COMMISSION DE LA CEDEAO

Agence Régionale pour l'Agriculture et l'Alimentation

ARAA



ECOWAS COMMISSION

Regional Agency for Agriculture and Food

RAAF

Call for applications

**For the selection of Consultant For final evaluation/capitalization
and formulation of a phase II of the «West African Livestock
Marketing Support Programme»**

PRIDEC/ PACBAO

Reference : ARAA/PRIDEC/PACBAO/2022/SCI/23

Date of Publication : 13 July 2022

Deadline for Submission : 03 August 2022

1- Background and rationale

The Swiss Confederation signed a financing agreement with ECOWAS to provide "Support for capacity building of the ECOWAS Commission for the implementation of the Regional Component of the Regional Programme for Investment and Livestock in Coastal Countries (PRIDEC) within the framework of ECOWAP 2025" for the period 2017 to 2021. This agreement has been extended to June 30, 2023 due to Covid19, which caused a delay in the start of the pilot projects.

The SDC funding is part of the implementation of the West African Livestock and Meat Marketing Support Programme (PACBAO), a programme with a cross-border and regional dimension of which objective is to create conditions favorable to increasing the income of livestock farmers, by relying on the regional private livestock trade sector and regional public institutions.

PACBAO-PRIDEC is mainly financed by resources from the Swiss Confederation under the supervision of the Swiss Cooperation Office (SDC) in Burkina Faso. The SDC funding will therefore promote access by livestock farmers to remunerative markets, making livestock farming more attractive, a source of employment and income, particularly for young people and women, and contributing to regional integration and food security in West Africa.

With a view to closing the project in June 2023 (April 2023 for field projects), and in addition to the periodic monitoring carried out throughout the implementation of these projects, ECOWAS wants to carry out a final evaluation at this stage of implementation and to capitalize on good practices in order to contribute to the development of Phase 2 of the programme.

The final evaluation will determine progress, identify issues requiring decisions and corrective actions, lessons learned on project design, implementation and management; analyze whether the project has achieved the expected results and propose, if necessary, corrections and/or adjustments within the framework of Phase II of the programme.

It will consist of an in-depth analysis of the project implementation processes and the results achieved. In addition to a rationale for this analysis, the evaluation report should also include the results monitoring framework and relevant documents.

The capitalization will be based on the analysis of practical experiences, methodological and conceptual approaches to the implementation of actions to

highlight some successes, innovations, failures, potentialities and obstacles of the projects and, thus, to identify relevant experiences and practices to be disseminated.

Building on the various achievements, a second phase of the programme will strengthen and consolidate the major achievements of the first phase. Also, as the first phase tested pilot models, the second phase will focus on scaling up the most relevant models and strengthening regional and national mechanisms for improving trade flows along the corridors. This ToR for the final evaluation/ capitalization and formulation of the second phase of the programme define the conditions for the recruitment of a consultant. The study will be supervised by a select committee under the responsibility of the CAEWR, coordinated by the DARD.

2- Programme objectives

The overall objective of the programme is to develop competitive, regional and inclusive livestock-meat value chains by enhancing the value of West African pastoral and agropastoral livestock, integrating herders and pastoralists into these value chains under remunerative conditions, and satisfying the demand for meat by households in the region.

Specifically, it is about:

- Fluidifying the trade of live cattle along transnational corridors and border areas through support to the management of public policies concerning the livestock-meat chain and multi-stakeholder dialogue;
- Strengthening the organization of private actors, particularly the Confederation of National Federations of the Livestock-Meat Sector for West Africa (COFENABVI-AO), along the value chains and the structuring of the said sector;
- Stimulating innovative investments by entrepreneurs and producer organizations in the livestock-meat sector and the development of appropriate financial and insurance services through calls for project proposals.

3- Results expected from the programme

The expected results of joint agreements between the two parties (ECOWAS-SDC) for PRIDEC are as follows:

- political dialogue between the actors at the different levels concerned;
- implementation of rules and concrete arrangements essential for transhumance and the sustainable management of agro-pastoral areas;

- improving the economic value of the flows generated by transhumance and the marketing of livestock in coastal countries;
- strengthening of the agriculture-livestock association in the regions concerned in its social, economic, technical and land dimensions; and
- improvement of sanitary conditions for the transit of herds in cross-border areas.

At the contractual level, a global agreement with ECOWAS is planned for the entire programme and a contract with COFENABVI-AO for the "private sector strengthening" component.

4- Project components

The overall PACBAO is based on three components supported under the ECOWAS Commission's Capacity Building Support for the implementation of the regional component of PRIDEC under ECOWAP 2025. Component 1 and Component 3 are directly implemented by ECOWAS under the coordination of the RAAF and Component 2 is implemented by COFENABVI under a contract with the SDC.

These three components are as follows:

- **Component 1:** "Support to the operational capacities of the Directorate of Agriculture and Development in its mandate of coordination and steering of PRIDEC within the framework of PRIDEC ECOWAP 2025.
- **Component 2:** Strengthening the organization of private actors and the structuring of the livestock-meat sector
- **Component 3:** "Financing of **regional** development initiatives and innovations in the context of facilitating the development of livestock and meat trade", through the following activities

These components are structured into four parts:

- **Part 1:** Strengthening the institutional and operational capacities of the ECOWAS Commission's Department of Agriculture, Environment and Water Resources (DAEWR) to enable it to fulfill its regalian mandate of strategic orientations and monitoring, and to provide services in the prevention, management and surveillance of transboundary animal diseases (TADs), through the Regional Animal Health Center (CRSA);
- **Part 2:** Improving the functioning of live cattle trade along priority transnational corridors, particularly at the cross-border area level (policy and dialogue);



- **Part 3:** Strengthening the organization of private actors and the structuring of the livestock-meat sector;
- **Part 4:** Stimulating innovative investments by entrepreneurs or producer groups in the livestock-meat sector and the development of adapted financial and insurance services.

5- Implementation of the Project

Components 1 and 3 are implemented directly by ECOWAS while for component 2, the contract between SDC and COFENABEVI-AO was signed in September 2018, but field activities did not actually start until 2019. With regard to Component 3 concerning the start-up of the pilot projects selected through the call for project proposals, a capacity building workshop for the selected project implementers was organized in February 2021 in Togo and allowed for the official start-up of the field projects, to strengthen the technical capacities of the implementers and to allow for a smooth exchange of information between the RAAF, the Swiss Cooperation, Backstopping and the field project implementers

6- Objectives of the study

The study's implementation approach should allow for the listing and collection of transformations/changes; and new practices/experiences generated by the programme, particularly on the 16 calls for projects, in order to produce knowledge that can be shared, disseminated and replicated with a view to developing a phase 2 of the programme.

The main objectives of the study are to:

Based on the results of the pilot operations financed by the project,

- ✓ report to the various stakeholders on the performance of the projects financed by the project to date. This will involve assessing the results already achieved and the activities carried out in relation to the project's objectives in terms of relevance, effectiveness, efficiency and sustainability at this stage of the project's implementation;
- ✓ inform/ document the experiences (good practices generated or reported and lessons learned) from an analysis of the results of the project in general, and of each of the 16 field projects implemented in the following countries: Togo, Senegal, Côte d'Ivoire, Mali, Niger, Guinea, Ghana, Nigeria, Cape Verde, Chad, Burkina Faso, ... highlighting the contextual/geographical specificities of the project areas;

- ✓ formulate a phase II of the programme based on the results of the final evaluation and capitalization in the context of the operationalization of ECOWAP 2025.

7- Expected results of the study

Outcome 1: A final programme evaluation

The final evaluation will address the six evaluation criteria: relevance, effectiveness, efficiency, impact, sustainability and gender sensitivity in the implementation of the programme in all three components.

The analysis of relevance will consist of examining the correspondence of each project with: i) the orientations of the national and regional policies concerned; ii) the needs and expectations of the final beneficiaries; iii) the strategies and interventions of the other stakeholders in the territory covered by the project's action (public administrations, NGOs, private enterprises, local authorities, etc.). This analysis will be complemented by an assessment of the internal coherence of each project, i.e. the consistency of the various means and instruments used to achieve the objectives¹. The analysis of relevance will also examine the extent to which the design of each project was based on a real consideration of the situation and the respective interests of the stakeholders

The analysis of effectiveness will first include an assessment of the rate of completion of activities (comparison between expected and actual achievements), followed by an assessment of the degree of achievement of the overall objective and, above all, of the specific objectives of each project. It will also examine the extent to which the periodic monitoring missions carried out by the RAAF have contributed to improving the effectiveness of each project, in particular by encouraging (or validating) readjustments in the execution of activities².

The efficiency analysis will aim to assess whether the resources allocated to each project (including the ECOWAS grant) have been converted into results in an optimal manner. To this end, it will mainly involve: i) assessing whether the resources needed to implement each project have been put in place and, if so, on time and within the costs set out in the initial budget; ii) analyzing any delays and overruns noted; iii) where appropriate, carrying out an economic analysis with a view to identifying the economic gain, measuring the unit costs of the outputs and comparing them with those observed in similar projects.

The impact analysis will assess the long-term effects (or prospects for effects), both positive and negative, that can reasonably be attributed in part or in whole to each project, directly or indirectly (direct and indirect effects), intentionally or unintentionally (intended and unintended effects). Particular attention will be paid to the impacts of each project on equality and gender relations.

The analysis of sustainability will aim to assess whether the results already obtained (or in the process of being obtained) are likely to be maintained, or even increased, over time and, if so, under what conditions. This analysis will distinguish the different levels of sustainability: institutional, technical, financial and environmental.

Result 2: A capitalization of the main lessons learned/ good practices by technical field

For more efficiency and effectiveness of the capitalization exercise, the following elements of assessment may guide the consultant:

Themes and elements of assessment

Technical areas selected for capitalization	Elements of appreciation
Intensification of the production of quality beef animals	Innovative practices, infrastructure, certification, price indices, supply, availability, accessibility, land
Strengthening business links between actors along the chain	Types of agreements, conventions, negotiation, benefits derived, possible financing identified, collaboration between the actors involved, good practices
Capacity building of actors along the value chain	Training modules, information management, agreements, structuring models ...
Modernization of the livestock and meat trade,	Standards, hygiene, inspection, certification, pricing policy, procurement, distribution
Meat processing	Standards, hygiene, inspection, certification, pricing policy, supply, distribution, packaging, labelling
Livestock and Meat Trade Facilitation on Major Livestock Export Corridors	Corridors, facilitations, barriers, distribution, intermediary actors, bottlenecks, accessibility
Productivity improvement	Cost of production, inputs, distribution, standards...

For each of the areas listed in the table above, the capitalization exercise will aim to draw lessons of a technical or methodological nature with a view to i) the continuation of the action by the project leaders concerned, ii) the implementation of a similar action by other project leaders, iii) the adoption of public policy measures on a national or regional scale, or iv) research programmes to be conducted.

It can eventually feed the formulation of phase II of the project.

A few capitalization themes are mentioned as possible avenues. However, it will be up to the service provider to assess the relevance and fit with the ambitions of each project

- Institutional innovations: contribution to the evolution of the regulatory framework, involvement of public authorities in the sustainable financing of activities in the livestock and meat sector
- Innovations to strengthen the organizational aspects of the process to ensure or support this process,
- Innovation on transversal aspects: regulation, certification, hygiene, control, management of production waste, product valorization and labeling
- Innovations that promote permanent and sustainable access for farmers to quality inputs produced at competitive prices; access to markets
- Innovation on contractualization between producers and processing companies, between producers and traders,
- Techniques and practices resilient to climate change, dynamics of dissemination and adoption of resilient techniques and practices in production, processing and marketing; organization of actors
- Innovations in the development of the livestock-meat sector in the face of health crises and problems of insecurity, access to sensitive areas

The expected results of the capitalization are to report on the experience and lessons learned on the basis of the four (4) components of the programme, namely

- Strengthening the institutional and operational capacities of the Department of Agriculture, Environment and Water Resources (DAEWR)
- Improving the functioning of live cattle trade along priority transnational corridors, especially in cross-border areas (policy and dialogue);
- Strengthening the organization of private actors and the structuring of the livestock-meat sector;

- The encouragement of innovative investments by entrepreneurs or producer groups in the livestock-meat sector and the development of adapted financial and insurance services.

The capitalization will focus on:

- Documentation of good practices and lessons learned such as: the issue of marketing, especially on related issues such as: sources of supply, production capacities, innovations made, approaches developed in connection with the consideration of standards, legislation, price index, adaptation to climate change, without forgetting sanitary conditions, work, enlisting new actors...)
- Identification and documentation of key results and major changes observed on issues such as standards, channels, barriers, price fluctuations, new opportunities created, new actors enlisted, inspection and monitoring carried out by the project of the contexts of the 16 projects' intervention areas;
- Analysis of the gaps observed in the implementation of the various projects
- Pathways to sustainability for each experience documented at the level of all projects that have been able to overcome difficulties (health crisis and other contingencies are listed and key actions proposed for their strengthening. It is a question of considering the possibilities of taking into account the problems related to working conditions, the logistics necessary to ensure full potential for marketing, quality training of actors, without forgetting the certification of products

Result 3: A PACBAO Phase II programme developed

Based on the results of the final evaluation and capitalization, the consultant will propose a PACBAO Phase 2 document. This document should follow the new SDC ProDoc framework structured around the following main points: a) Description and analysis of the context, b) Results and lessons learned, c) Objectives, d) Implementation strategy, e) Organization, management and administration, f) Resources, g) Risk analysis, h) Monitoring and evaluation, i) Annexes (logical framework, detailed budget, institutional framework, etc).

8- Main tasks of the consultant

The consultant will:

- Participate in a scoping meeting with ECOWAS to harmonize the understanding of these terms of reference and adjust the methodology that will be validated;

- Develop and submit a detailed methodology that includes the data collection tools and work plan for review and validation prior to the start of data collection;
- Conduct a review and analysis of project documentation made available by the RAAF or project sponsors as well as other reference documents based on interviews with key implementing actors
- Organize follow-up meetings with the programme team at the RAAF
- Produce the various deliverables for the final evaluation, capitalization and formulation of phase 2;
- Facilitate a feedback session on the results and draft products of the capitalization to the RAAF team;
- Submit final documents on time.

9- Method and approach

The conduct of the whole exercise will have to pay particular attention to the involvement of the various categories of actors concerned: final beneficiaries, project leaders and their various partners, governments, ECOWAS, cooperation agencies, etc.

Indeed, it is less a matter of making final judgments on the results of the operations financed by the project and more a matter of drawing lessons from them, useful for all the actors concerned.

The exercise should result in key lessons (conclusions) and recommendations useful to the RAAF (and its partners) for future calls for proposals.

10- Expected deliverables

Six (6) deliverables are expected at the end of the service:

- **Deliverable 1:** a conceptual note (scoping) of the mission including the methodological approaches, the different steps as well as the resource persons and actors to be contacted by the consultant;
- **Deliverable 2:** an evaluation report that will include an operational summary highlighting the problem, the results obtained and realistic, operational, pragmatic recommendations that are in line with the parties;
- **Deliverable 3:** 17 evaluation sheets, i.e., a performance sheet for the field projects and the COFENABVI component and a summary note of the entire evaluation.

- **Deliverable 4:** a summary of the performance of the 16 field projects resulting from the calls for proposals
- **Deliverable 5:** Thematic (one thematic) and cross-cutting (one cross-cutting theme) capitalization sheets
- **Deliverable 6:** a summary note (Word and PowerPoint version) of the capitalization that summarizes the salient aspects of the documented achievements
- **Deliverable 7:** PACBAO ProDoc Phase 2 document.

NB: Minutes of key meetings and country missions (kick-off meeting, field visit memos, feedback workshop, debriefing meeting) will be produced at each stage of the mission's progress.

11- Transmission of reports

The documents will be sent in electronic version:

- by e-mail to the RAAF based in Lomé which is the Contracting Authority, Mr. Salifou Ousseini, Executive Director, osalifou@araa.org with a copy to Mrs. Aguidi Georgette, gaguidi@araa.org.
- in hard copy to the RAAF based in Lomé, with a deadline of two (2) weeks for the final report. Final notes and reports should be prepared in French and English.

12- Qualification and skills required

The consultant shall meet the following requirements:

- Have a university degree in agronomic sciences with a specialization in zootechnics, pastoralism, animal production, project management, or any related field, agro-economics, rural development sciences, or any other related discipline;
- At least ten (10) years of experience in the development or management of regional development projects and programmes;
- Have a good knowledge of ECOWAS agricultural policy and experience in the elaboration of regional development programmes in the area of social safety nets for food and nutrition;
- Experience in the evaluation and capitalization of ECOWAS regional agricultural policy programmes;

- Have developed or participated in the development of at least two regional programmes in the area of agricultural development or social safety nets in West Africa;
- Have a good knowledge of the project cycle and logical framework approaches;
- Demonstrated mastery of social safety net instruments for food and nutrition in West Africa;
- Familiarity with ongoing regional processes related to food security, livestock promotion, nutrition and resilience (RFSR, PNR, AGIR, SUN, Sahel Strategy, Zero Hunger, RPCA,);
- Have a sense of teamwork in a critical and constructive sense;
- Be familiar with the institutional environment of West African regional organizations (ECOWAS, WAEMU, CILSS);
- Fluency in one of the three official languages of ECOWAS (English, French, Portuguese) and the ability to communicate in a second of these three languages; Spanish will be an asset in communicating with the project's financial partner
- Enjoy his civil rights and be of good character;
- Solid experience working in West Africa is required.

13- Application form


Applicants should submit their complete application consisting of the following documents:

- A letter of expression of interest;
- A technical proposal containing the proposed methodological approach, the consultant's CV detailing professional experience and similar assignments;
- A copy of the diploma or diplomas;
- Copy of the work or service certificates listed in the resume.

NB : Any incomplete file will not be admissible.

14- Submission of applications

Applications are received at the latest on **03rd august 2022, at 17H 00 GMT**, by email at the following addresses: recrutements.consultants@araa.org with a subject « PRIDEC/PACBAO-SCI23-Evaluation & Formulation »



15- Method of selection

Consultants will be selected according to selection method based on qualification as defined method as defined in the ECOWAS Public Procurement Code. An interview may be organized with shortlisted candidates. Only shortlisted candidates will be contacted.

RAAF reserves the right not to proceed with this call for applications.

The Executive Director



SALIFOU Ousseini

