

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

TERMS OF REFERENCE

Recruitment of a consultant to conduct organisational and institutional diagnosis and to establish an organisational and institutional framework, in view of COFENABVI-WA revitalisation, as part of component 2 implementation of the « Programme to Support Livestock Marketing in West Africa »

PRIDEC/ PACBAO

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1. Context and justification

The Swiss Confederation signed a financing agreement with ECOWAS to provide "Support for capacity building of the ECOWAS Commission for implementation of Regional Component of the Regional Programme for Investment and Livestock in Coastal Countries (PRIDEC) within the framework of ECOWAP 2025", for the 2017 – 2021 period. This agreement has been extended to June 30, 2023 due to COVID 19, which caused a delay in the start of 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 which objective is to create conditions favourable to increasing income of livestock farmers, by relying on regional private livestock trade sector and regional public institutions.

PACBAO-PRIDEC is mainly financed from resources by the Swiss Confederation under supervision of the Swiss Cooperation Office (SDC) in Burkina Faso. The SDC funding will therefore promote access to remunerative markets by livestock farmers, 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.

The project has three components: components 1 and 3 are implemented by RAAF through financing agreement, while implementation of the second component is conducted by the Confederation of National Federations of Livestock-Meat Sector for West Africa (COFENABEVI-WA).

2. Programme objectives

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

Specifically, the programme will focus on:

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

3. Outcomes expected from the programme

The expected outcomes jointly agreed between the two parties (ECOWAS-SDC) for PRIDEC are as follows:

- political dialogue among actors at various concerned levels;
- implementation of regulations and key practical arrangements for transhumance and sustainable management of agro-pastoral spaces;
- improving economic value of flows generated by transhumance and marketing of livestock in coastal countries;
- strengthening agriculture-livestock association in concerned regions, focusing on social, economic, technical and land dimensions; and
- improving transit sanitary conditions of herds in cross-border areas.

At contractual level, a comprehensive agreement with ECOWAS is planned across the programme and a contract signed with COFENABVI-WA for "private sector strengthening" component.

4. Project components

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

The three components are as follows:

Component 1: "Support to 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 organization of private actors and structuring of livestock-meat value chain.

Component 3: "Financing **regional** development initiatives and innovations with a view to facilitating development of livestock and meat trade", through the following activities:

These components are structured into four phases:

- **Phase 1:** Building institutional and operational capacities of the ECOWAS Commission's Department of Agriculture, Environment and Water Resources (DAEWR) to enable it to fulfil its sovereign mandate of strategic guidance and monitoring, and provision of prevention, management and surveillance services on transboundary animal diseases (TADs), through the Regional Animal Health Centre (CRSA);
- **Phase 2:** Improving functioning of livestock trade along priority transnational corridors, particularly at cross-border areas level (policy and dialogue);
- **Phase 3:** Strengthening organization of private actors and structuring of livestock-meat value chain;
- **Phase 4:** Stimulating innovative investments by entrepreneurs or groups of producers in the livestock-meat value chain and development of adapted financial and insurance services.

5. Project implementation

Components 1 and 3 are implemented directly by ECOWAS while for component 2, the contract between SDC and COFENABVI-WA was signed in September 2018, but field activities did not actually start until 2019.

6. Fields of interventions

Selected interventions under component 2, implemented by COFENABVI, focus on strengthening organization of private actors and structuring of livestock-meat value chain. This includes among others, building organisational, institutional and management capacities of COFENABVI, improving visibility of the Confederation and its members federations, consolidating institutional and organisational framework, improving functioning of the Confederation and its members federations through training, revitalising federations through a diagnosis and analysis, and improving supply of livestock, by conducting a census of markets and actors of the value chain in various countries, with a view to providing required supports.

Important actions were carried out by COFENABVI, alone or accompanied by partners, in particular SDC, RAAF... to improve its visibility and expansion, while seeking to restructure itself and supporting National federations, and create a relationship of trust among its members, through training on organisational, technical and financial aspects... However, it must be noted that institutional bases are not sufficiently laid and are lacking. Indeed, COFENABVI-WA does not have all tools, technical, financial and accounting manuals of procedures required to establish an operational capacity, to achieve harmonious continuation of implementation and given challenges ahead. Moreover, activities undertaken hitherto despite of accompaniment and support provided

by partners, did not allow COFENABVI, as a regional umbrella organization, to have solid institutional bases similar to other professional organizations in the region such as RBM, APESS, ROPPA,...

7. Objectives of the consultancy

The purpose of the consultancy is to allow COFENABVI-WA to remain actor of its own development, impulsion, to build its capacity for negotiation, advocacy with government institutions and agencies, with financial donors, etc.

Possibility offered to COFENABVI-WA to dispose of an institutional foundation, stems from the approach initiated by RAAF and the SDC, aiming at reviewing the organisation, due to failures noted in planning, resources management and implementation of activities. Indeed, notwithstanding results achieved by the umbrella organisation, implementation continues to be hampered by difficulties due to deficit in institutional arrangements (organisational chart not clearly established, overlapping of roles, non-definition of tasks....). At this juncture, development of an institutional mechanism will allow this implementation stage, to revitalise the organisation, to strongly consolidate achievements and to enable it later to address future challenges and catch opportunities in ideal conditions.

Main aims assigned under the consultancy:

From existing documents, validated or not; disseminated or not, under development or not:

- ✓ Review existing organisational and institutional mode;
- ✓ Conduct organisational and institutional diagnosis of COFENABVI-WA (SWOT analysis)
- ✓ Propose improvement on organisational structure of COFENABVI-WA (redesign an organisational chart adapted to current context and future challenges, by defining functional links, roles and responsibilities)
- ✓ Set up revised or newly defined tools (and procedures (manual of administrative, accounting and financial procedures) and overall organisational chart taking account of situation on the ground);
- ✓ Define competences profiles, specifications of personnel, to achieve good performance of the PS.

8. Outcomes of the consultancy

➤ Outcome 1: Review existing organisational and institutional model

All documentation available at COFENABVI-WA will be proofed and updated. Initiated documents, finalised or not, disseminated or not, relevant or not up-to-date, will be updated and a proposal will be made for appropriate filing, for easy consultation or reference if applicable, by actors themselves, in particular national federations and partners

➤ Outcome 2: Organisational and institutional diagnosis of COFENABVI-WA (SWOT analysis) is conducted

All internal aspects related to the organization will be presented, including positive aspects (strengths) and negative aspects (weaknesses).

Also, all external aspects related to environment of the organization will be presented, including external aspects (opportunities) and negative ones (threats).

➤ Outcome 3: Improvement of organisational structure of COFENABVI-WA is achieved

Forces will be capitalized and intensified and weaknesses will be addressed. Mitigation strategies to address threats, will be proposed.

Specific proposals will be made from intervention fields of the confederation, namely its expansion through mobilization of National federations and building their capacities

➤ Outcome 4: Revised or newly defined tools (manual of administrative, accounting and financial procedures) and overall organisational chart are available.

Schematic representation of links and functional, organisational and hierarchical relations which exist between elements and individuals, will be designed.

The organisational chart will indicate distribution of duties for persons in charge, tasks between positions, and command relationship which exist between them.

- ***Outcome 5: Competences, profiles, specifications of personnel, in view of a good performance of the PS are known.***

Distribution of tasks, described in definition of functions (related to the organisational chart through a reviewed documentary reference). This allows for a representation of command relations (as well as statutes, frameworks), reporting relationship... The same will apply to other implemented programmes and projects.

9. Main duties of the consultant

The consultant will:

- Attend a scoping meeting with RAAF to harmonize understanding on these terms of reference and to review working methodology which will be validated;
- Develop and submit a detailed methodology including approach and workplan for validation before starting the consultancy;
- Review and analyse project documentation provided by RAAF or COFENABVI-WA as well as other reference documents
- Organize sessions with the team of COFENABVI-WA and RAAF, to put necessary arrangement in place and validate processes and documents
- Present outcomes “on-the-spot” to partners and beneficiaries at the end of the mission;
- Produce basic institutional and organisational frameworks;
- Organise a restitution meeting on outcomes with RAAF team;
- Submit within allocated time, a final version of organisational and institutional framework.

10. Methodology and approach

Conducting the exercise to put an institutional framework in place, will give special consideration to implication of various categories of actors concerned: final recipients, projects carriers and their various partners, Governments, ECOWAS, cooperation agencies, ...

Indeed, the purpose is not only assessing existing documents or developing non-operational approaches and tools, but projecting the vision of the organisation in order to provide institutional foundations required for its rooting and expansion.

The exercise must particularly lead to submission of documents and formulation of recommendations which are useful for RAAF (and COFENABVI-WA)

Consultants will work under the supervision of the Head of Technical Operations Division and the Head of Administration and Finance Division of RAAF.

11. Expected deliverables

Six (06) deliverables are expected following this consultancy:

- **Deliverable 1:** concept note (scoping) of the mission comprising methodological approach, various stages as well as resource persons and actors to be contacted by the consultant;
- **Deliverable 2:** organisational and institutional diagnosis document of COFENABVI-WA (SWOT analysis);
- **Deliverable 3:** revised or newly defined tools (manual of administrative, accounting and financial procedures); overall organisational chart;
- **Deliverable 4:** profiles with terms of reference of staff, for a good performance of the PS;
- **Deliverable 5:** end of mission report.

NB: Minutes of main meetings and missions with COFENABVI-WA (inception meeting, memos of visits of actors, restitution workshop, meeting of debriefing) will be produced at each stage of progress of the mission.

12. Submission of reports

Documents will be sent in electronic version by email to RAAF which will ensure approval and submission to SDC.

13. Period, place and duration of the consultancy

Starting period and duration of the consultancy: As an indication, the beginning of the mission is on December 2022. It is envisaged 4 months between starting and production of final report.

Places of execution of the mission: Lomé, Burkina Faso from where the PS operates and Abidjan where the head office is located. Meetings can be programmed with actors of National Federations if required.

14. Qualification and competences requirements

The consultant will have to fulfil the following requirements:

- An individual consultant with the following profile:
- Hold a university degree of GCE + 5 in agronomic sciences, specialised in Zootechnics, Pastoralism, Animal productions, Project management, or any related field, agro-economics, rural development sciences, or any other related field;
- At least ten (10) years of experience in design or management of regional development projects and programs;
- Good knowledge of the ECOWAS agricultural policy and experience in design of regional development programmes in the field of food and nutrition security social protection nets;
- Experience in development of organisational and institutional tools in favour of organizations;
- Having developed or having participated in developing organisational and institutional framework documents for at least two organisations;
- Good knowledge on assistance and support provided to professional organizations;
- Proven command on manuals, tools and organisational chart;
- Familiar with ongoing regional processes related to procedures
- Sense of critical and constructive team work;
- Familiar with institutional environment of West African regional organizations (ECOWAS, UEMOA, CILSS);
- Perfect command of French and capacity to communicate in English
- Enjoy his/her full rights of citizen and have good character;
- Solid work experience in West Africa is required;
- Having a good knowledge of professional organizations like COFENABVI-WA would be an asset.