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TERMS of REFERENCE

ENGAGING A QUALIFIED CONSULTING FIRM TO DEVELOP RICE MILLERS' BUSINESS CAPACITY, MODULES, TRAINING MATERIALS FOR TRAINERS OF TRAINERS (ToTs) AND MILLS UNDER THE ECORICE ACADEMY.

1. Overview

The importance of the rice sector in contributing to food security in West Africa and the reality of the persistent dependence on rice importation to compensate for the shortfall in supply that is possible from domestic production prompted the decision-making bodies of the ECOWAS Commission to develop its comprehensive rice agenda. The agenda includes the adoption of the 'Rice Offensive' in 2014 to engender a sustained and sustainable rice cultivation in West Africa, the development of the Regional Action Plan (2020 – 2025) to accelerate the implementation of the rice offensive to achieve self-sufficiency by 2025, the establishment of the ECOWAS Rice Observatory in 2022 to coordinate activities and investments in West Africa's rice sector, and the recently validated Regional Rice Roadmap (2025 – 2035) to inform and drive all efforts in West Africa's rice sector putting into consideration the countries National Rice Development Strategies (NRDS).

The ERO is a multi-stakeholder platform, conceptualized and established by the ECOWAS Commission and its partners (AfDB, World Bank, BMGF, BMZ/GIZ, JICA, FCDO, IsDB, AGRA, AfricaRice), and it plays a major role, in aligning all stakeholders, including farmers, millers, donors, and institutions, to foster synergy, reduce duplications and resource wastage.

ERO is housed at the ECOWAS commission under the Directorate of Agriculture and Rural Development (DARD). Its main purpose is to coordinate rice sector-related programmes and projects involving both public and private sector investments, institutions, and policy recommendations for key decision-makers. The vision of ERO is fully aligned with the ECOWAS rice offensive, which is to see West Africa achieve rice self-sufficiency through competitive, profitable, resilient, and environmentally sustainable farming and milling enterprises that contribute to rural job creation, poverty reduction, and gender equity.

ERO's mission is to facilitate collaboration, catalyze growth, track progress, and communicate the impact of the West African rice industry by establishing, coordinating, and harnessing synergies across investments to achieve maximum efficiency, effectiveness, competitiveness, and impact. ERO's overall objective is to help key actors in the West African rice sector better coordinate policy and work synergistically. It has a bottom-up structure that ensures the actions taken at the regional level is based on the strategic priorities identified by national-level stakeholders. Hence, the establishment of national chapters in the countries is a priority.

2. THE CURRENT STATUS – Rice Miller Business Training (RMBT)

The Competitive African Rice Initiative (CARI)/Market-oriented Value Chains for Jobs and Growth in the ECOWAS Region (MOVE) is a project in its third phase supported by the Federal Ministry of Economic Cooperation and Development (BMZ) and the Bill and Melinda Gates Foundation (BMGF). Whilst ECOWAS remain its political partner, and the aim of the third phase is to support the ECOWAS Rice Offensive by institutionalizing some of its proven model within ECOWAS, while developing an ecosystem of partners to transform the rice value chain in West Africa. Using the concept of sector expert development developed by CARI in five countries of ECOWAS as a foundation. Further, it is

an interconnected intervention area which provides ECOWAS Rice Observatory (ERO) with the opportunity to address the needs and challenges of the rice sector in West Africa, as well as a strategy for operationalizing the Rice Offensive that will feed as a deliverable within the ECOWAP frame.

The interventions on developing professional capacity of sector expert through the training courses designed to improve business management skills so that rice companies can increase scale, raise the bar on quality and develop their ability to compete. There are already four modular courses developed with the support of MOVE/GIZ and are on offer, each tackling the challenges mills face as they grow their business. The training courses currently developed and deployed for trainings are:

- ***Practical Marketing for Rice Mills***
- ***The Business of Rice Mills***
- ***Finance Essentials for Rice Mills***
- ***Developing Profitable Farmer Services (e.g., mechanization, irrigation)***

3. Rationale

Since the main goal is to attain rice self-sufficiency and competitiveness, it is crucial to drive production and ensure good quality to foster sector competitiveness. Therefore, building the capacity of millers and farmers is necessary, with the ECORICE Academy concept using millers as the entry point. This concept involves capacity development courses for the management and staff of semi-industrial and industrial (medium to large scale) rice mills and other rice value chain players. The approach for these courses is modular and aligns with the ECOWAP framework, but to be rolled out under the ECOWAS Rice Observatory ECORICE Academy through the training courses "Rice Milling Business Training (RMBT)

The long-term vision of the ECORICE Academy is to promote ERO's Trainings, Certification programs and Capacity building programs and in turn host a pool of ECOWAS country counterpart technical and managerial teams comprised of management and staff of rice mills, national chapters, FSRP and REWARD working countries and among other value chain players. Participants will benefit from exchanges and mutual learning among themselves. It is envisioned that mill management and staff (e.g., mill managers, warehouse managers, operational managers, aggregators etc.) will build their technical capacity. Additionally, the courses will be suitable for external experts who function as independent consultants or experts in the future. This is envisaged to serve as job opportunities for women and youth and paving the way for a national or regional expert pool that can be accessed for service provision.

The validated modules and the trained ToTs by GIZ-MOVE will be leveraged to speed up the process of scaling to member states, and to tackle the issues identified in production and processing for all value chain actors, the beneficiaries (mills) and national chapters members to which this concept will sort of be value addition to.

In addition, to meet stakeholders' demands from needs assessment, the newly validated regional rice roadmap, country consultations and the ERO Annual general Assembly, stakeholders have also clearly highlighted the need for capacity building especially within milling enterprise and the challenge of paddy quality and availability where all highlighted as key aspect within rice value

chain that will require trainings and investments. To buttress this evidently as a need, theme two of the roadmap, which is to improve and optimize supply chain and processing infrastructure and quality fully align with the development of these two additional modules 1) Mastering Milling Operations and 2) Paddy Quality Grading & Milled Rice Standards, especially to improve intra-regional trade, enhance capacity of farmers and build knowledge of the value chain, improve production efficiency and quality standards to boost regional competitiveness and meet consumers preference. These additional modules once completed, will serve as training materials and, in addition, have ToTs trained to deploy them even beyond the GIZ scope but the entire member states to form a regional pool of experts in the various courses of training.

4. Developing a Standard Training Program

The main aim is to make sure that the courses and implementation strategy consist of local facts, figures, and examples, tackling local challenges, and showcasing West African solutions. A collaboration with key industry players (i.e., equipment manufacturers and actual rice mills) shall be targeted when developing the courses, also in terms of ownership creation, and partnership building. Collaborations shall be sought for feedback on training content but also possibly on practical sessions (e.g., if the manufacturer has a presence/subsidiary in the country) and for a possible buyer's guide.

A combination of coaching/advice, plug and play, standards and quality will be used to implement this strategy. This makes the ECORICE Academy concept a robust capacity development approach for processors and experts that can assist West Africa's rice industry in achieving competitiveness among other rice producing regions.

5. Tasks to be Performed by the Consulting firm

The main aim of this assignment is to improve the overall business performance and build capacity of rice mill management and staff, increase expertise and have a unified pool of technical expertise and support to national players. The consulting firm is contributing for achieving the target in this ToR.

As integral part of ERO's activities to promote rice production and processing within the ECOWAS region, the consulting firm is responsible for providing the following services:

- 1) Provide business advisory and coaching support to rice mills in West Africa
- 2) Develop capacity development courses on two subject areas
 - a) *Mastering Milling Operations and*
 - b) *Paddy Quality Grading & Milled Rice Standards*
- 3) Pilot capacity development training with staff of rice mills in ECOWAS region (leveraging on the pool of ToTs from GIZ/MOVE under the four existing modules and the two new ones to be developed)
- 4) Contribute to Training of Trainers (ToT) based on the new capacity development courses
- 5) To also design leaning/training materials in usable format to fit into the ECOWAS e-learning platform.

6. Approach

The ECORICE Academy will employ key work forms: Harmonize the existing (within ERO's counterpart) and new set of ToTs to form a pool of regional trained experts, carry out needs assessment within milling enterprise and provide business advisory and coaching support for the existing experts and mills. Develop two additional modules and leverage Learning management system (LMS) to train trainer of trainers (ToTs), Pilot Capacity Development Courses for Rice Mills using the existing and new modules to train millers at National Levels as Value proposition for the National Chapters under the ECORICE Academy – Rice Millers Business Training (RMBT). This approach will help to address the shortage of expert pools and ensure long-term sustainability of the right expertise required in the rice value chain as well as increase capacity of actors to regional efficiency and competitiveness.

The entire work package will spin within the period of 9 months with an estimated 191 working days in total to allow the consulting firm to meet the targets. The work approach will be finally agreed upon during the contract finalization and operational technical review.

SN	Work Package	Description and Scope	Expected Output	Delivery and period
1	Harmonize a Pool of regional trained experts	<p>Develop a routine / schedule around the existing pool of experts ToTs in the four focus modules and a future plan for the new modules currently under development. This is simply establishing set of criteria and activities to select the best experts out of the pool of experts. They will be sub-contracted to scale up national level trainings within the regions of residence.</p> <p>Note: Establish selection criteria or approach to identify best hands out of the existing pools of ToTs to deploy courses training to mills during the pilot phase.</p>	Structure full list of GIZ/MOVE ToTs and DBS since inception. Fully categorized for quick access by (name, locations, gender, years/area of expertise etc.)	First month of the commencement of contract.
2	Needs assessment and business advisory and coaching support	<p>The firm during the contract period will be working with the ToTs from ERO's counterparts and new ToTs to be trained from the new two modules, providing advisory and coaching support, with close supervision and monitoring of the ToTs, especially on process and procedures during the training periods of national level beneficiaries (mills).</p> <p>Qualified ToTs will be deployed based on the needs/ course identified by the consulting firms through a close assessment with the national chapters and in some case with the national rice development strategies of the ministries.</p> <p>The consulting firm shall also conduct in-depth needs assessments for the rice mills within the member states. Depending on the needs of rice mills, the business advisory and coaching support shall focus on the following intervention areas: mill management, bookkeeping and record keeping, investment planning, cash flow management, strategy development, milling efficiency, possibly seed multiplication, equipment management, access to finance, business plan development, skills assessment, amongst others.</p> <p>To create the scope of engagement and job opportunities for all ToTs they will be supported by the firm to specifically build capacities and knowledge of concept design and pitching. This is an additional skill to support the ToTs on how, where to seek opportunities to provide services based on their acquired expertise to local mills with an ability to earn from their services provided.</p>	<p>Targeted support to 16 ToTs to train 180 beneficiaries</p> <p>At least 10-15 needs assessment report with clear recommendation for ERO and National government and actors.</p> <p>Build capacity of at least 140 ToTs on how to design concepts around soft services provision.</p>	2 nd month and down to the 6 th month of contract commencement

3	Develop two additional modules	<p>This is following the pilot from GIZ/MOVE and the approach for these courses shall be modular and fit into the “ECORICE Academy - Rice Milling Business Training program” And will put into consideration all supporting documents and tools to deploy the modules to the sets of users and it should be simplified as best as possible. The courses shall also be suitable for external experts that function as independent consultants or experts in the future. And with a final visual output for online learners with visual and audio content to teach and learn that will be adaptable on the the ECOWAS e-learning platform that is currently being developed, material should fit into this platform, but to explore the best approach/format like live recording with white board, content curation, slides, or demonstrations. The proposed modules the consulting firm is to develop are:</p> <ul style="list-style-type: none"> - Module 1 - Mastering mill operation - encompasses several key elements crucial for optimizing the efficiency and productivity of rice milling processes. Firstly, it includes a comprehensive understanding of the core operations and machinery involved in rice milling, from paddy cleaning to polishing. Emphasis is placed on the technical aspects of machine maintenance, troubleshooting, and process optimization to ensure minimal downtime and maximum output. Additionally, safety protocols and best practices to create a safe working environment. Real-world case studies and hands-on training are integral parts of the module, providing practical insights and actionable strategies for improving mill operations. The training targets operations managers, rice mill owners, and supervisors. - Module 2 - Paddy Quality Grading & Milled Rice Standards this module equips with essential skills for assessing paddy quality and ensuring milled rice meets industry standards. The module will cover the principles of quality control and grading standards to ensure that 	<p>Two modules will be developed both in English and French versions with other key support documents</p> <p>In addition,</p> <ol style="list-style-type: none"> a. Deliver a Concept note around the modules b. Overall curricula for the two modules c. Master Decks of the curricula for trainers to use during course delivery d. Course materials for individual participants and e. A facilitation guide to be use during ToTs. f. Brochures and fact sheets around each module. g. The course training materials should also be developed in a visual/audio format that is designed in a modular, interactive format that is compatible with standard e-learning platforms. With specification: a clear storyboard to outline the visual flow and key messages, with a professional style such as live-action, animation, or 	1 st or 4 th month of contract commencement
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		<p>the final product meets market requirements. It covers techniques for evaluating paddy (moisture content, purity), understanding and applying regional grading standards, and learning farmer-friendly quality control methods. Practical experience in quality assessment tools, best practices in sourcing and warehouse management, and criteria for evaluating milled rice (grain length, broken rice percentage, color). The module emphasizes regulatory compliance and aims to enhance users' ability to maintain high rice quality standards, boosting market competitiveness and consumer satisfaction. The training targets operations managers, procurement officers, aggregators and quality control officers.</p> <p>Note: The two modules will be developed considering success factors in milling enterprise and consideration for local contents and contexts that support regional competitiveness and value for rice value chain.</p>	<p>infographics aligned with branding guidelines (logos, colors, typography). The visuals should be high-quality, at least 1080p resolution, responsive across devices, and optimized for quick loading. Interactive elements like clickable areas and drag-and-drop features should be included, alongside professional voiceovers and subtitles for accessibility. Deliverables should be in compatible formats (MP4 for video)</p>	
4	<p>Pilot Capacity Development Courses for Rice Mills at National Levels</p>	<p>This approach will consider two dimensions focusing on the use of the new modules currently to be developed and the validated existing modules by our partner.</p> <p><i>This will be deployed in two dimensions</i></p> <ul style="list-style-type: none"> - Beneficiaries Dimension Rice Millers- This dimension operates at the ground level to prove the concept. ERO will leverage the pool of ToTs to directly train beneficiaries from national mills and farms by building their capacities and demonstrate the benefits the Rice Milling modules under the ECORICE Academy offers to the sector. By showcasing these advantages, ERO aims to establish the value and effectiveness of the training programs for rice milling business. 	<p>4 ToTs workshops organized for 80 persons under the two new modules following the deliverables under work package 3. Each module trains in English and French separately.</p> <p>16 training sessions for mills for about 160 beneficiaries (selected around member states in their local communities) to be trained by ToTs experts but supervised by the consulting firm.</p>	<p>5th month to the end of the contract period</p>

		<p>The training will be carried out with the new modules and the existing once developed/deployed by partners which are:</p> <ul style="list-style-type: none"> - Practical Marketing for Rice Mills - The Business of Rice Mills - Finance Essentials for Rice Mills - Developing Profitable Farmer Services <p>- Trainer of Trainers Dimension ToTs- This dimension focuses on the technical and expertise level. ERO aims to build the capacity of participants into expertise, who can thrive and contribute to the regional rice sector development and transfer that knowledge either as services for money or as supports. These trained experts will be able to cascade their knowledge, providing one-off support as requested by their national sectors. The goal is to develop a robust pool of trainers of trainers (ToTs) who can ensure the full implementation and sustainability of the Academy, leveraging on all the available modules to create employment for themselves.</p>		
5	Value proposition for the National Chapters under the ECORICE Academy - RMBT	The ERO national chapter is multi-stakeholder platform where national priorities are identified, and national agenda can be pushed with one voice. It has a bottom-up structure that ensures the actions taken at the regional level are based on the strategic priorities identified by national-level stakeholders. Hence, the establishment of national chapters is targeted across ECOWAS member states.	Members of the ERO national chapters are considered and included at the various work package.	3 rd month of contract to the end of contract period

7. Expected output

The key expected outputs from this concept are:

- 1- Established link and harmonized database for materials and expertise, ensuring easy access and capacities that can be leveraged at regional and national level.
- 2- Two new additional training modules are developed
- 3- Capacity building for about 240 persons both as mills beneficiaries and Trainer of Trainers (ToTs), to increase production/processing efficiency for quality and standards to boost regional competitiveness
- 4- Training materials are available in both English and French versions.
- 5- At least 10-15 needs assessment report with clear recommendation for ERO, National government and actors are available for decision making.
- 6- Value added to the national chapters by clearly identifying ToTs experts and beneficiaries who are members of the ERO national chapter.
- 7- Develop a feedback mechanism through participants inputs, to continuously improve training materials and expert data base.

8. Engaging a consulting firm

A consulting firm will be engaged to support the implementation of the ECORICE Academy Rice Millers Business Training. This involves understanding the various work packages in terms of best technical approach, concept development of modules, training planning, and support for other activities. The consulting firm will provide technical input into the development of capacity-building courses, utilizing experts in training design. The ideal firm will have a team of professionals with expertise in fields of agronomy, agric engineering, economics, or business administration. The team should possess general professional experience in a combination of the following areas: private sector development, agriculture, and the rice sector.

The firm must put into consideration

Workflow design - After the development of all materials and documents, the firm shall share it with the ERO team for review and feedback. Subsequently, the consulting firm shall incorporate feedback and obtain approval from the ERO team before continuing the development of the remaining materials/document to maintain consistency.

Language - All materials shall be first developed in English and approved by the ERO team, before the consulting firm can translate them into French.

Easy to use - Simplification of materials shall be considered when developing course materials to allow easy usage for all levels of trainings and capacity building purposes. The final length and structure of the courses shall be agreed upon between ERO and the consulting firm. The ultimate decision lies with the ERO team.

Deployment - The materials shall also be field-tested with a select group of people (women and youth) shall form part of this group) in the respective countries. The consulting firm should include a thorough feedback system during the field testing from the participants to adopt changes of the training courses. Staff members from ERO will also participate in each of the field tests to provide feedback to the consulting firm.

Selection Processes - For all selection of participants either as beneficiaries or ToTs the final decision and communication is with the ERO who will at every point link and lead the consulting firm to the relevant stakeholders/benefactors whose engagements will be need to achieve the deliverables specified on the work package.

ICT / On ground Support - Given the reality on the ground, in most of the member states (bad internet connectivity, weak familiarity with ICT applications, mills being in remote areas), it is foreseen that the majority of the needs assessment, the advisory/coaching and trainings will be done in person mostly., but virtual meetings will be considered were necessary. Accordingly, the consulting firm needs to account for enough and satisfactorily qualified national consultants in the expert pool of the ToTs that can in turn train beneficiaries.

Gender Equity - Gender inclusion for all levels of supports as pool of experts or beneficiaries should at least include not less than 30% women who are actively involved in the rice value chain across board.

Value Proposition for National chapters - participation for national chapters is also a top priority that should be factored into the relevant activities, the planned activities should be value proposition to support the operationalization and the richness of the chapter.

Focal Point - A dedicated ECORICE Academy RMBT focal technical staff will be on ground to work with the consultant but shall be guided by the ECOWAS Rice Observatory staff policy and rules. And can be committed with the authority to take certain decisions where necessary to speedy the implementation of the activities and to promote quick communication between ERO and the consulting firm.

Cost Management and reporting - The consulting firm will manage expenditure and costs, accounting processes and invoicing and regular reporting and communication in accordance with ECOWAS requirements.

9. Technical-methodological concept

In the conceptual design of the tender (technical-methodological approach, project management, if necessary other requirements), the consulting firm is required to take specific objectives and requirements into consideration and describe them, as explained below.

In the tender, the consulting firm is required to show how the specified targets and results are to be achieved with the work packages in the tender. For this purpose, the consulting firm should consider the following immediate factors: strategy, cooperation, steering structure, processes and learning and innovation. In addition, the consulting firm must describe the design of the project management system. While ensuring repetition of information is restricted and in overall not more than 10 pages of technical methodology proposal.

a. Strategy

The strategy is the core element of the technical-methodological concept. The consulting firm is required to interpret the targets that it is responsible for and provide a critical appraisal of the task. Subsequently, the consulting firm must describe and justify the strategy it intends to use to achieve the milestones, targets and results that it is responsible for by means of the work packages.

b. Cooperation

The consulting firm must describe the relevant actors (partners and others) for the service in the tender and their interactions. The consulting firm is required to develop a concept that shows how the cooperation with these actors is to be established and put into practice. The project's cooperation arrangements must be taken into consideration.

c. Steering structure

The consulting firm is required to describe and explain its approach and its method for steering the measures with the partners, stakeholders and experts involved in delivering the services set out in the tender

d. Processes

The consulting firm is required to present the processes in the sector that are relevant to the services in the tender, if necessary, on the basis of existing documents like the developed modules and work done previously. Here, the consulting firm must include a critical appraisal of the contribution made by the services in the tender to the processes in the sector and identify particularly promising starting points for generating possible leverage.

e. Learning and innovation

Assessing what can be done differently and how to improve on the learnings based on the existing works and partnerships.

f. The consulting firm's project management activities

In its tender, the consulting firm is required to describe its approach and procedure for coordination with and within the project. The consulting firm is required to draw up and explain an operational plan, which also includes a plan for the assignment of all the experts included in its tender, for implementing the strategy described. The operational plan must include the assignment times (periods and expert days) and assignment locations of the individual experts and describe the necessary work stages. It must also take into consideration and, if necessary, add to the milestones

g. Sustainability requirements

The consulting firm is asked to always keep gender equity in mind. In addition, youth inclusion as well as enabling employment should be considered likewise.

h. Assignment of Experts

In your tender, please do not deviate from the specification of quantities required in these ToRs (the number of experts and expert days, the budget etc.), because this is part of the competitive tender and is used to ensure that the tenders can be compared objectively.

10. Travel expenses

As the number and duration of the business trips is not yet clear, the above-mentioned fixed, unalterable travel-expenses budget for all trips in the ECOWAS region and abroad for international experts should be stated in price schedule. The budget should contain the following travel expenses:

- Per-diem allowances and accommodation allowances
- Flights and other transport costs
- Ancillary travel costs (visa, etc)

11. Human resources

The tenderer is required to provide staff for the positions ('experts') referred to and described here in terms of the scope of tasks and qualifications on the basis of corresponding CVs. The qualifications listed below are the requirements to engage a firm.

Expert 1: Team leader

A statement of availability for this expert must be attached to the tender as an annex.

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Coordinating and ensuring communication with ERO, partners, and other players involved in the activities
- Personnel management, in particular assigning experts of business advisory and coaching support across five countries
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training: Master's degree in either of the following fields: economics or business administration.
- Language: English and French
- General professional experience: 10 years of professional experience in the ECOWAS region in agricultural development with a focus on agribusiness development within the private sector.
- Specific professional experience:
 - 4-year experience in the West African rice value chain.
 - 8-year experience in delivering business coaching for processors and agri-businesses.
 - 4-year experience in conducting market studies and developing business strategies and plans.
- Leadership/management experience: 8 years of management/leadership experience as project team leader or manager in a company with more than 5 employees.
- Regional experience: 10 years of experience in projects in the ECOWAS region.
- Development Cooperation (DC) experience: 10 years of experience in DC projects in one or combination of the following fields: agricultural sector, value chains, private sector development.

Expert 2: Project manager and coach

Tasks of expert 2

- Responsible for project coordination, implementation and monitoring of all experts.
- Coaching and backstopping of trainers

- Planning activities according to work streams
- Evaluation and selection of individual beneficiaries and mills.
- Support the processes of implantation and ensure it agreed upon and receive necessary approvals

Qualifications of expert 2.

- Education/training master's degree in either of the following fields: Business or Public Administration, communication or economics.
- Language: English and French
- General professional experience: 3 years of professional experience in the sector project management, communication and adult learning
- Specific professional experience: 5 years of professional experience in Marketing and Business Development
- Leadership/management/Training experience: 5 years of conducting trainings/management experience in projects, companies or other organisations with leadership responsibility for pool of persons.
- Regional experience: 2 years of professional experience in the ECOWAS region
- Development Cooperation (DC) experience: 1 years of experience in working with DC projects

Expert 3: Agribusiness expert and coach

Tasks of expert 3

- RMBT expert and support in implementation & backstopping
- Contribute to the ToTs
- Contribute to developing business around the ToTs experts
- Develop and deliver a concept to create market for demand and supply for the services of the pool of experts (ToTs).
- Develop training materials and other support materials required for the various activities.

Qualifications of expert 3.

- Education/training: Master's degree in either of the following fields: Agronomy, Economics, Agriculture related courses.
- Language: English and French
- General professional experience: 5 years of experience of market research (consumer, wholesaler, retailers) and 7 years' experience in the development of private sector marketing strategies for food manufacturers especially on rice.
- Specific professional experience: 5 years' experience in learning design for training initiatives in the private sector. This should include marketing academy design, course development, training of trainers, working with learning designers to develop new course materials, such as manuals, assignments and training of learners.
- Leadership/management experience: – Not applicable –
- Regional experience: 2 years in the ECOWAS region.
- Development Cooperation (DC) experience: 5 years of experience in working with DC projects within the agricultural sector, value chains, and private sector development
- Other: 3 years of experience in live action learning facilitation with a special focus on translating theory into practice in the work setting.

Expert 4: Adult Learning and Education Expert

Tasks of expert 4

- Provide backstopping to coaches and trainers for the module's implementation.
- Support in backstopping of national trainers
- Ensure training and learning materials fits for purpose.
- Training ToTs and others
- eLearning Development identify tools and methods for designing and selection of online learning modules.
- Develop curriculum for adults based on the modules identified and design instructional models to create learning experiences.

Qualifications of expert 4.

- Education/training: Master of Education (M.Ed.) in Adult Education, Adult Learning and Leadership, Instructional Design and Technology, Organizational Development or Training.
- Language: English and French
- General professional experience: 8 years of professional experience in the sector adult learning and higher education
- Specific professional experience: 5 years of professional experience in blended learning, educational technology, and facilitation
- Regional experience: 2 years in the ECOWAS region.
- Development Cooperation (DC) experience: 1 years of experience in working with DC projects
- ICT proficiency is an added advantage (using learners management system)

Expert 5: Rice Miller Business Trainer /Business Development Service Expert & Coach

Tasks of expert 5

- Implementation of ToTs
- Development of coaching strategy & materials
- Carry out assessment for business models in the selected working countries on the rice mills
- Access the impact of the existing and newly adopted modules on trainers.
- Support with assessment on the mills and come up with necessary set of criteria for selection of mills and beneficiaries.
- Needs assessment and business advisory and coaching support

Qualifications of expert 5.

- Education/training: Master's degree in either of the following fields: Business Administration (MBA,), Development Studies, Project Management, Economics or Entrepreneurship.
- Language: Knowledge of French and *English*
- General professional experience: 8 years of experience in higher education
- Specific professional experience: 4 years' experience in learning and teaching design
- Leadership/management experience: 10 years' experience in management
- Regional experience: 1 years in the ECOWAS region.
- Development Cooperation (DC) experience: 3 years of experience in development cooperation
- Digital platforms for BDS delivery, including e-learning tools for remote coaching and development programs.
- Certification in RMBT training as TOT.

Expert 6: Research and Technical Expert on RMBT –

Tasks of expert 7

- Provide detailed information and support to the consultant from the ERO side
- Interface between the ERO, Counterparts and the consultant
- Give technical satisfaction and make decision on behalf of ERO
- Act as the focal point at all levels of these program. He/she must have a good understanding of ERO.

Qualifications and Experience

- Educational Background:
- A Master's degree or higher in Agricultural Economics, Business Management, or a related field with a focus on agricultural development.
- Professional Experience:
- Minimum of 5 years of experience in agricultural development, particularly in the rice value chain.
- Proven experience in capacity building, training development, and implementation within the agricultural context.
- Technical Skills:
- Strong understanding of rice milling operations, quality grading, and standards.
- Experience in developing training materials and conducting training sessions for diverse audiences.
- Interpersonal Skills:
- Excellent communication and interpersonal skills to effectively liaise with stakeholders at various levels.
- Ability to work collaboratively in a multicultural environment, fostering partnerships and teamwork.
- Language Proficiency:
- Proficiency in English and French is essential, given the bilingual nature of the training materials and stakeholder engagement.

Expert 7: Expert pool up to 8 experts (national experts) and

These experts shall be selected based on the existing pool of the already trained TOTs around the four existing modules, the ERO will be relying on its counterpart comprehensive database, and the consultant will be using a set of criteria to select the experts who will be deploying these modules to train rice mills in their national countries.

Soft skills of team members

In addition to their specialist qualifications, all team members should also have the following qualifications:

- Team skills

- Initiative
- Communication skills
- Social and intercultural skills
- Efficient partner- and client-focused working methods
- Interdisciplinary thinking

12. Requirements on the format of the tender

The structure of the tender must correspond with the structure of the ToRs. It must be legible (font size 11 or larger) and clearly formulated.

The technical-methodological concept of the tender is not to exceed 10 pages (not including the cover page, list of abbreviations, table of contents and brief introduction).

The tenderer should also define the list of experts indicating details of their engagements (number of working days, travels, cost and fees) and ensure its well defined for easy comprehension.

The CVs of the staff proposed must not be more than three pages in length. The CVs must clearly show what position the proposed person held, which tasks they performed and how many expert days they will be working.