



Regional Agency for Agriculture and Food
Agence Régionale pour l'Agriculture et l'Alimentation
Agência Regional da Agricultura e Alimentação



TERMS OF REFERENCE

RECRUITMENT OF AN INDIVIDUAL CONSULTANT FOR THE DEVELOPMENT AND IMPLEMENTATION OF A COMMUNICATION AND VISIBILITY PLAN FOR THE WEST AFRICAN MILK OFFENSIVE SUPPORT PROJECT (PAOLAO)

I. Introduction

1. In 2019, ECOWAS adopted a regional strategy for the promotion of local milk value chains in West Africa entitled "Milk Offensive". A Regional Priority Investment Plan was developed to facilitate the implementation of this strategy. This plan was translated into National Plans in all 15 ECOWAS Member States, plus Mauritania, Chad and Cameroon. A regional platform of dairy sector stakeholders in West Africa extended to these 3 countries, has just been set up under the aegis of ECOWAS. The estimated cost of the required investments and the management of the program over a period of 10 years amounts to 2,844 billion FCFA (just over 4 billion euros). The regional share amounts to €761 million, and PAOLAO financing to 11 million €.
2. To operationalize the "Milk Offensive", ECOWAS relies on both the numerous initiatives led by countries and stakeholders, but also on two regional lever projects including PAOLAO. PAOLAO will constitute the second major initiative led by ECOWAS.
3. The project aims to Support ECOWAS in the management and implementation of its regional "local milk sector" strategy, to Support the structuring of the local milk sector, to Promote the consumption of local milk and to initiate a dialogue for increased mobilization and commitment of technical and financial partners in favor of this sector. Through PAOLAO, ECOWAS contributes and plays a catalytic role in the structuring of local milk sectors by maintaining and strengthening its support for the operationalization of the Regional Platform on the elements of its regional action plan: meetings between stakeholders, development of advocacy elements on the themes of interest to the platform (gender, CET and employment in rural areas), external communication. Support for innovative initiatives and pilot actions (particularly around collection), the dissemination of knowledge on economic models and dairy technologies are all actions that can contribute to the emergence of a strong dynamic and an ecosystem of actors favorable to the structuring of local milk sectors in the countries

II. Background and rationale

4. Milk is one of the five strategic agri-food products for food security and sovereignty selected by the regional agricultural policy (ECOWAP, adopted in 2005) given its economic and socio-cultural importance in the region. Milk represents between 20 and 40% of income from livestock farming for many rural households in Sahelian countries.
5. In West Africa and the Sahel, milk production amounted to 5.8 billion liters in 2017, representing 12% of the African total and 0.7% of global supply for a region that is home to 4.9% of the world's population. Domestic supply consists of 61% cow's milk, 19% goat's milk, 12% sheep's milk, and 7% camel's milk. Per capita production is around 16 liters, compared to the global average of 113 liters in 2017.
6. Imports of milk and dairy products were estimated at €1.8 billion in 2017, peaking at €2 billion in 2011, representing 3.4% of global imports. They consist of blends of skimmed milk and powdered vegetable fat (38%) of imports in value, skimmed milk powder (8%), infant milk (7%), concentrated milk (6%), liquid milk (3%), butter (2%), and cheese (2%). Imports of blends of skimmed milk and powdered vegetable fat have increased significantly, both in value and in proportion to imported products in recent years, placing the region in a situation of increased dependence to meet its domestic needs.
7. To address this challenge, in 2019, the Economic Community of West African States (ECOWAS) adopted a regional strategy for the promotion of local milk value chains in West Africa ,known as the "Milk Offensive". This strategy aims to improve the productivity of local dairy cows, collection and processing, as well as the promotion of consumption by relying on an environment favorable to investments in the sector. This strategy is accompanied by a Regional Priority Investment Plan brokendown into National Plans in all 15 ECOWAS Member States, plus Mauritania, Chad and Cameroon. A regional platform of stakeholders in the dairy sector in West Africa ,extended to these 3 countries, has been set up under the aegis of ECOWAS.
8. To operationalize the "Milk Offensive" strategy, ECOWAS relies on numerous initiatives led by countries and stakeholders and regional projects. Thus, several regional projects and programs are investing in the promotion of milk value chains in several regional projects (Regional Project to Support Pastoralism in the Sahel: PRAPS2; Regional Project to Support Producer Organizations PRAOP 3 and the West African Milk Offensive Support Project PAOLAO. The latter constitutes the first major initiative led by ECOWAS aimed at operationalizing the " Milk Offensive».
9. **The general objective of PAOLAO is to " Support ECOWAS in the management and implementation of the regional strategy for the promotion of local milk value chains in West Africa. The project is structured around 4 axes:**
 - Support ECOWAS in the management and implementation of the milk sector strategy;
 - Support the structuring of the local milk sector;
 - Promote the consumption of local milk;

- Initiate a dialogue for increased mobilization and commitment of technical and financial partners in favor of this sector.
10. The project is implemented in West African and Sahel countries, extending to northern Cameroon: Benin, Burkina Faso, Cape Verde, Ivory Coast, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Niger, Nigeria, Senegal, Sierra Leone, Togo, Chad, Mauritania and Cameroon.
 11. To support its implementation, the project has a Project Coordination Unit (PCU), whose permanent staff are based respectively at the ECOWAS Directorate of Agriculture and Rural Development (DADR) in Abuja, Nigeria and at the Regional Agency for Agriculture and Food (RAAF) in Lomé, Togo. This PCU is led by the IRAM-GRET-CIRAD-LARES consortium of operators.
 12. In addition to structuring the milk sectors, for better capitalization and scaling up of good practices, the project will work on two other crucial areas which require bold communication actions:
 - Supporting ECOWAS and States in implementing public policy reforms (standards, taxation). This is a sensitive process for which convincing technical arguments must be produced, but also well-targeted interlocutors through a good communication, advocacy and lobbying plan.
 - Promoting the consumption of local dairy products requires the deployment of a number of actions to direct the preference of the majority of consumers towards domestic products. Indeed, faced with competition from imported products from the international market, better regulated, standardized and available on local markets, often at lower prices, local products need multifaceted support to conquer significant shares of the domestic market. Communication is one of the means to inform and raise awareness among consumers about the availability of products, their virtues and their safety and also about the economic and social issues of their consumption choices.
 13. Several communication and advocacy actions have been conducted in the region to promote local milk value chains. The most structured were conducted by the "My Milk is Local Campaign," which is an extension of the multi-stakeholder platform for the promotion of local milk. The aim is not only to capitalize on the good practices resulting from these ongoing actions, but above all to better structure them in a comprehensive action plan that integrates the orientations of the milk offensive and the ECOWAS communication policy in general and the agricultural policy (ECOWAP), in particular.
 14. This project is part of a reinforced communication level (level 2), meaning significant visibility is required during the implementation of the project. To consult the AFD website: <https://waf.afd.fr/fr/ressources/kit-de-communication-pour-les-projets-soutenus-par-lafd-niveau-2>.

III. Objectives of the service

15. The overall objective of this mission is to develop a communication and visibility plan for the West African milk offensive support project.

16. This Plan should make it possible (1) to facilitate the coherence of the communication actions undertaken by the program's implementing partners; (2) to provide the project with communication, information and influence instruments and tools, both to support planned policy reforms and to promote the consumption of local milk and (3) to provide information on the project's achievements and the knowledge generated within this framework.

17. Specifically, the service will define the type(s) of communication to be implemented based on the objectives and targets to be reached, and how the communication and visibility tools should promote the achievement of the project results. Specifically, this will involve :

- **Develop a coherent communication and visibility plan** that will meet the stated objectives of the project, the project owner and the strategic partners. This plan must be integrated into the overall communication strategy of the implementing partners (Regional Agency for Agriculture and Food, Regional Milk Platform, Directorate of Agriculture and Rural Development and the ECOWAS Commission). It must also be consistent with the communication strategy of the financial partner, particularly the AFD.
- **Propose communication instruments and tools adapted to the targets (direct and indirect beneficiaries, decision-makers at different levels) identified. The Plan will propose the** forms of communication (direct, indirect, institutional, local initiative, etc.) highlighting the partners (POs , country representatives, project leaders, etc.). It will be based on a certain number of recommended supports, the actors who can contribute to leveraging communication on the project, the implementation schedule, the different targets targeted. The budgeted communication plan must specify for each action selected, the key messages of the action, and the key post-action messages.
- **Define the human resources and budget for the plan over the five years of the project's life.**
- **Design a flexible and lightweight approach to ensure monitoring and evaluation of the implementation of the** communication plan and define monitoring and results indicators linked to the actions.
- **Take into account the local specificities of the countries covered by the project and its beneficiaries** and also propose communication actions on a local scale by relying on local actors and media (professional organizations, press, local radio, etc.). The languages in which these local actions will be defined must, of course, be adapted to the target audience.

IV. Expected results

18. The following results are expected from this service:

- A coherent PAOLAO communication and visibility plan is developed.
- Detailed and budgeted communication tools and instruments indicating for each identified objective and each action selected the technical and financial means, the forms of communication (direct, indirect, institutional, local initiative, etc.), the recommended media, the implementation schedule, the targets are developed.

- The terms of implementation of the communication plan are defined.
- An approach to ensuring monitoring and evaluation of the implementation of the communication strategy is designed and relevant results indicators for each action in the plan are defined.

V. Expected products

19. Two products are expected from this service:

- A framework note presenting the documentary review supporting this service provision, the consultant's methodological approach, the indicative plan of the document
- The final document of the plan of around thirty pages maximum, indicating the objectives, areas of intervention, forms of communication, actions to be carried out, targets (direct and indirect beneficiaries, decision-makers at different levels), communication tools and instruments, planning of interventions, budget, stakeholders, risks and measures to mitigate them.
- These deliverables must be available in at least two languages of the countries in the covered area, English and French.

VI. Methodological approach

20. The service will be based on an approach comprising two complementary approaches;

- An analysis of existing documentation, including (i) the milk offensive document, (ii) the PAOLAO feasibility document, (iii) the RAAF communication strategy and the DADR orientation, (iv) the guides that form the basis of the ECOWAS Commission's communication policy, (v) the communication strategy of the multi-stakeholder platform for the promotion of local milk, (vi) the documents of the my milk is local campaign, etc.
- Interviews with regional stakeholders, including leaders of livestock organizations, processors, consumer associations, and those responsible for local dairy product distribution channels. The consultation and interviews will aim to gather in-depth information on their communication and visibility needs, and their suggestions for actions to be implemented. They will also help identify relevant local communication channels.

21. The service will be placed under the responsibility of the ARAA and the supervision of the PAOLAO UCP, in close collaboration with the regional milk platform, the DADR and the Consortium of operators. **The monitoring of the service will be ensured by a steering group** including representatives of the project UCP, the RAAF communication unit, the DADR, the project operator Consortium and the regional local milk platform in West Africa and the Communication Manager of the ECOWAS Commission and a representative of the AFD.

22. The draft PAOLAO communication plan document will be presented to the Steering Committee during a two-day workshop held in Abuja, Nigeria. The service provider will integrate the recommendations and observations from the validation workshop into the final digital versions of the deliverables within 14 business days. The same steering committee will formally validate the communication plan during a Zoom workshop.

VII. Duration and period of the mission

23. The service will be invoiced for **40 man/days** spread over a maximum period of 3 calendar months from the date of signing the contract until delivery of the final report.

VIII. Profile of the consultant(s):

24. Individual consultants will need to meet the following criteria:

- Have at least a BAC+5 (Master 2) level of studies in communication/journalism, economics, human and social sciences, political science, or information and communication techniques;
- Be specialized in communication for the development and support/animation of networks or projects, with at least ten (10) years of experience in communication or communication strategy;
- Have a good command of information and communication technologies and different media supports for the dissemination of references and knowledge;
- Master the principles of inclusive, gender and conflict-sensitive communication;
- Demonstrate good knowledge and experience in the field of livestock farming (including at least one experience in the local milk sector), including relevant references in conducting similar work in West African and African countries in general;
- Practical knowledge of institutional and organizational support in the agricultural sector, food and nutritional security in ECOWAS Member States;
- Experience working with key development partners in livestock, pastoralism and food security - including bilateral donors, UN agencies, the NGO/CSO community and Ministries responsible for livestock;
- Have a good knowledge of regional agricultural policy, on the one hand, and dairy initiatives and projects, on the other.

IX. Appendix – Indicative list of communication deliverables scheduled for PAOLAO (to be redefined by the service provider)

- An audiovisual spot on institutional purchases
- Release of a Policy brief on institutional purchasing
- An audiovisual spot on quality signs
- Dissemination of a Policy brief on quality marks
- 3 audiovisual spots on inventory studies (
- Dissemination of 3 Policy briefs following inventory studies
- A capitalization documentary on collection projects
- 8 half-yearly notes produced and distributed
- 3 guides translated and distributed in three languages
- An up-to-date inter-network website
- 2 monitoring bulletins produced and distributed
- A capitalization documentary on quality sign projects
- A communication plan for the platform's advocacy plan.

Annex to the Expression of Interest

(To be provided signed with the application, without modification of the text)

Declaration of Integrity, Eligibility and Environmental and Social Responsibility

Title of the offer or proposal : **RAAF/PAOLAO/2025/AMI/014 - Selection of an individual consultant for the development and implementation of a communication and visibility plan for the West African Milk Offensive Support Project (PAOLO).**

A: The Regional Agency for Agriculture and Food (RAAF)

1. We acknowledge and accept that the French Development Agency (the " **AFD** ") only finances the Project Owner's projects under its own conditions, which are determined by the Financing Agreement, which binds it directly or indirectly to the Project Owner. Consequently, there can be no legal relationship between the AFD and our company, our group, our suppliers, contractors, consultants and subcontractors. The Project Owner retains exclusive responsibility for the preparation and implementation of the procurement process and their execution. Depending on whether the contracts are for works, supplies, equipment, intellectual services (consultants) or other services, the Project Owner may also be referred to as the Client or the Purchaser.
2. We certify that we are not, and that none of the members of our group, nor our suppliers, contractors, consultants and subcontractors, are in one of the following cases:
 - 2.1 Be in a state of or have been the subject of bankruptcy, liquidation, judicial settlement, safeguard, cessation of activity proceedings, or be in any similar situation resulting from proceedings of the same nature;
 - 2.2 Having been the subject of:
 - a) A conviction handed down less than five years ago by a judgment having the force of res judicata in the country where the Contract is being carried out, for fraud, corruption or any offence committed in the context of the award or execution of a contract (in the event of such a conviction, we have the possibility of attaching to this Declaration of Integrity additional information which would allow us to consider that this conviction is not relevant in the context of the Contract);
 - b) An administrative sanction imposed less than five years ago by the European Union or by the competent authorities of the country in which we are established, for fraud, corruption or any offense committed in the context of the award or execution of a contract (in the event of such a sanction, we can attach to this Declaration of Integrity the additional information which would allow us to consider that this sanction is not relevant in the context of the Contract);
 - c) A conviction handed down less than five years ago by a judgment having the force of res judicata, for fraud, corruption or for any offense committed in the context of the award or execution of a contract financed by the AFD;

- 2.3 Be included on the financial sanctions lists adopted by the United Nations, the European Union and/or France, in particular in the fight against the financing of terrorism and against attacks on international peace and security;
 - 2.4 Have been the subject of a termination pronounced at our exclusive fault during the last five years due to a serious or persistent breach of our contractual obligations during the execution of a previous contract, provided that this sanction has not been the subject of a current dispute on our part or has given rise to a court decision overturning the termination at our exclusive fault;
 - 2.5 Not having fulfilled our obligations relating to the payment of our taxes in accordance with the legal provisions of the country where we are established or those of the country of the Project Owner;
 - 2.6 Be subject to an exclusion decision issued by the World Bank and appear as such on the list published at the electronic address <http://www.worldbank.org/debarr> (in the event of such an exclusion decision, we may attach to this Declaration of Integrity additional information which would allow us to consider that this exclusion decision is not relevant to the Contract);
 - 2.7 Having produced false documents or having been guilty of false declaration(s) in providing the information required by the Contracting Authority as part of this process of awarding and tendering the Contract.
3. We certify that we are not, and that none of the members of our group nor our suppliers, contractors, consultants and subcontractors, are in one of the following conflict of interest situations:
- 3.1 Shareholder controlling the Project Owner or subsidiary controlled by the Project Owner, unless the conflict arising therefrom has been brought to the attention of the AFD and resolved to its satisfaction.
 - 3.2 Having business or family relationships with a member of the Contracting Authority's services involved in the Contract award process or the supervision of the resulting Contract, unless the resulting conflict has been brought to the attention of the AFD and resolved to its satisfaction;
 - 3.3 Control or be controlled by another bidder or consultant, be under the control of the same company as another bidder or consultant, receive subsidies from another bidder or consultant or award them directly or indirectly to another bidder or consultant, have the same legal representative as another bidder or consultant, maintain direct or indirect contacts with another bidder or consultant allowing us to have and give access to the information contained in our respective bids or proposals, to influence them, or to influence the decisions of the Contracting Authority;
 - 3.4 Be engaged for an intellectual services mission which, by its nature, risks proving incompatible with our missions on behalf of the Project Owner;
 - 3.5 In the case of a procedure for the award of a contract for works, supplies or equipment:

- d) Have prepared ourselves or have been associated with a consultant who has prepared specifications, plans, calculations and other documents used in the context of the Contract award procedure;
 - e) Be ourselves, or one of the firms to which we are affiliated, recruited, or to be recruited, by the Contracting Authority to carry out the supervision or control of the works within the framework of the Contract.
- 4. If we are a public institution or a public company, in order to participate in a competitive tendering procedure, we certify that we enjoy legal and financial autonomy and that we are managed according to the rules of commercial law.
- 5. We undertake to communicate without delay to the Project Owner, who will inform the AFD, any change in the situation with regard to points 2 to 4 above.
- 6. As part of the award and execution of the Contract:
 - 6.1 We have not committed and will not commit any unfair tactic (action or omission) intended to deliberately deceive others, to intentionally conceal information from them, to surprise or vitiate their consent or to cause them to circumvent legal or regulatory obligations and/or violate their internal rules in order to obtain an illegitimate benefit.
 - 6.2 We have not committed and will not commit any unfair tactic (action or omission) contrary to our legal or regulatory obligations and/or our internal rules in order to obtain an illegitimate benefit.
 - 6.3 We have not promised, offered or granted and we will not promise, offer or grant, directly or indirectly, to (i) any Person holding a legislative, executive, administrative or judicial mandate within the State of the Contracting Authority, whether appointed or elected, on a permanent or non-permanent basis, whether paid or not and regardless of their hierarchical level, (ii) any other Person who exercises a public function, including for a public body or a public enterprise, or who provides a public service, or (iii) any other Person defined as a public official in the State of the Contracting Authority, an undue advantage of any kind, for themselves or for another person or entity, in order for them to perform or refrain from performing an act in the exercise of their official functions.
 - 6.4 We have not promised, offered or granted and we will not promise, offer or grant, directly or indirectly, to any Person who directs or works for a private sector entity, in any capacity, an undue advantage of any kind, for themselves or for another Person or entity, in order for them to perform or refrain from performing any act in breach of their legal, contractual or professional obligations.
 - 6.5 We have not committed and will not commit any act likely to influence the Contract award process to the detriment of the Contracting Authority and, in particular, any anti-competitive practice having the object or effect of preventing, restricting or distorting competition, in particular by tending to limit access to the Market or the free exercise of competition by other companies.

6.6 We, or any of the members of our group, or any of the subcontractors will not acquire or supply equipment and will not operate in sectors under embargo of the United Nations, the European Union or France.

6.7 We undertake to respect and ensure that all our subcontractors respect -the environmental and social standards recognized by the international community, including the fundamental conventions of the International Labor Organization (ILO) and international conventions for the protection of the environment, in accordance with the laws and regulations applicable in the country where the Contract is being performed. In addition, we undertake to implement environmental and social risk mitigation measures when they are indicated in the environmental and social management plan provided by the Contracting Authority.

7. We, the members of our group, our suppliers, contractors, consultants and subcontractors, authorize the AFD to examine the documents and accounting records relating to the award and execution of the Contract and to submit them for verification to auditors appointed by the AFD.

Name: **As:**.....

Duly authorized to sign for and on behalf of ¹:.....

Signature :.....

As of:.....

¹ In the case of a group, enter the name of the group. The person signing the offer, proposal or application on behalf of the bidder, consultant or candidate will attach to it the power of attorney given by the bidder, consultant or candidate.