



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



CALL FOR EXPRESSIONS OF INTEREST

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Agency:	ECOWAS Regional Agency for Agriculture and Food (ARAA)
Source of funding:	Swiss Cooperation (SDC)
Project:	Regional Support Programme for Professional Farmers' Organizations, Phase 3 (PRAOP3)
Selection Method:	Selection of Individual Consultants (ICS)
Selection reference:	ARAA/PRAOP3/2026/SCI/023
Subject:	Recruitment of an individual consultant for the final evaluation and capitalization of the experiences of the PRAOP3
Publication date	October 7, 2026
Deadline date and time for submission:	27 October 2026 at 23 H 59 min GMT

I. Background and Rationale

As part of the implementation of the ECOWAS Regional Agricultural Policy (ECOWAP), the Economic Community of West African States, through the Regional Agency for Agriculture and Food, is implementing phase 3 of the Regional Support Programme for Professional Farmers' Organizations. The PRAOP3 is funded by the ECOWAS Commission and the Swiss Agency for Development and Cooperation.

The programme aims to contribute to increased investment in local milk value chains in order to expand decent and remunerative employment opportunities for unemployed or underemployed youth, while contributing to the reduction of rural exodus and uncontrolled emigration in West Africa.

The program is structured around the following three components:

- 1.** Promotion of techno-economic models contributing to the strengthening of the employability of young people in the agro-sylvo-pastoral and fisheries value chains, with a particular emphasis on the promotion of local milk.
- 2.** Creation of an enabling environment for the development of efficient, inclusive and job-creating local milk value chains.
- 3.** Strengthening of ECOWAP's operational capacities and strategic steering.

The PRAOP3 intervenes through twenty-four field projects implemented in twelve countries, namely Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, Gambia, Guinea, Mali, Niger, Nigeria, Senegal, Togo and Chad. These projects are carried out by organizations of various kinds, including professional organizations, non-governmental organizations, cooperatives, networks and companies.

The main interventions concern the improvement of milk production and livestock feed, the collection, processing and distribution of local dairy products, capacity building and vocational training, the creation and consolidation of jobs for young people, the development of financial and non-financial services as well as the improvement of the institutional and economic environment of the sector.

The main expected results of the programme include increasing decent and remunerative employment opportunities for young people, improving the technical and economic performance of local milk value chains, developing viable technical and economic models, improving the conditions for the emergence of efficient value chains, strengthening the integration capacities of young people and strengthening the institutional capacities of ECOWAS and DADR.

The overall cost of the programme is estimated at 7,648,651,200 CFA francs, of which 77% will be financed by the SDC, 18% by ECOWAS and 5% by the field project leaders. The programme, initially planned for a period of five years, has been extended by twelve months. The exact contractual dates of start-up, initial closure and revised closure will have to be verified in the financing agreement and its amendment before publication of these terms of reference.

1.1 Project Objectives:

The overall objective of the PRAOP3 project is to improve young women and men's access to decent and remunerative jobs in local milk value chains within the targeted areas, through initiatives led by ECOWAS, States, socio-professional agricultural organizations and the private sector.

1.2 Project Implementation Arrangements

The operational components relating to the technical and economic models and the favourable environment are implemented, for a large part, according to a delegated implementation modality. The project leaders were selected by call for projects, then supported by the ARAA in the various stages of contractualization, start-up, execution, monitoring, justification and closure of their grants.

A start-up and capacity-building workshop made it possible to officially launch the field projects, to harmonise the understanding of the technical and administrative requirements and to facilitate exchanges between ARAA, the Swiss Cooperation and the project leaders. Supervision and support missions were then carried out during implementation.

The faire-faire system, including the design of the call for projects, the selection, the contractualization, the financing, the support, the monitoring, the risk management and the closure of the grants, is in this respect a specific purpose of evaluation and capitalization.

II. Objectives and Scope of the Mission

2.1 Overall objectives

The general objective of the mission is to carry out the final evaluation of the PRAOP3, to capitalize on its experiences, innovations, achievements, limitations and lessons. The mission will thus have to report on the performance of the program, strengthen institutional learning and provide directly usable guidelines for the consolidation, replication or scaling up of the most relevant models.

2.2 Specific objectives

The mission has the following specific objectives:

- **1.** Assess the relevance, coherence, effectiveness, efficiency, effects, contribution to impact and sustainability of PRAOP3, taking into account its regional context and national specificities.
- **2.** Verify the level of achievement of the program's results and indicators, clearly distinguishing between physical achievements, results, commitments, contractualizations,

disbursements, executed expenditures and justified expenditures.

- **3.** Analyze the program's contributions to the creation, consolidation and quality of jobs for young women and men in the different links of the local milk value chains.
- **4.** Document, according to a common framework, the experiences of the twenty-four field projects and the trajectories of the techno-economic models implemented.
- **5.** Identify and analyse good practices, technical, organisational, institutional and financial innovations, as well as difficulties, instructive failures and unexpected results, explaining their mechanisms and conditions for success or failure.
- **6.** Assess the added value, limitations, transaction costs and conditions of effectiveness of the call for projects scheme, from the design of the call to the closing of the grants.
- **7.** Analyze gender, inclusion, climate resilience, insecurity, governance, ownership, partnerships and sustainability perspectives in a cross-cutting manner.
- **8.** Produce differentiated knowledge materials for decision-making, advocacy, learning and sharing of programme outcomes **formulate strategic options as well as forward-looking scenarios based on the potential of each experience to guide regional policy dialogue (ECOWAP) and future ARAA interventions**

Propose operational modalities and advocacy tools to transfer and integrate the achievements of the programme into the national public policies and budgets of Member States.

2.3 Evaluation Scope

➤ Thematic scope

The mission will cover the three components of the PRAOP3. It will pay in-depth attention to field projects, techno-economic models, employment and sustainable integration of young people, the development of local milk value chains, the institutional environment, strategic management and the go-to system.

The analysis will cover design, governance, planning, monitoring and evaluation, procurement where relevant, grant management, disbursements, technical and financial execution, risk management, partnerships, results delivery and sustainability.

➤ Geographic scope and sampling

The twenty-four field projects will be covered by the documentary review and by exchanges with their leaders. An in-depth field survey will be carried out on a reasoned sample including, as a common basis for costing, at least ten projects in at least six countries. The number and final list of countries and projects will be decided by the ARAA on the proposal of the consultant in the framework note.

The sample should represent geographical and linguistic diversity, categories of carriers, links in the value chains, technical themes, performance levels, cross-border projects, participation of young women and men, contexts of fragility or insecurity and the different partnership modalities. When security or logistical conditions do not allow travel, the consultant will propose an alternative method of remote collection, without compromising the quality of the data.

➤ Temporal scope

The evaluation will cover the period from the design of the PRAOP3 to the date of the mission, including the preparation and selection of projects, their contracting, their implementation, their monitoring and the closure processes already underway. The capitalization will include a

retrospective look at the previous phases, in particular in order to assess the future of the achievements and the consideration of previous recommendations, as well as a prospective look at the consolidation, the scaling up of results and the positioning in the context of the implementation of the ECOWAP@35.

➤ **Stakeholders to consult**

1. the managers and technical teams of the ARAA and the CRU of PRAOP3;
2. the relevant services of the ECOWAS Commission, in particular the DADR;
3. Swiss cooperation and, depending on their relevance, other technical and financial partners;
4. the competent national administrations and technical services;
5. the twenty-four project leaders and their implementing partners;
6. the professional organisations, inter-branch organisations, cooperatives, companies and financial institutions concerned;
7. young women and men beneficiaries, producers, collectors, processors, distributors, service providers and other actors in value chains;
8. persons or institutions involved in the earlier phases of the Programme, where relevant.

III. Expected results

The expected results are:

1. The performance of the PRAOP3 shall be assessed independently, reasoned and based on verifiable elements;
2. The level of achievement of results, variances, explanatory factors and closing risks are established;
3. The programme's contributions to youth employment and the development of local milk value chains are documented;
4. The experiences of the twenty-four projects are structured and comparable;
5. Good practices, innovations, limitations and instructive failures are analysed with their conditions of success and transferability;
6. The added value and limits of the make-do system are established;
7. Prioritized recommendations and intervention options in the context of the ECOWAS agricultural policy ECOWAP@35 are available to guide the positioning of donors and decision-makers; (based on the potential of each experience)

Strategy to impact national policies based on results

8. A complete, editable and reusable documentary heritage is transferred to ARAA.

IV. Evaluation Methodology

➤ **General approach**

The mission will be based on a mixed, participatable, comparative and results-oriented approach. It will combine the quantitative analysis of indicators, physical results and financial data with an in-depth qualitative analysis of experiences, perceptions, mechanisms, trajectories and contexts.

The final methodology will be proposed by the consultant and validated in the scoping note. It should make it possible to answer all the evaluation and capitalization questions, to guarantee comparability between projects and to produce conclusions that are robust enough to support decision-making.

➤ **Documentary review and reconstruction of the intervention logic**

The consultant will conduct a systematic review of available documents, including design documents, financing agreements and amendments, logical frameworks, annual work plans and budgets, technical and financial reports, monitoring databases, grant contracts, mission reports, audit reports, relevant procurement documents, sponsor reports, communication products, evaluations and previous capitalizations.

The mission will reconstruct or update the PRAOP3 theory of change, clarify the results chains and identify the main assumptions, risks and external factors. An evaluation matrix will present, for each question, the indicators or elements of assessment, the sources, the collection methods and the methods of analysis.

1. Individual semi-structured interviews with institutional managers, project leaders, partners and value chain actors;
2. Focus groups with young women, young men and other categories of beneficiaries;
3. direct observations of infrastructures, equipment, production, collection, processing and distribution units;
4. Stories of significant change, timelines, capitalization workshops and trajectory analyses;
5. Collection and verification of quantitative data on beneficiaries, jobs, volumes, productivity, sales, revenues, investments and financing;
6. Simplified economic analysis of techno-economic models, including costs, revenues, profitability, working capital requirements, subsidy dependence and sustainability conditions;
7. questionnaires or digital collection tools, where their use is justified by the availability of data and the size of the groups concerned.

➤ **Sampling and comparability**

The consultant will propose a well-argued sampling plan. He will ensure that the projects selected for the field visits cover the main technical, economic, institutional and geographical configurations. A common grid will be applied to the twenty-four projects in order to allow the comparison of results, mechanisms, costs, success factors and sustainability risks. The consultant will have to pay attention to the "Most Significant Change Narrative" to capture the real impact on the lives of young women and men beyond the simple numbers.

➤ **Analysis, triangulation and validation**

The data will be analysed using appropriate quantitative and qualitative methods. The results will be triangulated between documents, monitoring data, interviews, focus groups and observations. Discrepancies between sources will be explained rather than hidden.

The consultant will conduct debriefing sessions with the ARAA at the end of the collection and present preliminary findings before final drafting. Stakeholder feedback will be reviewed in a transparent manner, without compromising the independence of evaluative judgment.

➤ **Gender, Youth and Inclusion**

Gender, youth and inclusion will be treated as cross-cutting methodological requirements. Data on beneficiaries and jobs will be disaggregated at least by sex and age group where sources allow. The

sample will ensure effective representation of young women and less visible groups.

Separate focus groups will be organized when the socio-cultural context warrants. Timings, locations, languages and modalities of consultation should encourage the participation of women, people with low literacy skills and disadvantaged groups. The analysis will include access to resources, control of resources, training, equipment, financing, the market and decision-making spaces.

➤ **Ethics, privacy and data protection**

The scoping note will identify anticipated limitations related in particular to the quality of baseline data, the availability of beneficiaries, the geographical dimension, security constraints, language differences, the closure schedule and difficulties in attributing effects. The consultant will specify the planned mitigation measures.

➤ **Scope of the mission**

The scoping note will identify anticipated limitations related in particular to the quality of baseline data, the availability of beneficiaries, the geographical dimension, security constraints, language differences, the closure schedule and difficulties in attributing effects. The consultant will specify the planned mitigation measures.

V. Deliverables and Submission Deadlines

Deliverables	Minimum Content	Indicative deadline	Validation
L1. Start-up Report	Understanding of the mission; Updated theory of change; Evaluation matrix; Detailed methodology; Sample; Tools; Work plan; Consultation plan; Quality, ethics and data protection protocol; Risks and mitigation measures; Proposed approach to the formulation of the new phase.	No later than 10 calendar days after the kick-off meeting	ARAA/Technical Committee
L2. Document review note and data status	Initial analysis of documents and data; status of indicators; data gaps; consistency of physical and financial data; list of information to be verified; final collection plan; first synthesis of lessons useful for the new phase.	Day 22	ARAA/Technical Committee
L3. End-of-collection checklist	Synthesis of consultations; effective coverage; challenges encountered; preliminary findings; list of additional checks; provisional database; inventory of evidence; first programmatic options for further study.	Day 54	ARAA
L4. Interim Final Assessment Report	Executive summary; methodology and limitations; analysis according to criteria; assessment of results and indicators; physical and financial analysis; conclusions; matrix of recommendations. Maximum 60 pages excluding annexes.	Day 66	ARAA/Technical Committee

L5. Provisional capitalisation package	Twenty-four experience sheets of no more than four pages; six thematic sheets of no more than five pages; one cross-sectional sheet of no more than eight pages; an analytical note on the faire-faire of no more than twelve pages; a consolidated capitalization report of no more than fifty pages; an illustrated compendium; three advocacy notes of no more than four pages.	Day 82	ARAA/Technical Committee
L6. Regional Feedback and Formulation Session	PowerPoint presentation; facilitation materials; animation of the restitution of results; examination of new phase options; validation of structuring choices; summary report of the workshop; summary of decisions and table for processing comments.	Around Day 82	ARAA and stakeholders
L7. Final Package	Final evaluation report; final capitalization report; set of revised fact sheets and dissemination products; stand-alone executive summary; final presentation; databases; tools; bibliography; editable source files and PDF versions.	No later than day 90	ARAA/Technical Committee

All deliverables will be submitted in French. The main synthesis and dissemination products will also be provided in French. The reports will be submitted in Word and PDF formats; the tables and databases in Excel formats; the presentations in PowerPoint format; the graphic elements and models in editable formats.

The consultant will integrate the consolidated comments of ARAA, the relevant services of the ECOWAS Commission and the Swiss Cooperation and will submit the note and all its annexes in fully editable formats.

IV. Duration and timetable

The mission will be carried out over a maximum period of three months from the issuance by the ARAA of the order for the start of the mission to the consultant. The overall indicative level of effort is estimated at four – ninety (90) man-days, including the consultant's time and, where applicable, the contributions of additional expertise, investigators or relays that he will mobilize under his responsibility and at his expense. The consultant will propose in his offer the distribution of this effort and will demonstrate his personal availability to ensure the methodological direction, the analyses, the drafting and the validation of all the deliverables. The mobilization of additional resources will not give rise to any additional remuneration and will not create any contractual link between these resources and the ARAA.

Activity	Overall indicative level of effort
Scoping, Theory of Change, Matrix and Tools	10 Men - days
Document review and initial data analysis	12 Men - days
Logistical preparation and field or remote collection	32 Men - days

Activity	Overall indicative level of effort
Analysis, triangulation and assessment of criteria	12 Men - days
Writing of reports and capitalization products	16 Men - days
Restitution, revision and finalization	8 Man - days
Indicative total	90 Man-days

The detailed timeline should include the timelines for review and validation by ARAA. Consolidated ARAA feedback will, to the extent possible, be submitted within ten business days for key deliverables. Delays due to waiting for feedback will not be considered active delivery days.

V. Consultant Profile

The mission will be entrusted to an individual consultant, the sole holder of the contract, the sole contractual interlocutor of the ARAA and fully responsible for the quality, consistency and delivery of deliverables. He will personally ensure the direction of the mission, the main methodological choices, the triangulation of the analyses, the formulation of conclusions and recommendations, as well as the final validation of all the products.

Section	Minimum qualifications and experience
Education	Minimum BAC+5 level diploma in economics, agro-economics, sociology, agronomy, animal husbandry, project management, public policy, monitoring and evaluation, knowledge management (Knowledge Management) or in a field relevant to the mission.
General experience	At least twelve years of professional experience in evaluation, capitalization, knowledge management, monitoring and evaluation, formulation or management of development projects and programs.
Valuation and Funding	At least five similar final evaluation and/or capitalization missions, including at least two missions on behalf of regional or multi-country institutions. Proficiency in blended approaches, theory of change, evaluation criteria, results-based management, and strategic recommendations.
Sectoral knowledge	In-depth knowledge of livestock and local milk value chains, youth employment and integration, the functioning of professional farmers' organizations and agricultural development issues in West Africa.
Regional schemes and subsidies	Experience with calls for projects, subsidy mechanisms, support for project leaders and multi-stakeholder mechanisms. Experience with an ECOWAS institution, the Swiss Cooperation or another regional organization is an asset.
Physical, financial and data analysis	Proven ability to analyze budgetary and financial data, levels of commitment, contracting, disbursement, expenditure and justification, relate them to physical execution and results, and use quantitative and qualitative data of varying quality.
Communication and knowledge management	Excellent analytical, synthesizing, writing, facilitating and producing knowledge materials adapted to different audiences, Proven skills in

Section	Minimum qualifications and experience
	writing policy briefs and decision-making policy briefs for political authorities.

VI. Recruitment procedure

The selection will be made in accordance with the ECOWAS procurement procedures, according to the individual consultant selection method, on the basis of:

- relevant qualifications and experience;
- the quality of the technical offer; and
- financial coherence.

VII. Application form

The application file will include an administrative offer, a technical offer and a financial offer submitted in accordance with the submission instructions.

a) Administrative offer

The administrative offer must include:

- signed letter of demonstration;
- Detailed, dated and signed curriculum vitae of the consultant;
- copy of the main diploma;
- references and certificates of good performance available;
- SDC Fraud and Bribery Statement attached;
- any documents required by ECOWAS procurement procedures.

b) Technical offer

The technical offer must include:

- understanding of the mission, challenges and expected results;
- any observations on the terms of reference;
- detailed methodology, including a preliminary evaluation matrix, sampling plan, analytical methods, quality control framework and the proposed approach to develop the concept note for the new phase in accordance with the SDC's framework;
- work plan and timetable specifying the level of effort of the consultant and, where applicable, that of additional expertise by activity;
- the arrangements for the organisation of the mission, the personal responsibilities of the consultant and the mechanism for mobilizing, coordinating and monitoring additional expertise;
- curriculum vitae signed by the consultant and, by way of example, curriculum vitae of the additional expertise already identified;
- presentation of at least two comparable previously produced products or links to them, including at least one valuation or capitalisation report;
- risk management, security, ethics and data protection system.

The technical offer must not exceed thirty-five (35) pages excluding curriculum vitae, references, certificates and methodological annexes.

c) Financial offer

The financial offer will be flat-rate, detailed and exhaustive. It will specify, among other things, the consultant's fees, the costs of additional expertise and the investigators mobilized at his expense, international travel (return plane tickets) and national/local travel (vehicle rental), mission allowances (perdiem), communication costs, production of media and any other costs necessary for the complete execution of the mission. No costs related to additional resources may be invoiced separately to ARAA.

The financial proposal will be drawn up in accordance with the scope of the mission (geographical dimension). Any additional assumptions must be explicitly indicated. The costs related to the organisation of the regional workshop as well as the participation of the invited persons will be covered according to the provisions specific to the ARAA.

VIII. Submission of applications

- **Deadline for receipt of applications: 27 October 2026 at 23:59 GMT.**
- **Submission links: Applications will be submitted by upload to: <https://bit.ly/4679UYa>**
- **Format of applications: the application must be in the form of a single PDF file following the order established in the application file.**
- ARAA reserves the right not to consider applications that do not meet the above submission requirements.

IX. Request for further information

The consultant The interested party may obtain further information by writing to the following e-mail addresses: procurement@araa.org ; CC: ctienon@araa.org; plambonikolani@araa.org; awaki@araa.org and with the subject « **SCI 023-Final Evaluation and capitalization PRAOP3**».

The Executive Director

Kanfitin KONLANI

Appendix:

Appendix 1: ANTI-CORRUPTION CLAUSE OF THE SDC

Client, suppliers, consultants, contractors and their subcontractors must comply with the following most rigorous anti-corruption clauses during the award and performance of this contract.

1. No Corrupt Practice: The parties agree not to grant, directly or indirectly, any advantage of any kind, or to accept any advantage of any kind under this Agreement. Any corrupt or unlawful act constitutes a breach of this Agreement and justifies its cessation and/or the taking of any other action in accordance with applicable law.

2. Fight against money laundering and terrorist financing: the ECOWAS Commission certifies that it has put in place internal procedures and means (GIABA) to prevent, detect and combat money laundering and terrorist financing in accordance with the FATF recommendations, and that it does not enter into relations, directly or indirectly, with any of the persons, groups or entities included in any of the financial sanctions lists (including in particular the fight against the financing of terrorism) of the United Nations, the European Union, Switzerland.

By signing the Anti-Corruption Declaration, suppliers, consultants, contractors and their subcontractors declare (i) that they have not committed any act likely to influence the process of awarding the contract to the detriment of the Client and in particular that no anti-competitive practices have occurred and will not occur and that (ii) the negotiation, award and performance of the Contract has not and will not give rise to an act of corruption or fraud.

For and on behalf of the Consultant

Signed by:

[First and last name]

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Appendix 2. List of twenty-four field projects

No.	Carrier	Project title	Country
1	AAN	Consortium for the promotion of local milk on the island of São Vicente in Cabo Verde	Cape Verde
2	ACED	Project to set up livestock feed production units in Benin	Benin
3	AFAO-WAWO	Milk and dairy products value chain, the school dairy: an incubation space to strengthen the employability of young people in Senegal and The Gambia	Senegal and The Gambia
4	AMEN	Project to support the local dairy sector and the employment of young people and women to improve the incomes of livestock farmers in Forest Guinea (ALLEAR-GF)	Guinea
5	APESA	Support for the creation of opportunities for young people and women through the promotion of the local dairy sector in Bahr El Gazal province	Chad
6	APESS	Project for the Development of Professional Technical Skills of Young Agropastoralists in the Dairy Professions (TVSD JAML)	Burkina Faso
7	AREN	Support to the Hamdallaye and Say milk collection centres in the process of modernising the major segments of the local milk sector in Niger (PROMOFIL)	Niger
8	CICS	Project to promote local milk from Sourou	Mali
9	CNMDE	Improvement of milk and livestock feed production for the creation of jobs for young people in the regions of Thiès and Fatick (APLABEJ)	Senegal
10	CODIEXPERT	Dairy Production Intensification Project in Côte d'Ivoire	Ivory Coast
11	CORET	Project to support the promotion of youth employment in the local milk value chain in Nigeria and the Republic of Niger	Nigeria and Niger
12	FENAPFIBVTO	Project to support milk production by improving productive performance and increasing the resilience capacities of actors in the dairy sector (PAPROLAIT)	Togo
13	FERLAIT	Project to support the milk collection and cooling systems of FERLAIT-SIKASSO producers through the implementation of solar technologies and the promotion of the integration of young people into the milk value chains of the Sikasso region	Mali
14	FORLAJ GROUP	Introduction of a national milk cluster to revitalize the local milk sector in Benin	Benin
15	GEVAPAF	Wagashi for the optimization of household incomes using local milk in northern Togo (WOMEN)	Togo
16	IPROLAIT	Project to strengthen the employability of young people in the local dairy sector in the Centre and Hauts-Bassins regions (PREJ-Lait local)	Burkina Faso

No.	Carrier	Project title	Country
17	MCVF	Improving youth employment through dairy farming and improved nutrition in Kaduna State	Nigeria
18	NANTS	Development of dairy enterprises for youth employment (MEDYE)	Nigeria
19	UMPLB	Project to improve the competitiveness of local milk and the professionalization of young people	Burkina Faso
20	RADIG	Support Project for the Promotion of Youth Employment for the Development of the Local Dairy Sector in Forest Guinea (PAPEDDEL/GF)	Guinea
21	RBM	Project to improve training and apprenticeship in the local dairy sector (PAFAMEL)	Niger
22	ROPPA	Project to support the scaling up of farmers' milk economic units (ProLait)	Burkina Faso
23	WILDAF	Promoting the employment of young women and men in the local dairy sector in Burkina Faso	Burkina Faso
24	ZONAL	Project to Support Local Initiatives of Farmers' Organizations (PILOP)	Chad

Appendix 3. Indicative Evaluation Matrix

Criterion	Elements of assessment	Indicative sources	Indicative methods
Relevance	Response to needs; alignment with policies and priorities; validity of assumptions.	Design papers; policies; interviews; beneficiary surveys.	Literature review; interviews; needs-response comparison.
Consistency	Complementarity of components; external synergies; institutional articulation.	PTBA; reports; mapping of interventions; interviews.	Cartography; Institutional Analysis; Contribution Analysis.
Efficiency	Achievement of products, results and indicators; variances; explanatory factors.	Logical framework; monitoring bases; project reports; observations.	Analysis of indicators; verification of evidence; comparison between projects.
Efficiency	Costs, deadlines, quality; physical and financial execution; transaction costs.	Budgets; contracts; disbursements; expenditures; supporting documents; chronograms.	Financial analysis; ratios; delay and critical path analysis.
Effects	Jobs, income, productivity, volumes, market access, organization and institutions.	Profit bases; economic data; interviews; focus groups.	Before and after when possible; stories of change; triangulation.
Sustainability	Technical, economic, financial, social, institutional and environmental sustainability.	Business plans; accounts; maintenance devices; partnerships; policies.	Viability analysis; risk analysis; continuity scenarios.
Gender and inclusion	Equitable access; constraints; control of resources; participation; job retention.	Disaggregated data; separate groups; interviews; observations.	Differentiated analysis; analysis of barriers and distributional effects.
Done-do	Selection, contracting, disbursement, support, follow-up, justification and closure.	Appeal files; contracts; supervision reports; management data.	Process analysis; transaction costs; trajectory comparison.
Transferability	Replication, adaptation, and scaling conditions.	Project sheets; economic data; policies; consultations.	Benchmarking; Transferability criteria; Recommendations.

Appendix 4. Indicative grid for prioritizing recommendations

Section	Expected content
Observation and problem	Factual statement, source and level of evidence.
Incidence	Consequences on results, closure, sustainability or scaling.
Recommended action	Accurate, realistic and verifiable measurement.
Responsible	Institution or service responsible for conducting the action.
Priority	Critical, High, Medium, or Low.
Deadline	Immediate, before closing, in the short or medium term.
Outbuildings	Decision, funding, information or prior action required.
Monitoring indicator	Element to verify the implementation of the recommendation.

Annex 5. Minimum content of the concept note for the new phase

The structure below includes the main headings expected in these terms of reference. It will be adjusted to the new official ProDoc framework communicated by the SDC at the start of the mission. In the event of any discrepancy, the official SDC framework will prevail.

Section	Expected indicative content
1. Description and analysis of the context	Problem, trends, actors, policies, needs, constraints, opportunities, complementarities and justification of the new phase.
2. Results, Achievements and Lessons Learned	Convincing synthesis of the results of the PRAOP3, achievements to be consolidated, limitations, instructive failures, recommendations and lessons learned from the final evaluation and capitalization.
3. Theory of Change, Objectives and Outcomes	Vision for change, assumptions, overall objective, specific objectives, outcomes, outputs, indicators and key targets.
4. Implementation strategy	Approaches, target groups, areas of intervention, models to be consolidated or scaled up, partnerships, made-to-do modalities, phasing and conditions for sustainability.
5. Organization, management and administration	Institutional arrangement, roles of ARAA, the ECOWAS Commission, States, professional organizations, partners, and governance and coordination mechanisms.
6. Resources and budget	Main categories of resources, cost assumptions, expected contributions, detailed budget and indicative funding strategy.
7. Risk analysis	Institutional, operational, financial, security, climate, social and fiduciary risks, criticality, mitigation and accountability measures.
8. Monitoring, evaluation, accountability and learning	Results measurement framework, collection framework, responsibilities, frequency, accountability mechanisms, knowledge management and learning.
9. Appendices	Logical framework, detailed budget, institutional framework, indicative timetable, risk matrix, stakeholder mapping and other annexes required by the SDC's framework.