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**REGIONAL FARMERS' PROFESSIONAL ORGANISATIONS SUPPORT
PROGRAMME - PHASE 3 (PRAOP-3)**

TERMS OF REFERENCE

Baseline study for phase 3 of the regional farmers' organisation
support programme

September 2023

Background and rationale

The role and place of young people in the agro-sylvopastoral and fisheries sector is considered to be a major challenge for agricultural and rural development, given its economic, social and environmental implications. The desired transformations and changes in smallholder farms to support the acceleration of economic growth in the States and the improvement of living conditions will require greater involvement of young people in this sector, which is considered to be strategic for the region.

Overall, the regional agricultural policy (ECOWAP) focuses on transforming the agro-sylvopastoral and fisheries sector, not only by modernising production systems, but above all by promoting value chains to improve the competitiveness of products on national, regional and international markets. This option has quickly emerged as a means of diversifying activities, but above all of promoting a wide range of occupations that can mobilise a large number of young people (men and women) in both rural and urban areas. Promoting value chains is therefore a way of giving young people greater access not only to meaningful work, but also to more or less stable incomes.

Launched by ECOWAS in 2016, the regional offensive to promote local milk value chains in West Africa provides an opportunity for structured action to improve the situation and protect the local milk market. The vision of this strategy is "A West Africa that emerges among the dairy basins of the African continent and progressively increases its contribution to regional trade in dairy products originating from the Community". It aims to exploit the region's potential to reduce the current deficit by doubling the volume of local fresh milk production to 10 billion litres a year by 2030.

The following challenges need to be overcome to enhance the value of local milk and secure financial resources:

- Increase the productivity of the region's considerable herd: for example, the average milk productivity of local cows in West Africa is around 2 to 3 litres per day, and this varies greatly from season to season;
- Increase the volumes of milk collected: the proportion of domestic production that is collected is estimated at less than 3% at regional level, out of an estimated production of 6 million tons of fresh milk;
- Strengthen the West African dairy industry, which remains poorly structured and whose segments (small-scale, mini-dairies, large milk processing units) are not very productive, given the low level of milk collection.

In response to these challenges, which focus on the employability of young people in the ASPH sectors, a number of mechanisms have been put in place, including PRAOP3, centered on the promotion of local milk value chains, known as the "milk offensive". The implementation of this initiative, for example, will benefit nearly 18,000 young people, who will contribute to the

development of the various links in the local milk value chain, namely: (i) pastoral and agro-pastoral smallholder farms, (ii) dairy production farms, (iii) local milk collection units, (iv) local micro, small and medium-sized community milk processing businesses, and (v) commercial entities for the distribution of milk and milk derivatives that young people will be able to set up.

The overall objective of phase 3 of the PRAOP is to help reduce the rural exodus and uncontrolled migration of young people through their professional integration into the agrosylvopastoral and fisheries sector and into agri-food value chains in West Africa and Chad. It aims to achieve the following results in the long term :

- i. opportunities for decent, well-paid jobs for young people (men and women) in the local milk sector are increased, thanks to the pilot projects;
- ii. the technical and economic performance of local milk value chains are improved, by increasing the productivity and milk production of livestock farming systems, increasing the volumes of milk collected and processed, and improving access to the market for local dairy products;
- iii. the conditions for the emergence of efficient local milk value chains that provide jobs for young people are improved;
- iv. the funding of mobilising programmes by PROs on the employability of young people is strengthened;
- v. technical-economic models for strengthening the employability of young people in the local milk value chain are developed;
- vi. the capacities of young people to fit into the technico-economic models of local milk value chains are strengthened and;
- vii. the organisational capacities of ECOWAS/DARD are strengthened: strategic steering, resource mobilisation, project implementation.

The programme is structured into three components around which the main activities are organised. I) Promotion of technical and economic models to strengthen the employability of young people in the ASPH value chains and the promotion of local milk. The aim is to improve the performance of local milk value chains and offer massive employment opportunities for young people. To achieve this, the implementation of the component should enable the identification and testing of projects by young people (men and women) in order to contribute to the creation of decent and remunerative jobs in the local milk sector; ii) the creation of a conducive environment for the development of local milk value chains. The second component aims to improve the conditions for the emergence of efficient local milk value chains that provide jobs for young people ; and the third component is iii) the strengthening of ECOWAP's operational and strategic steering capacities. It includes actions that target both ECOWAS and the PROs in terms of strengthening ECOWAP's operational and strategic steering capacities. The aim is to improve ECOWAS/DARD performance in implementing projects and mobilising resources to fund youth employability programmes in local milk value chains.

2- Objectives of the study

The overall objective of this study is to establish a detailed reference situation by proposing reference values (qualitative and quantitative) for the impact, effects and results indicators in accordance with the project's results framework (Appendix 1).

This reference situation will make it possible to establish the starting point for the various indicators (situation before) in order to be used to compare it with the situation after implementation of the project (situation after).

Moreover, the consultation will make it possible, on the basis of the reference situation, to revise the project results framework if necessary and to strengthen the monitoring and evaluation system.

In addition to establishing the reference situation relating to the indicators, the study will include a SWOT analysis of the dairy sector, including existing initiatives (dairy basins, dairy potential, smallholder farms, collection, processing and marketing units, etc.).

This will make it possible to assess the quantitative and qualitative contribution of each component to achieving the project's objectives, which are to improve the programme's success in the production, collection, processing/conservation and marketing of milk, but above all in strengthening the employability of young people in the West African region.

Define specific gender indicators, with reference to the ECOWAS strategy for the promotion of gender ;

In this respect, the consultant, working in collaboration with a monitoring-evaluation expert, will propose amendments, if necessary, to the results framework, and a monitoring-evaluation framework for the project (clarifying the sources, roles and responsibilities, the data to be collected, the cost of doing so, and the frequency of collection).

The expected result is the reference situation for the programme's performance indicators set out in the logical framework, taking into account the gender aspect as far as possible, and an in-depth analysis of the dairy sector.

3- Methodology

The consultant in charge of the study will propose his own methods and techniques to meet the objective of the study and will share with the sponsors the sampling criteria and the sample finally chosen. The methodology will be based on three (3) main points: (i) the definition of the scope of the study and the statistical units, (ii) the sampling adopted and (iii) the modus operandi. The method will take into account non-beneficiary control groups to serve as a comparison with project beneficiaries. In other words, non-beneficiaries will be compared with project beneficiaries.

Nevertheless, it should provide for the collection of qualitative data through the organisation of focus groups and semi-structured interviews with the final beneficiaries, representatives of civil society and the private sector, as well as interviews with resource persons on issues relating to the development of the local milk sector in the 15 ECOWAS Member States and Chad.

However, if possible, the quantitative and qualitative data should be collected at the same time in the project area (see list of "if possible" sites selected in appendix 2), so that the interviewers can compare the results directly and, if necessary, adjust the questions in the focus groups (if more in-depth information is required on certain subjects).

The preparation of the study should include interviews with all project stakeholders to ensure that all their information needs are taken into account by the baseline study. The preparation of the study will also include, among other things :

- (1) Determination of the size of the samples to be interviewed as part of the reference situation
- (2) Description of the logistical and technical aspects (timeline of operations, volume of work, number of interviewers, supervisors and other human, material and financial resources)
- (3) Determination of the criteria for selecting the stakeholders to be interviewed and the sites, including the dairy basins
- (4) Taking stock of the data collection operations, i.e. the number of households actually interviewed out of the number initially planned. Identify any areas of concern, as well as any technical and logistical shortcomings.

The study will be carried out under the supervision of the RAAF. Interviews will also have to be held with the stakeholders involved at RAAF level and with the ministries of agriculture in the PRAOP3 intervention countries.

4- Expected results of the study

The final report of the study, which will be validated at a regional workshop, will provide :

- A detailed inventory of the dairy value chain in each of the countries targeted by the programme.
- A list of indicators and their initial situation, making it easy to measure the impacts, effects and results of the programme in the intervention areas. This list should clearly distinguish between those indicators of the programme's results framework that have been kept unchanged, those that have been improved and those that are newly proposed by the consultant after the field mission;
- A qualitative analysis of the results (consumer satisfaction, market awareness of local milk, well-being of young employees, etc.) of the study;
- A draft results framework updated based on the results of the study;
- A monitoring and evaluation mechanism for the project, including an updated risk analysis (clarifying the roles and responsibilities, the data to be collected, the methods for calculating the indicators, the cost of doing so, the frequency of collection, etc.).

After validation by the regional workshop, the final report must be in both digital and printed form (in digital Word format and as a paper document with appendices, in a separate document) in 3 copies and submitted to the RAAF within the deadlines set out in the consultation.

5. Deliverables

At the end of the mission, the following deliverables are expected from the consultant :

- A detailed inventory of the value chains of the milk sector in each of the countries targeted by the programme, including an analysis of customer satisfaction, the reputation of local milk on the markets, the well-being of young employees, possible risks, a detailed breakdown of the strengths, weaknesses, opportunities and threats of the local milk sector in each of the countries ;
- The matrix of the project's logical framework and results framework has been improved.

6. Qualifications of the Consultant

The consultant to be recruited will work in collaboration with the RAAF and its Strategic Planning and Monitoring and Evaluation Unit. The consultant needed is a senior individual consultant. He will be responsible for mobilising an associate consultant as an expert in the monitoring and evaluation of development projects, who meets the qualifications below.

The senior consultant will work in collaboration with the associate consultant proposed by him and under his supervision.

The qualifications and experience required for the senior consultant and the associate consultant are described below.

6.1- The senior consultant

<p>General qualifications</p>	<ul style="list-style-type: none"> ○ Hold at least a Master's degree (BAC+5) in project management, agronomy, agro-economics, rural development, statistics or any other equivalent field relevant to the assignment. ○ A PhD will be an additional asset; ○ At least ten (10) years' experience in the field of monitoring and evaluation of development projects ; ○ Have carried out at least two (2) missions (projects) in the conduct and/or management of multi-country baseline studies financed by multilateral donors ; ○ Have fundamental knowledge of agrosylvopastoral and fisheries aspects;
<p>Mission relevance</p>	<ul style="list-style-type: none"> ○ Have carried out at least three (03) project/programme evaluation missions as team leader or have at least one (1) experience (missions) of coordinating studies on a sub-regional or international level, involving the management of a team of consultants across several countries ; ○ At least one (1) experience in conducting evaluations of development cooperation programmes/projects relating to agrosylvopastoral and fisheries value chains ; ○ Good command of quantitative and qualitative data processing and analysis tools; ○ Sound experience of literature review and analysis. ○ Sound knowledge of ECOWAS procedures (having conducted at least one mission). ○ Be proficient in planning, programming and monitoring-evaluation software
<p>Experience in the region and language skills</p>	<ul style="list-style-type: none"> ○ At least two years' experience in the countries targeted by the project, including at least one in an English-speaking ECOWAS member country ; ○ Fluency in French and English ; ○ Excellent writing skills in French and English ; ○ Knowledge of Portuguese would be an asset.

6.2 The associate consultant, Expert in monitoring and evaluation of development projects

<p>General qualifications</p>	<ul style="list-style-type: none"> ○ Hold at least a Master's degree (BAC+5) in economics, statistics, agronomy, project management, or another field relevant to the assignment; ○ At least five (5) years' experience in the field of monitoring and evaluation of development projects.
<p>Mission relevance</p>	<ul style="list-style-type: none"> ○ At least one (1) experience of carrying out studies as part of programmes/projects dealing with agro-sylvopastoral and fisheries issues ; ○ Have participated in the completion of a baseline study for programmes/projects relating to agricultural value chains and agro-industrial clusters. ○ Good command of quantitative and qualitative data processing and analysis tools ; ○ At least one professional experience in an English-speaking or Portuguese-speaking ECOWAS member country would be an advantage.
<p>Experience in the region and language skills</p>	<ul style="list-style-type: none"> ○ At least one project experience covering at least two of the countries covered by the PRAOP3 programme ; ○ Fluency in French and English ; ○ Excellent writing skills in French and/or English ; ○ Knowledge of Portuguese would be a strong asset.

NB : The senior consultant must include the CV of the associate expert in his proposal. He/she will also assess the need to mobilise the pool of national experts for whom he/she will be responsible for coordinating.

In the event that it deems it necessary, the pool of national experts or specialists mobilised must be nationals of ECOWAS member countries. They must be fluent in French (Benin, Niger, Togo, Burkina Faso, Côte d'Ivoire, Guinea Conakry, Mali, Senegal and Chad), English (Nigeria) and Portuguese (Cape Verde). They must have sound experience in the administration of questionnaires for the collection of quantitative and qualitative data in the local languages commonly spoken in the project intervention areas.

If the option is approved, CVs of national experts are not required at this stage. However, they will be submitted to the Project Coordinator for his opinion before the Consultant starts the assignment.

7- Duration of the study

The proposed duration is a maximum of 90 days (three months).

The 90 days include travel time in the programme intervention zone as well as the preparation and analysis of documentation, preparation of field surveys, interviews and information gathering, data analysis and report writing.

Here is an indicative timeline for the mission :

- 1 week for the literature review
- 1 week to validate the data collection tools
- 1 week to prepare and train data collectors
- 4 weeks for data collection
- 2 weeks to analyse the data and present the main results
- 1 week to write a first draft of the report
- 1 week to receive feedback
- 1 week to integrate and finalise the document

The consultant will propose a methodology in his technical proposal. This methodology will be validated by the programme team.

8- Data and services, staff and facilities provided by the customer

By way of example, the following documents will be made available to the consultant :

- PRAOP3 programme document
- Quarterly and bi-annual report
- AWPB 2023
- PRAOP3 logical framework
- ECOWAS Code of Ethics

8- Institutional arrangements

Stakeholders	Roles, responsibilities
Regional Programme Management Unit (RPMU)	<ul style="list-style-type: none">• Coordinating the entire evaluation process.• Conduct a mission to supervise the progress of data collection activities in the field.• Link-up the project leaders in the field in each country with the team of consultants.

(Coordinator, Monitoring & Evaluation Officer, procurement specialist and youth employability expert)	<ul style="list-style-type: none"> • Review the deliverables • Validate deliverables. • Keep the DTO and the RAAF Planning and Monitoring & Evaluation Officer regularly informed of developments in the baseline study. • Involve the DTO and RPMU in the review and validation of deliverables.
Project leaders in each country	<ul style="list-style-type: none"> • Monitor the implementation of data collection operations in the field. • Facilitate appointments for the consultant to consult key informants identified by them. • Keep the RPMU regularly informed of progress in the field. • Participate in the review of deliverables.
RAAF Director of Technical Operations (DTO)	<ul style="list-style-type: none"> • Provide orientation for the study. • Participate in the review and validation of deliverables. • Keep the SDC regularly informed of progress on the baseline study. • Participate in missions to supervise the baseline study in the countries.
RAAF Planning and Monitoring & Evaluation Officer	<ul style="list-style-type: none"> • Provide orientation throughout the implementation of the study. • Participate in the review and validation of deliverables. • Participate in missions to supervise the baseline study in the countries.

APPENDIX 1 : PRAOP3 logical framework

LOGFRAME											
Contract title		Regional support program for professional organizations (PRAOP3/ECOWAP)									
Country		Benin, Burkina Faso, Cabo Verde, Chad, Côte d'Ivoire, Guinea, Mali, Niger, Nigeria, Senegal, Togo									
Level	Statement	Indicator name	Type of measur. Unit	Unit	Baseline		Target		Breaking Variables		
					Year	Value	Year	Value	Variable 1	Variable 2	Variable 3
Overall Objective/Impact	Contribute to reducing the rural exodus and uncontrolled emigration of young people through their professional integration in the agrosylvopastoral and fisheries sector and in the agri-food value chains in West Africa and Chad	Youth unemployment rate	Quantitative	%					Age	Sex	
		Percentage of young people in uncontrolled emigration	Quantitative	%					Age	Sex	
		Percentage of youth employed in agriculture and agrifood value chains	Quantitative	%					Age	Sex	
		Rate of coverage of the needs of the population by local milk production	Quantitative	%							
Specific Objective	Opportunities for decent and remunerative employment for young people (men and women) in the local milk sector are increased, thanks to the pilot projects	Rate of income increase among young people in local milk value chains	Quantitative	%					Age	Sex	
		Number of jobs created for young people and women in local milk value chains	Quantitative	Number					Age	Sex	

		Number of models of technical-economic entities with high potential for job creation for young people in local milk value chains put in place, disaggregated by link in the value chain	Quantitative	Number							
Outcome	Funding for RPO mobilizing programs on youth employability is reinforced	Rate of mobilization of financial resources for the financing of RPO mobilizing programs on the employability of young people in the value chains of the local milk sector	Quantitative	%							
		Number of RPO mobilizing programs on youth employability in value chains of the local milk sector implemented	Quantitative	Number							
Outcome	The conditions for the emergence of efficient local milk value chains that provide jobs for young people are improved	Number of countries with functional incentive mechanisms (input subsidies, tax reduction, etc.) for the local milk sector	Quantitative	Number					Country		
		Number of countries having revised their policies or strategies to secure and promote the local milk sector	Quantitative	Number					Country		
Outcome	The technical and economic performance of local milk value chains is improved	Percentage of local milk volumes processed by the different categories of dairy industries in West Africa	Quantitative	%					Country		

		Percentage of local milk collected by country and at regional level	Quantitative	%					Country		
		Average milk yield of cows, disaggregated by farming system	Quantitative	%							
Output	25 technical-economic models for the insertion of young people in local milk value chains developed	Number of technical-economic models for the supply of functional zootechnical and veterinary inputs	Quantitative	Number							
		Number of technical-economic models for the provision of functional veterinary, milk recording and insurance services	Quantitative	Number							
		Number of functional technical-economic milk production models	Quantitative	Number							
		Number of functional technical-economic milk collection models	Quantitative	Number							
		Number of functional technical and economic models for processing local milk	Quantitative	Number							
		Number of functional technical and economic distribution models for milk and dairy products	Quantitative	Number							
		Output	The capacities of young people to fit into the technical-economic models of local milk value chains are strengthened	Number of young people trained in the use of technical-	Quantitative	Number					Age

APPENDIX 2

List of PRAOP3 intervention areas

N°	Pays
1	Benin
2	Burkina Fao
3	Cape Verde
4	Côte d'Ivoire
5	Guinea
6	Mali
7	Niger
8	Nigeria
9	Senegal
10	Chad
11	Togo