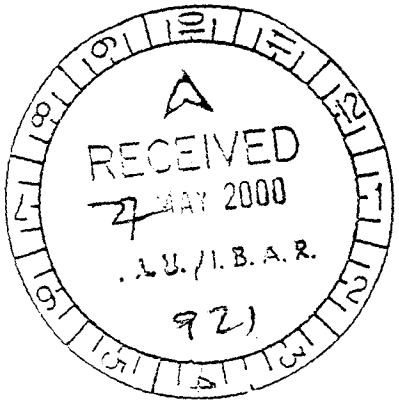
F2.2.2

EUROPEAN UNION

DELEGATION OF THE EUROPEAN COMMISSION TO THE REPUBLIC OF KENYA

BR/2777

18th May, 2000



The Director
OAU/IBAR
Maendelo House
Nairobi

Dear Dr. Masiga,

Project: Pan African Programme for the control of Epizootics (PACE)

Subject: Technical Assistance to Communication and Privatisation/Legislation

---

We return herewith two originals of the Technical Assistant contract under the subject matter duly endorsed for your retention and onward transmission to the relevant authorities.

We will send one copy to the Commission Services in Brussels for commitment and retain one for our records.

Lutz Salzmann
Head of Delegation

Enc: Technical Assistance contract

aul Mertens.

om: François Dugauquier [francois.dugauquier@agrer.com]
ent: 23 August 2000 15:26
o: Mertens.PACE@OAU-IBAR.org
c: flore.lesure@agrer.com
ubject: Objet : FW: info for: F. Dugauquier

onjour Paul,

erci pour le message.

'original de la garantie a ete envoye a la Delegation conformement a
'article 35 point 7 du contrat (1 original + 4 copies à la délégation
t 1 original et 1 copie à l'IBAR avec "the original supporting
ocuments to the head of Delagation).

our les experts, est-ce que les deux experts sont proposes comme
ntérim (Bamako et Nairobi) ou seulement Monsieur Pooda a Bamako (Note
ue Monsieur Karayenga est je pense valable pour les deux).

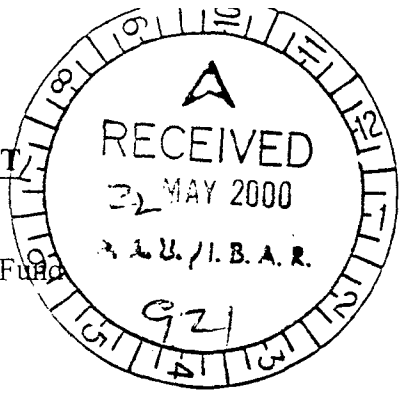
e pars demain en mission jusque mardi prochain mais Flore Lesure assure
e suivi permanent et peut me contacter chaque jour.

ien cordialement

rancois Dugauquier

>>> "Paul Mertens." <Mertens.PACE@OAU-IBAR.org> 23/08/00 13h12 >>>

> -----Original Message-----
> From: Paul Mertens.
> Sent: 22 August 2000 15:12
> To: 'francois.dugauquier@agrer.com'
> Subject: FW: info for: F. Dugauquier
>
>
>
> -----Original Message-----
> From: Paul Mertens.
> Sent: 22 August 2000 14:54
> To: 'agrer@agrer.com'
> Subject: info for: F. Dugauquier
>
>
> bonjour,
>
> nous venons de demander a la delegation ici, d'accepter votre
proposition
> pour les deux interimaires
> -copie vous sera transmis de cette lettre- et de nous informer
d'urgence ,
> avant 25/8;
>
> une autre lettre partira cet apres midi en demandant de proceder au
> payement de votre avance,
> on a ajoute a cette lettre une copie de la lettre de garantie - une
> copie?, ou est l'original???-, je crois qu'on en a besoin ,
>
> salutations
>



TECHNICAL ASSISTANCE CONTRACT

Financed under the 7th European Development Fund

Project Number 7ACP.RPR.744

Between: the Director of the InterAfrican Bureau for Animal Resources / Organisation of the African Unity (OAU/IBAR), REGIONAL AUTHORISING OFFICER,

hereinafter referred to as the **"Contracting Authority",** on the one part,

and: S.A. AGRER N.V.
(on behalf of the S.A. AGRER .N.V –RWA International Ltd CONSORTIUM)
Avenue Louise, 251, bte 23, 1050 Brussels, BELGIUM

hereinafter referred to as the **"Consultant"**, on the other part.

IT IS HEREBY AGREED AS FOLLOWS:

PREAMBLE

1. The Contracting Authority hereby entrusts to the Consultant, who accepts on the terms set out below, the task of providing technical assistance to Pan African Programme for the Control of Epizootics (PACE Programme).

2. A description of the work to be carried out by the Consultant pursuant to this contract is given in the annexes hereto, and in particular in the terms of reference set out in Annex A of this contract

3. The tax and customs arrangements to which the Consultant and his staff are subject are detailed in Annex G.

The contract price shall be **126,025,542 Ksh (one hundred and twenty-six million twenty-five thousand five hundred forty-two Kenya Shillings)**

equivalent to **1,830,035.0 Euros (one million eight hundred and thirthy thousand thirty-five point zero EUROS)**

on the basis of the following exchange rate: **1 EURO = 68.8651 Kenya Shillings**, in accordance with Annex E (Price Breakdown) and with Art. 14 of the Instruction to Tenderers.

SPECIAL CONDITIONS OF THE CONTRACT

The Special Conditions supplement and/or amend the General Conditions for Service Contracts financed by the European Development Fund (VIII/439/90-EN). Unless otherwise provided in these Special Conditions, the General Conditions referred to above remain fully applicable.

Art. 2 Law and language of the contract

(3) The language of the contract and all related communication shall be English.

Art. 3 Order of precedence of contract documents

(1) The order of precedence of contract documents shall be as follows:
- the letter of contract or the contract
- the tender proposal
- the tender dossier

Art. 7 Sub-contracting

Sub-contracting shall be allowed under this contract.

Approval for any sub-contract shall be submitted one month in advance to the contracting authority with the identity of the sub-contractor and the tasks to be carried out by him.

Art. 9 Assistance with local regulations

(4) Throughout the duration of the contract, the Contracting Authority shall provide the Consultant with furnished office accommodation in Nairobi and Bamako.

(5) The Contracting Authority will provide the Consultant with the required local counterpart personnel for the implementation of the project on a full-time basis.

Art. 10 General obligation

(2) The Technical Assistance team will report to the OAU/IBAR PACE Programme Co-ordinator, or in the event of any administrative reorganisation, the appropriate authority as designated by this Authority. Duties and responsibilities to be carried out by each expert are specified in the terms of reference in Annex A.

Art. 14 Indemnification

(1) The Consultant's liability under Article 14.2 (b) shall be confined to the contract price.

Art. 15 Medical and insurance arrangements

(4) The insurance provided in Article 15.4 shall cover the claims provided for in (a), (b), (c) and (d). The amount shall be limited to the contract price.

Art. 17 The scope of the services

(2) The Contract comprises the provision of personnel in accordance with the terms of reference set out in Annex A. In addition to the long-term and short-term technical assistance services, the Consultant shall provide support in the following form: (i) procurement of equipment (small items and limited amount). The Contracting Authority and the EC Delegation in Kenya shall approve short-term consultancies prior to implementation.

The Consultant shall carry out these tasks and act as advisor: the Consultant's head office shall provide assistance for solving any technical, financial or economic problem that may confront its agents in the performance of their duties.

The Consultant shall, on his own initiative or at the Contracting Authority's request, provide the Contracting Authority with all information and explanation concerning performance of the contract or relating directly to it.

This information shall be given either in the reports provided for in the contract or in an appropriate manner in the case of any important fact or decision that, in the opinion of the Consultant should be brought immediately to the attention of the Contracting Authority and/or the project Supervisor, who shall be the PACE Programme Co-ordinator.

Art. 18 Provision of personnel

(6) Except in the case of sickness, accident or death the Consultant, in addition to bearing the costs arising out of or incidental to the replacement of long term personnel, will assure at his cost the simultaneous presence of the two experts for a period of 1 month, or accept a reduction in the corresponding fees of 25% per month over 4 months.

Art. 19 Staff and equipment

(1) The qualifications and other requirements to be met by consultants are set out in Annex A (Terms of Reference).

(2) The Consultant shall perform this contract with the personnel referred to in his tender (see Annexes C and D). Acceptance of the tender by the Contracting Authority shall constitute acceptance of the personnel proposed. An independent, external evaluation may be carried out mid-way through the project. The findings of the mid point evaluation will be studied with a view to making any changes in the design or the management of the project, to ensure that project achievement indicators continue to be met. At this stage some changes in the tasks and/or responsibilities of the experts deployed in the project could be envisaged. The PACE Advisory Committee may also adjust their tasks and responsibilities.

(4) The personnel supplied by the Consultant shall start work within eight (8) weeks of notification of this contract by the Contracting Authority.

(6) The Consultant shall purchase vehicles, equipment and consumables stated in Annex A, in the name of the (PACE Programme Co-ordinator) in accordance with the contract.

Upon completion of the project the above stated vehicles and equipment shall be handed over to the Supervisor.

(7) The Consultant shall be responsible for the arrangements of hotel or other accommodation in Nairobi, Bamako, and in the field.

Art. 21 Commencement orders

(1) The contract shall enter into force on the date of its notification. Performance of the contract shall start on the date of arrival of the first expert.

Art. 22 Period of performance

(1) The period of performance of the contract is hereby set in principle at forty (40) months.

Art. 24 Delays in performance

(1) The damages per day of delay provided for in Article 24.1 (concerning submission of reports) shall be set at 0. 1% of the value of the contract or, up to 15% of the total contract price.

The Consultant will be liable for damages equal to 1/1000th of the estimated fees value of the contract per day in the event of unjustified absence from duty on the part of the technical assistants.

Art. 28 Leave entitlement

(1) The leave entitlement of the Consultant's long term expatriate agents shall be calculated on the basis of six (6) days leave per month worked.

The leave entitlement of local personnel shall be established in accordance with the law of the country of the Contracting Authority. Leave period shall not be paid to the Consultant.

Art. 29 Information

The Consultant shall furnish the Supervisor with periodic reports to cover various aspects of work carried out as follows:

- Within 2 months after the end of the year covered by the annual work programme of the PACE Programme, the Consultant will submit an annual report of the experts' activities. It will consist of an appreciation of all the activities of the previous year, a description of achievements, problems arising, an appreciation of the previous planning and implementation process.

- Before completion of the services, which are the subject of this contract. the Consultant will draw up a comprehensive final report, which will include a full assessment of the programme achievements in relation to targets set and major constraints encountered.

- Each short-term mission will also be the object of a specific report.

The Consultant's experts shall produce their annual work programmes and cost estimates (AWP&CE) for their respective components of the PACE Programme at the latest in the course of the third month preceding the end of the on-going work programme. Simultaneously the Consultant's experts shall prepare quarterly progress reports. These reports will be submitted punctually, and in the PACE Programme's reporting format, to the PACE Programme Co-ordinator for inclusion in the Co-ordination and Common Services reports.

Art. 31 Submission of reports

Six copies of the draft report referred to in Article 3 1. 1 (final report) shall be forwarded to the Supervisor not later than 30 days of completion of the services by the Consultant.

Four copies will be presented to the Delegation of the Commission.

Art. 32 Approval of reports and documents

(2) The Contracting Authority shall take a decision on the reports and documents referred to in Article 32 within 1 month (30 days). If no comment is made within this period, the report/document is deemed approved.

Art. 33 General provisions

(1) The currency of the contract is the Kenya Shilling.

All payments under the contract shall be as follows:
(a) **7** % of the Fees and Direct Costs in Kenya Shillings, viz. KSh
(b) **93** % of the Fees and Direct Costs in EURO

The exchange rate shall be **0.014521 EURO = 1 KSh** (local currency), calculated in accordance with Article 14 of the instructions to tenderers. Payments for reimbursable expenses on the basis of original supporting documents shall be made in EURO or in currency of the country where the Consultant has his registered place of business. Any conversion from other currencies shall be calculated on the basis of the rates published in the Official Journal of the European Commission which were in force on the first working day of the month in which the expenses were incurred.

In the case of currencies not quoted in the OJ, conversion shall be calculated on the basis of the rates published in the Financial Times on the first Monday of the month in which the expenses were incurred.

Payments shall be made to the following account(s):

(a) For Kenya Shilling payments:
On the local bank account that will be specified in the invoices

(b) For EURO payments:
LLOYDS TSB BANK S.A.
Avenue de Tervuren, 2, B-1040 Bruxelles (Belgium)

(3) This is a composite contract based partly on unit prices (professional fees and other fixed costs) and partly on reimbursable items.

Reimbursable expenditures will be paid on production of original supporting documents. The amount for unit prices is fixed at **99,000,000 KSh (ninety-nine million Kenya Shilling)** and reimbursable costs are estimated at **27,025,542 (twenty-seven million twenty-five thousand five hundred forty-two Kenya Shillings)**. The total estimated value of the contract is **126,025,542 Ksh (one hundred and twenty-six million twenty-five thousand five hundred forty-two Kenya Shillings)** (see Annex E for details).

(4) The value of the contract will be expressed in KSh.

Art. 34 Advance

(1) Advances may be made to the Consultant at his request. Any advance shall be covered by a bank guarantee made out to the RAO for the same amount expressed in the same currency.

(2) The amount of an advance shall not exceed 20% of the total contract price.

(8) Repayment of the advances referred to in Article 34.1 shall be made by deduction from payments on account or from any balance due to the Consultant. Repayment shall begin when the amount of the sums due under the contract reach 20% of the contract price. Repayment must be completed when the amount reaches 80%.

The amount to be deducted from each interim payment shall be calculated using the following formula:

$$R = \frac{Va}{Vt \times 0.6} \times D$$

Where

R	=	the amount to be repaid
Va	=	the amount of the advance
Vt	=	the initial value of the contract
D	=	the amount of the interim payment

Repayments shall be made in the same currency as that of the advance.

Art. 35 Payment procedure

(4) The amount of the interim payments shall be 90% of the value of the Fees and Direct Costs to which it relates; the remaining 10% thus withheld shall be paid as a final balance.

(5) Payments will be made-quarterly in arrears. These payments are in the nature of interim payments and do not relieve the Consultant of his contractual obligation in respect of the period concerned. Fixed costs are not payable during leave periods.

For costs based on reimbursement, payment shall be made on production of original invoices together with all relevant original supporting documentation, including air ticket stubs. Original documentation is essential. Copies shall not be considered. Cost of visas for professional travel of the experts will be refunded. For those reimbursable costs related to the detailed breakdown of costs, payment and disbursement details shall be provided according to an annual Administrative Order. Procurement expenses related to equipment shall also be treated as reimbursables. Procurement shall be carried out by the Consultant, on behalf of the Contracting Authority, on the basis of a minimum of 3 quotations to be evaluated by the Consultant and endorsed by the Contracting Authority. All necessary documents will be kept available for an annual audit to be carried out independently. Copies will be attached as supporting documents to the reimbursement's claim.

(7) Requests for payments of fixed costs and reimbursables over the same period shall be submitted simultaneously. For each interim payment, the Consultant shall forward the following documents:

a) 1 original invoice and 4 copies to the Head of the Delegation of the EC, Nairobi
b) 1 original invoice and 1 copy to the Contracting Authority
c) the itemised statements of the amounts payable for each period concerning the services rendered by the Consultant
d) the original supporting documents to the Head of Delegation

(10) Payment of the 10% balance will be due annually upon approval of the annual report by the Contracting Authority and the Delegation of the European Commission.

Art. 36 Travel and Transport

(1) For agents recruited outside the country of performance, tickets for initial departure and final return will be reimbursed. Transport costs for the expert's family (spouse and dependent children) will also be reimbursed where his continued work in Kenya is scheduled to have a duration in excess of 6 months.

It should be noted that only **economy class air tickets direct between his place of residence and the duty station are reimbursed.** If the expatriate and his family travels other than economy and/or by an indirect route, original documentation must be provided to indicate the cost of the direct economy class fares at the time of travel.

In addition, the cost of transporting the expatriate long term experts, their spouses and dependent children from Kenya to their usual place of residence and return, for the purpose of leave, after each year of effective work, will also be met by the Contracting Authority.

(2) For agents recruited outside the country of performance, transport of luggage out at the beginning of contract and back at the termination of contract will be reimbursed. There will be no additional provision for transport of luggage in case of an extension of the contract. The luggage for which transport will be reimbursed includes personal effects and articles necessary for implementation of the contract, within the following limits:

accompanied baggage:	20 kg per person
unaccompanied baggage:	200 kg for the expert + 100kg per family member

(3) The costs pertaining to the transport of documents, equipment, materials and other items shall be deemed to be included in the lump sums or unit prices indicated in the price breakdown and shall not be reimbursed separately.

(4) The reimbursement of travel tickets and accompanied baggage shall only be made against the presentation of original tickets and boarding cards.

Art.37 Revision of Prices

(1) (2) Provided that it can be justified, a revision of the unit prices may take place at the beginning of year three and will apply to the sums due for services rendered thereafter. No review will be allowed for the sums pertaining to the first two years of contract performance. The formula to be applied for price revision is as follows:

For the local component: $P = Po \times (0{,}20 + 0{,}80\ Z/Zo)$

For the foreign component: $P = Po \times (0{,}20 + 0{,}80\ E/Eo)$

Where:

P	=	revised rate
Po	=	rate shown in the contract
Z	=	cost of living index in Kenya for the thirteenth month following the signature of the contract by the Contracting Authority
Zo	=	cost of living index in Kenya for the month preceding the date set for the submission of tenders
E	=	cost of living index in the country of the Consultant's registered place of business for the thirteenth month following the signature of the contract by the Contracting Authority
Eo	=	cost of living index in the country of the Consultant's registered place of business for the month preceding the date set for the submission of tenders

N.B. E and Eo derive from Eurostat tables and Z and Zo from the official statistics offices of the Republic of Kenya. If the foreign currency is the EURO, E and Eo represent the Eurostat index for the EU.

Art. 38 Delayed payment

(1) The rate of interest referred to in Art. 38.1 of the General Conditions shall be the rediscount rate of the issuing institution of the country of the currency of payment. For payments in EURO, the rate shall be the latest rate as published in the Eurostat publication "EURO SME INFORMATION" under the heading "Operations rates of EMC (Calculation month) and interest rates and yields of EURO investments (%) in the month preceding the one when the payment is made.

Art. 40 Breach of contract

(1) A Consultant who changes the composition of the personnel for reasons other than those

(3) Where there are replacements as referred to in para. 1 and without prejudice to the application of articles 40(2)(b)and 18(2), (3), (5) and (6) the Contracting Authority may claim compensation equivalent to 10% of the total contractual amount to be paid to the agent or agents concerned

Art. 42 Termination by the Consultant

(3) The limit referred to shall be 20% of the value of the contract.

Art. 45 Settlement of dispute

(2) The arrangements referred to in Article 45.2 of the General Conditions are as follows:

a) The procedure to be followed for an amicable settlement of a dispute shall be opened by one party notifying the other party of the dispute, in writing, and proposing recourse to an amicable settlement, in accordance with arrangements to be agreed and in accordance with this Article and Article 45 of the General Conditions..

b) The deadline for carrying out the amicable settlement shall be no more than 30 days following the party's notification, referred to in sub-paragraph 45.2(a).

The maximum period permissible for coming to an amicable settlement shall be 60 days from the period of notification. The parties may agree, in writing, to extend this period by up to a further 60 days period.

c) The deadline referred to in Article 45.2(c) of the General Conditions, within which there should be a response to requests, shall be 8 days from receipt of the said requests. Where this deadline is not kept, the party that has made the request shall send a reminder. Where there is no response to the reminder within 8 days of its receipt, the attempt for an amicable settlement shall be deemed to have failed.

(3) The parties may agree that the conciliation procedure referred to in Article 45.3 of the General Conditions shall be that provided for in Article 5 of the Procedural Rules on conciliation and arbitration referred to in Article 45.2(b).

Where the European Commission is asked to intervene in an amicable settlement, such request may be made only when all internal means of administrative recourse have been exhausted, in accordance with Articles 4 and 5.1 of the Procedural Rules on conciliation and arbitration of contracts financed by the EDF, adopted by Decision of the ACP-EEC Council of Ministers, No. 3/90 of 29 March 1990 (OJ L382 of 31.12.90).

Intervention by the European Commission in an amicable settlement may take the form of an intervention by the Commission's Delegation on the spot or by the Commission's services in Brussels, as agreed between the parties concerned and the Commission.

(5) b) The procedural rules referred to in Article 45.5(b)(ii) of the General Conditions shall be taken to mean those provided for in the Procedural Rules on conciliation and arbitration referred to above.

Art.46 Signatures and addresses

The addresses for notification relating to performance of this contract are:

Consultant	S.A. AGRER N.V. Avenue Louise, 251 bte 23 1050, Brussels Belgium
Supervisor	PACE Programme Co-ordinator OAU/IBAR P.O. Box 30786 Nairobi Kenya
Contracting Authority	Regional Authorising Officer of the EDF OAU/IBAR P.O. Box 30786 Nairobi Kenya
Delegation of the European Commission	P.O. Box 45119 Nairobi Kenya
European Commission	Directorate General for Development Rue de la Loi 200 1049 Brussels Belgium

SIGNATURES

Via Supervisor

For the Consultant

For the Contracting Authority
REGIONAL AUTHORISING OFFICER

Charles COURTOY
Director

Date 27.4.2000

Robert COUTURIER
Managing Director

Date 15-5-2000

Endorsement for financing
Head of the Delegation of the
European Commission in Kenya

DELEGATION OF THE EUROPEAN COMMISSION
EUROPEAN DEVELOPMENT FUND

Date 15-5-2000

TERMS OF REFERENCE

Annex A to the Contract

27/01/00

Annex A

TERMS OF REFERENCE

PROVISION OF Technical Assistance to the
COMMUNICATION AND VETERINARY LEGISLATION & PRIVATISATION
COMPONENTS OF THE PACE PROGRAMME

1. BACKGROUND

Rinderpest was first introduced to the African continent in 1841 and it first appeared south of the Sahara in 1884, after infected cattle were imported from India. The resulting epidemic killed over 90% of the indigenous cattle and wildlife population in Sub-Saharan Africa and up to 75% of Egyptian cattle and buffaloes.

During the 1960s and 1970s, the Joint Project Campaign (JP15) resulted in the vaccination of over 70 million cattle with the tissue culture vaccine. The JP15 campaign ended in 1969 and 1976 in West Africa and East Africa, respectively; by this time, the number of rinderpest outbreaks had dropped substantially. As it became clear that rinderpest was spreading once again throughout Africa, OAU/IBAR expressed its concern for the need to renew control efforts. After wide-ranging consultations between national governments and donors, especially the European Communities, the Pan-African Rinderpest Campaign (PARC) was officially launched as a continent-wide control campaign.

The Pan-African Rinderpest Campaign (PARC) was financed from 1986 by the European Union, principally through Regional and National Programmes of the European Development Fund (EDF). It consisted of two parts: one part supported the Interafrican Bureau for Animal Resources (IBAR) of the Organisation of African Unity (OAU), which was responsible for the co-ordination of the project; the other part was a collection of programmes at a national level which were negotiated on a case by case basis with individual countries. In total, 35 countries from West, Central and East Africa were involved in the PARC programme under various funding agreements.

The aim of the programme was to :

(i) control and ultimately eradicate rinderpest from the continent ;
(ii) revitalize and restructure livestock services, through dialogue with national governments, to make them self-sustaining ;and
(iii) provide appropriate improvments to husbandry methods.

By 1999, more than 12 years after PARC started, 465.5 million doses of rinderpest vaccine had been used and no rinderpest has been reported in West and Central Africa for more than ten years. The number of countries officially known to harbour rinderpest or to be suspected to have unreported cases dropped from 18 in 1986 (when PARC started) to just two in 1998.

By 1999, seventeen countries had declared complete or zonal provisional freedom from rinderpest according to the OIE pathway. There was also significant progress on policy reforms and privatization of animal health services: 23 of the 35 countries have adopted cost recovery measures while in 20 countries, some form of privatization was initiated, including the use of community-based delivery systems of veterinary services. An economic impact assessment of PARC showed that rinderpest is a disease of major economic importance in the African continent.

The new PACE Programme will build upon the successes of the PARC and will extend its scope to include major epizootics other than rinderpest. The objectives of the PACE Programme are indicated below.

Objectives of the PACE Programme	
Goal (Overall objective)	Combating poverty among those involved in stock farming by improving productivity.
Purpose (Immediate objectives)	1. Strengthening the capability (National and regional) to assess the technical and economic aspects of animal diseases and generate appropriate programmes for their control. 2. Safeguarding animal health in Africa against major animal heath diseases (OIE List A diseases).
Results	1. Reinforcing animal epidemiology services (information, diagnostics and follow-up) and control of major animal diseases in the participatory countries. 2. Greater privatisation of veterinary services and public/private sector linkage in the field. 3. Rinderpest eradicated from Africa; greater control of other epizootic diseases, especially CBPP. 4. At pan-African level, sustainable co-ordination of national animal health systems and arrangements for tackling epizootic diseases set up.

The implementation of the PACE Programme will take cognisance of the lessons of the PARC.

- The main development theme of the PACE Programme is to build the institutional capacity of the OAU/IBAR and veterinary services in participating countries. In the long-term, appropriate strategies should be developed and managed effectively to control epizootic diseases. This focus of the PACE Programme will include the promotion and development of partnerships between appropriate public sector and private sector stakeholders.

- One important area that will be addressed early in implementation is the co-ordination and management of the Programme's technical teams.

2. COMMUNICATION COMPONENT OF PACE

2.1 Background

A communication unit was set in the PARC co-ordination unit at OAU/IBAR, as it was realized that the success of the campaign needed the participation of as many stakeholders as possible (from livestock owners to decision-makers). The objective was to gain the co-operation of people, governments, organizations and international agencies, by building their awareness of PARC's strategies for policy reforms, rinderpest eradication and environmental protection.

The PARC communication unit built up national capacity to formulate and implement communication components to better link up with rural communities, gain feedback and collaborate with them. The skills of national personnel to gather rapidly and systematically, analyze and interpret information about communities' communication systems, perceptions, attitudes, knowledge and practices have been enhanced.

2.2 Communications objectives, activities and means in the PACE Programme

A communication unit will be set up as one the common services of the PACE Programme. The activities of this unit will be based on a Communication strategy, which was developed over several years. It will be based on the Lomé IV Convention which encouraged the use of communication in development projects, on general expertise in 'Communication for Development' gained from FAO projects, and practical experiences of the PARC Programme.

PACE will need to promote new policies (*e.g.* the OIE pathway), promote an enabling legislative environment (*e.g.* privatization), stress the value of serological surveillance, and introduce the changing context of the veterinary practice to various stakeholders. No sustainable structure to facilitate this sensitization process is yet in place. A dialogue with the beneficiaries has been initiated, and needs to be fully integrated in future animal health interventions. Moreover, Governments, donors, and professional organizations have to be informed on a regular basis about the project, its progress and problems.

The objective of this component of PACE is to improve communication and co-ordination on a sustainable basis among all stakeholders in the animal health sector, contributing to the final eradication of rinderpest and the effective control of major epizootics.

The outputs of the communications unit will be:

- Strengthened National capacities to conduct communication activities that create awareness and encourage participation of the people in PACE activities (establishing appropriate communication strategy options to deal with disease control).
- Stakeholders integrated in a dialogue regarding the implementation of animal health interventions and corresponding policy reforms.
- An animal health reference centre established to provide up to date animal health data throughout the region. This will include the installation of PACE Tele-Communication equipment and a network that will be operational in year 2 of the Programme.
- Professional capacity of young veterinary professionals broadened to accommodate modern management and communication techniques.
- Integration, at sub-regional and regional levels, of national practices in veterinary/livestock communication promoted.

To this end, the unit will:

- Set up a reliable communication network to ensure an efficient information sharing and reporting system in relation with a media reference centre at the regional PACE co-ordination unit; this will involve assistance with the establishment of fully equipped communication units at the national level.
- Produce for national components aids to broadcast technical messages provided by other PACE common services, especially those related to epidemiology and support to privatisation. This will ensure a consistent presentation of the project message. In this regard, the unit will be a service provider to the other technical units using, as far as possible, outside subcontracting.
- Organize annual meeting of the national counterparts.
- Organize training (in communication techniques and in designing communication media) for national counterparts who will be entrusted both with communication

- Organize further training for private practitioners, and provide supplementary training in communication at veterinary faculties in African universities, on request.
- Assist the various technical units and national components to carry out their training sessions and to encourage the participation of stakeholders, especially the livestock farmers. The unit will take advantage of its contacts with the training institutions to help other units to organize their specialised training courses.
- Prepare and edit material (video, promotional documents, etc) presenting the project, periodic reports, and project documents; promote the project both in Africa and in EU Member States. Media material will be based on the information received from other technical units/common services.
- Provide support to the data processing unit, according to the needs of the technical units (epidemiology, and economics in particular).

The communication unit will have two bases: one in the PACE Co-ordination Unit in Nairobi, which will cover eastern Africa, and the other one in Bamako to cover West and Central Africa. Both will support and work closely with the national components.

One technical assistant will be based in Nairobi, the other in Bamako. In Nairobi, a locally recruited officer will reinforce the unit. The counterpart will be responsible for the unit in years 4 and 5 of the programme. National skills will be developed to ensure durable results at the country level, and there is no provision for maintaining this post in OAU/IBAR at the end of PACE.

A short-term expert (2 man-months) will assist with the training at the veterinary faculties. He/she will also organize a workshop that will bring together the deans of the various veterinary faculties at the end of his/her mission.

A temporary technician will be recruited to assist in the preparation and editing of media material.

The unit will benefit from the communication material currently available to PARC. It will, however, be updated during PACE (computers, software, presentation material etc.).

The PACE national components will have budgets to cover the attendance of national counterparts at annual meetings, and to adapting and disseminating the centrally produced aids.

2.3 Duties and responsibilities of the technical assistants to the Communication Unit

The TAs will act as advisors to the Director of the OAU/IBAR. They will work under the supervision of the PACE Programme Co-ordinator from whom they may receive directives and to whom they will report. They will be responsible for managing the PACE Communication Unit(s) in Nairobi and Bamako from years 1 to 3 of the Programme, and will undertake the activities described above. The TA based in Nairobi will progressively hand over his/her responsibilities to the locally recruited counterpart. The TAs may also supervise the Data Management Unit in Nairobi.

The TAs' specific duties will include:

2.3.1 *draft, over the first months, a communication strategy* for the PACE Regional Co-ordination Units and the national components of PACE for their approval;

2.3.2 *develop a package for 'Development Communication'* including policy, strategy, media, audiences, media materials production and evaluation;

2.3.3 *assist* with the installation and management of a reliable and sustainable data management capacity, and improve skills in the field of electronics and modern communication methods;

2.3.4 *supervise the purchase and installation of PACE Tele-Communication equipment*, and ensure that the network is operational in year 2 of the programme. [The TAs will participate fully in the design of the procedures for PACE data management, which should be compatible with the projected requirements of the OAU/IBAR.]

2.3.5 *assist the PACE national programmes*, being responsible for the capacity-building of the national Core Communication Teams (CCTs), and provide them with a practical package of communication guidelines and media materials. [This will include practical advice on the establishment of close contact with farmers groups and their representatives and with influential leaders of public opinion so that the livestock owners will be made aware of the importance of animal disease control, and of the need to report any suspicious clinical signs to animal health staff.]

2.3.6 *provide appropriate training and coaching* for the PACE Programme's Counterparts; [training will incorporate the practical recommendations of the PACE Programme].

2.3.7 *provide immediate assistance in the event of an outbreak of rinderpest;*

2.3.8 *provide accurate and appropriate information* to the PACE Programme;

2.3.9 *oversee the collection and optimal storage of media materials* produced by the Programme and PACE Member countries for reference during and after the project; sustainable procedures will be established in full consultation with PACE Co-ordinators;

2.3.10 *represent and promote the PACE Programme* in international meetings, conferences and workshops on Development Communication;

2.3.111 co-ordinate the production of PACE communication material in line with the strategy defined above.

2.3.12 *prepare quarterly, annual, mission and other reports* in the PACE Programme's approved format [all reports shall be submitted to the PACE Programme Co-ordinator for his comment and approval before they are circulated: only the PACE Programme Co-ordinator shall circulate reports];

2.3.13 *write technical scientific papers*, as appropriate, to be published through the PACE Programme and the OAU/IBAR; and,

2.3.14 *perform other duties* that may be assigned by the PACE Programme Co-ordinator that are consistent with the objectives of the Programme.

2.4 Profile required for the technical assistants to the communication unit
Each Communications TA should be an expert with at least a Masters Degree in a communication-related field. Other necessary qualifications and qualities are:

2.4.1 A minimum of 10 years practical experience is required. Specific experience in communication for development and participatory methodologies in Africa would be a

2.4.2 Previous common working experience of the two experts proposed would be an advantage.

2.4.3 Fluency in French (for the Bamako-based TA) and fluency in English (for the Nairobi-based TA), each with an excellent working knowledge of the other language.

2.4.4 Each TA should have a demonstrated ability to travel extensively in developing countries conditions to visit all countries as well as proven ability and willingness to travel and work in remote, undeveloped rural areas.

2.4.5 Ability to communicate and work effectively and efficiently with people of different nationalities and cultures at all levels in a team spirit (farmers, technical personnel and political leaders) (*communication skills*).

2.4.6 Possession of *computer skills* including word processing, databases, networking, development of standard reporting/recording formats, systems procedures (including security, back-up etc.).

2.4.8 Proven skills in project planning (preferably using a logical framework matrices), implementation and monitoring under field conditions in Africa.

2.4.9 Report writing and presentation skills.

The profiles of short-term experts will be developed to match the requirements of their specific assignments.

3. LEGISLATION / PRIVATIZATION

3.1 Background

Improved delivery of animal health services and veterinary drugs, with appropriate regulation and monitoring by government veterinary services, is expected to lead to sustainable improvements in the health of livestock in Africa. The decreasing quality and increasing inadequacy of services provided by the public veterinary services in most of the continent has been observed and is mostly attributable to a decline of public services budgets in real terms. Governments have thus been forced to seek alternative financing from the producers themselves, to concentrate public resources on priority activities and to transfer certain tasks to private operators.

PARC aimed to promote the implementation of cost recovery procedures, liberalization of drugs imports and delivery systems, and development of private veterinary services. These issues were included as basic dialogue points in all PARC national components. The implementation of this project component, however, proved difficult and results were very variable, often below expectations. Nevertheless, liberalization and privatization of veterinary services and the importation and distribution of veterinary drugs are now an established trend in East, West and Central Africa.

Recent developments have shown that efficient private veterinary services develop more effectively when legislation and regulations have been adapted and reviewed to form an enabling environment.

The Privatization component of PACE will assist countries to update the Veterinary Legal frameworks so that they support privatization. One of the main problems facing privatization programmes concerns legislative and regulatory aspects governing the veterinary profession and the distribution and availability of drugs. Although considerable progress has been made, these measures still have to be clarified, completed and standardized. This unit will address the general need for legal support and advice. The legislation between countries will be harmonized when required.

Important regulations concern:

- the status of professionals dealing with animal health services.
- the assurance that drugs available in PACE member countries have been correctly registered and are distributed through authorized channels (to combat illegal trade and fraudulent products).
- the procedures for surveillance of animal diseases, including control of livestock movements and trade.

In this context, countries will benefit from an exchange of experience, information and views relevant to legislation and regulations, and from the implementation of common approaches to insure that the rules applied are coherent and compatible from one country to the next.

3.2 Objectives, activities and means of the privatization component of the PACE Programme

The objective of this PACE component is to assist countries with the legal and regulatory framework enabling the reform of veterinary services, both private and public, in order to

The privatization component will be one of the common services of the PACE Programme. In each PACE Member country, it will assist with the approach taken towards promoting privatization, and will offer advice on legal aspects of the privatization process. In particular, where required, this component will:

- assist countries to delineate clearly between animal health public and private goods
- develop the capacity of public veterinary services to develop and maintain an adequate regulatory and monitoring role for the private sector.
- promote an approach to privatization of the veterinary profession that ensures its sustainability in the different countries. [A professional and entreprenurial approach through the banking sector will be promoted.]
- assist at the country level with the establishment of mechanisms for development of private practice, and in particular to improve the financing of private veterinary practices. [This component will provide services to the countries in negotiating with partners, including banks, bearing in mind that financial negotiations appeared to be the weak point in PARC. An increased number of private veterinary practices in PACE member countries (these practices will be in the so-called "high, medium, and low" potential farming areas) are expected as a result of this component's activities.]
- assist countries with legal aspects related to the tasks and duties of animal health assistants. The involvement of other animal health professionals and livestock assistants, especially in remote or less productive area, will contribute to strengthening the capacity to control animal diseases at all levels
- promote the involvement of animal health private sector in the prevention and control of epizootic diseases; [additional functions of disease surveillance, diagnostic statistics, etc. may be sub-contracted to the private sector.]
- collaborate with the communication Unit in management training of veterinary surgeons. [This will prepare new veterinary graduates to run businesses.]
- build up a database on all legal aspects governing animal health services in the PACE Member countries.

One technical assistant will be based in the PACE Co-ordination Unit at OAU/IBAR in Nairobi, for three years. Since legislation and regulations vary considerably from one country to another, the provision of 4 man-months of specialist, short-term consultancies will assist the TA to cover the diverse range of subjects likely to be encountered.

The TA will work very closely with the Community-based Animal Health Workers unit, the Communication unit and the Data Management Officer.

3.3 Duties and responsibilities of the Technical assistant to privatization/legislation

The TA will act as advisor to the Director of the OAU/IBAR. He/she will work under the supervision of the PACE Programme Co-ordinator to whom he/she will report. He/she will carry his/her activities in close co-operation with the different units of PACE, and with the countries participating in the programme, which he/she will visit regularly.

He/she will be primarily responsible for the implementation of the activities described above, and will ensure that the targets set are met. He/she will in particular:

3.3.1 assess and discuss with all national projects the existing sector legislation and

the PACE objectives; summarize the "as it is" situation of legislation/privatization in each of the PACE member countries;

3.3.2 *assist veterinary boards and Directors of veterinary services* with legal advice to update and adapt if needed their livestock legislation;

3.3.3 *assist all PACE national projects* in the design and implementation of appropriate models for the delivery of private veterinary services;

3.3.4 *meet with relevant central and field Government authorities* in the PACE member countries to determine commitment on legal and policy frameworks and progress towards privatization;

3.3.5 *assist national veterinary associations* to develop appropriate mechanisms of financing private veterinary practices and drugs delivery systems;

3.3.6 *participate in and attend as required workshops and meetings* for national and regional policy makers to discuss and develop issues in relation with legislation/privatization;

3.3.7 *establish linkages with livestock sector donors and international agencies* to ensure harmonization and compatibility of legal approaches and co-ordination on private veterinary services policies;

3.3.8 *discuss issues related to the reduction of livestock trade barriers,* harmonization of livestock movement control policies, standardization of export/import regulations and ensure that issues related to the adequate supply and quality control of veterinary pharmaceuticals are tackled on a regional basis;

3.3.9 *assist in the development of national and regional competence* in livestock legislation/privatization through organization of training and seminars;

3.3.10 *work with the Communication unit to assist veterinary faculties* in the development of improved business oriented and communication training for veterinary gradates and undergraduates;

3.3.11 *prepare terms of reference for and supervise specific tasks* related to legal and business affairs that arise during the development of various privatization projects;

3.3.12 *prepare quarterly, annual, mission and other reports* in the PACE Programme's approved format [all reports shall be submitted to the PACE Programme Co-ordinator for his comment and approval before they are circulated: only the PACE Programme Co-ordinator shall circulate reports];

3.3.13 *write technical papers*, as appropriate, to be published through the PACE Programme and the OAU/IBAR; and,

3.3.14 *perform other duties* that may be assigned by the PACE Programme Co-ordinator that are consistent with the objectives of the Programme.

3.4 Profile and qualifications required for the privatization/legislation TAs
The legislation/privatization expert should:

3.4.1 hold a degree in law, or a Masters of Business Administration, or in a discipline directly related with the health sector, awarded by a recognized university.

3.4.2 have at least 10 years postgraduate experience, with at least 5 years related to small business development and/or privatization of state services in Africa. Specific experience in the health sector would be a distinct advantage. This could be in relation to health legislation, drugs distribution and control, sector financing.

3.4.3 possess good interpersonal skills and have proven experience of effective teamwork; be able to communicate and work effectively and efficiently with people of different nationalities and cultures at all levels (farmers, technical personnel and political leaders) (*communication skills*) and have a proven ability to negotiate effectively in a variety of circumstances.

3.4.5 be fluent in English or French with a good working knowledge of the other language.

3.4.6 have a proven ability and be willing to travel and work throughout the PACE "region";

3.4.7 possess basic *computer skills.*

3.4.8 have proven report writing and presentation skills.

The profiles of short-term experts will be developed to match the requirements of their specific assignments.

4. PROCUREMENT OF EQUIPMENT

4.1 Procurement shall be carried out according to a schedule to be agreed on between OAU/IBAR and EC.

4.2 The following principles shall be followed by the Contractor when procuring the above goods:

- Origin: EC/ACP member states according to the Lomé IV convention
- Tax and customs arrangements see Annex F. Procurement will be done on a tax free/duty free basis according to the Lomé IV convention
- The procurement of all items above a unit cost of Euro2 500 shall be done on the basis of minimum three quotations to be obtained by the Contractor and to be evaluated by the Contractor and endorsed by the Contracting Authority
- Goods procured under the terms of this contract will remain property of the Contracting Authority. However, during the course of the performance of this contract the goods procured will be utilised for the strict purpose of the performance of the financing agreement.

The Contractor has the full responsibility of import licenses, clearance procedures and other related details, settlement of disputes and processing of claims. The Contractor also takes full responsibility for the shipment arrangements, e.g. insurance coverage, supervision of transportation and delivery.

Upon receipt of the goods, the Contracting Authority is responsible for acknowledgement of receipt.

Official acceptance by the EC Delegation is necessary for final payment of the goods procured under this contract.

The Contractor is responsible for full documentation, accounting and reporting of purchases.

MANAGEMENT OF THE COMPONENT EXPENDITURES

: PACE Programme Co-ordinator shall prepare an annual work programme and cost estimate for the gramme Co-ordination Unit and the common services; this shall be approved by the Contracting hority and endorsed by the Head of Delegation of the EC in Kenya.

nponents expenses will be carried out via the PACE Common Services Work Programme and Cost imate and the corresponding imprest account opened by OAU/IBAR. The Technical Assistant will eaders in their Units for the presentation of annual requests to the PACE Coordination, as well as ncial reporting. Details of the expenditure to be incurred by the Units where these TAs are posted ll be included in the Work Plan and Cost Estimate.

: technical assistants will manage their professional travel cost directly under the TA contract.

RECRUITMENT PROCEDURES FOR SHORT-TERM EEXPERTS

: need for short-term experts will be identified by the Contractor in conjunction with IBAR or :ctly by IBAR. Their terms of reference will be drawn up by the Contractor in conjunction with PACE Programme Co-ordination Unit or directly by the Co-ordination Unit.

ee CVs have to be presented to the Co-ordination Unit, based on suggestions from the Contractor, Contracting Authority and/or the Delegation of the EC in Kenya. Priority may however be given ne CVs for short-term experts presented in the tender.

: Contractor will hire the selected short-term experts directly, subject to prior approval by the ıtracting Authority and the Delegation of the EC in Kenya, according to the unit rates provided in contract. The short-term experts will report directly to the PACE Programme Co-ordinator.

ORGANIZATION OF AFRICAN UNITY
Interafrican Bureau for
Animal Resources

OAU/IBAR

ORGANISATION DE L'UNITE AFRICAINE
Bureau Interafricain Des
Ressources Animales

P.O. Box 30786, Tel. No. 338544, Fax: 332046/220546, E-mail:oau-ibar@africaonline.co.ke, NAIROBI, KENYA

Ref. IBAR/PACE/m10 F44

6 March 2000

AGRER S.A. – N.V.
Avenue Louise, no 251, Bte 23
1050 Brussels
BELGIUM

Attention: M. François DUGAUQUIER

Date : 07/03/00			
CG		DRPA 1	
ADMIN.		DRPA 2	
MARKET		CGRN	
CV		EGNP	
		DRPA 3	

Dear Sir,

Pan African Programme for the Control of Epizootics (PACE)
LOT 1: PANVAC and Wildlife Components
LOT 2: Communication, Veterinary Legislation and Privatisation
Provision of Technical Assistance
Project No: 7-ACP-RPR-744
Consortium AGRER – RWA

I am responding to your request for clarification concerning the contents of the invitation to tender for the provision of Technical Assistance to the above-mentioned project.

1) B.1 Instructions to tenderers

Art. 4 Submission of Tenders

The instructions to tenderers state that "tenders are to be submitted using the two-envelope procedure. Each tender, comprising the documents referred to below shall be placed in a sealed envelope bearing the address given in the letter of the invitation to tender, the reference of this letter and the words "not to be opened before the tender opening session". On the envelope you should write "technical proposal for the provision of TA to Pan African Programme for the Control of Epizootics (PACE)/Lot 1: PANVAC and Wildlife Components"." DOCUMENTS RELATING TO PRICES MUST BE PLACED IN A SEPARATE ENVELOPE. This second envelope, which shall also be sealed and bear the words "tender price", shall be placed in the first envelop mentioned above".

Should you wish to use three envelopes the Contacting Authority would have no

Art. 5 b., third paragraph

"The information referred to under 4.3 (h) shall be confined to...". The reference to Article 4.2 (h) of the general regulations was incorrect.

I regret that the Declaration attached to your 'faxed inquiry was not received.

A Declaration concerning the information referred to in article 4.3 (h), which could be certified by a notary public would be satisfactory evidence under the terms of Article 4.

Art. 5 e. (Annex C)

"Annex C shall furthermore give a general description of the consultants firm including its relevant experience and references. This section of Annex C shall contain NO Photographs, NO leaflets or publicity brochures and shall not exceed 5 pages (A4 format)." The contract, which is the subject of the invitation to tender, will be concluded between the Contracting Authority and the "Consultant". SA AGRER (in association with RWA International Ltd) comprises the consultant company.

"Annex C to the draft contract, to be drawn up by the tenderer shall describe the quantitative extent of personnel means, of material, and of eventual specialised sub-contractors foreseen for the realisation of services." The services referred to relate to the provision of technical assistance.

Art. 5.f. (Annex D)

Tenderers are required to comply with the conditions laid out in section B. RULES OF TENDERING included with the letter of invitation to tender.

Annex E

B.1 – Per diems – short-term consultants

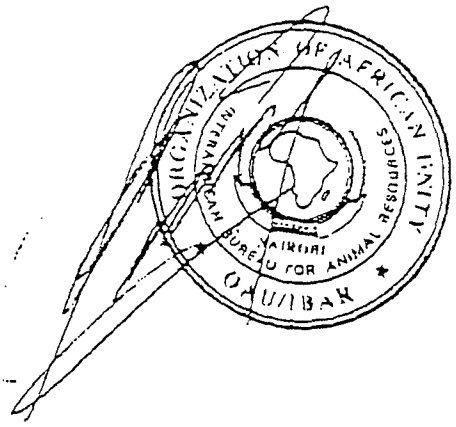
Staff members of OAU/IBAR travelling on official duty receive per diems at the appropriate rate defined in the rules and regulations of the Organisation of African Unity. Experts and consultants engaged by the European Commission receive daily subsistence allowances at rates laid down in the appropriate duty travel guide or at rates specified in their contracts.

B.4 – Office running costs

The provisions for approved annual work programmes of PACE Co-ordination Units will meet various running costs which will include electricity, air conditioning, stationery, consumables, secretarial services and telecommunications. The budget line

B.4 specifically excludes the costs of telecommunications (telephone, fax, e-mail, internet).

Yours faithfully,



Dr. Al Hadj A Tall
Ag DIRECTOR

c.c. CIRAD-EMVT
Campus International de Baillarguet
BP 5035
Montferier sur Lez
34032 Montpellier cedex 1
FRANCE

c.c. Gesellschaft Fur
Agrarprojekte M.B.H
Eulenkrugstrasse 82
22359 Hamburg
GERMANY

c.c. The Head of the Delegation of the
European Commission in Kenya
P.O. Box 45119
NAIROBI.
Attention: Dr B Rey

RJC/sz

AGRER S.A. - N.V.

avenue Louise, n° 251, Bte 23
1050 Brussels - Belgium
Tel: +32 2 640 63 10 - Fax : +32 2 648 75 38

Please note our new e-mail address : agrer@agrer.com
Sender individual e-mail address : francois.dugauquier@agrer.com

Facsimile

To/A	:	The Regional Authorising Officer The Organisation of African Unity (OAU)/ Interafrican Bureau for Animal Resources (IBAR) Att. Director OAU/IBAR
Fax Nr	:	+254/2/33 20 46
Copy	:	Delegation of the European Commission
Fax	:	+254/2/716 481
From/De	:	François DUGAUQUIER
Date	:	22/02/00
Page(s)	:	2

Concern : PANAFRICAN PROGRAMME FOR THE CONTROL OF EPIZOOTICS (PACE)
[redacted] : COMMUNICATION, VETERINARY LEGISLATION AND PRIVATISATION
Provision of Technical Assistance
Project Number : 7-ACP-RPR-744
Consortium AGRER-RWA

Dear Sir,

We acknowledge receipt of the tender dossier for the above-mentioned project and are very pleased to confirm our intention to submit a proposal.
We would like to have some clarifications concerning the contents of the invitation to tender, which are the following:

1) B.1 Instructions to tenderers

Art. 4 Submission of Tenders

Are you expecting one overall envelope (with the address of OUA/IBAR and the mention *"not to be opened before the tender opening session"* and *"technical proposal for the provision of TA to the PACE Lot 1: PANVAC and Wildlife components"*) containing the technical proposal AND containing the envelope for the Financial proposal (with the mention *"Tender Price"*)?
Or are you expecting, in an overall envelope (with the adress of OUA/IBAR and the mention *"not to be opened before the tender opening session"*), two envelopes: one containing the Technical proposal (with the mention *"technical proposal for the provision of TA to the PACE Lot 1: PANVAC and Wildlife components"*) AND another envelope containing the Financial proposal (with the mention *"Tender Price"*)?
Could you please clarify this Art. 4?

Art. 5 b., third paragraph

« ...the information referred to under 4.2 (h) shall be confined to matters of direct interest to the award of the contract. If no information is pertinent this should be expressly stated. »

Should "4.2 (h)" be replaced by "4.3 (h)", as there are only 4.2 (a) to 4.2 (e) numbers in the Article 4.2 of the General Regulations ?
In this case does the Declaration attached to this fax fit with the 4.3 (h) ?
Should this Declaration (concerning "4.3 (h)") be certified by a notary public ?

Art. 5 e. (Annex C)

- Is it only for the general description of the Consultant's firm or for all Annex C that there is a limitation of 5 pages.
  In the case of 5 pages maximum for general description of the Consultant's firm, and if the case of a Consortium, would it be 5 pages allowed for each Partners or for the whole Consortium ?
- *« Annex C to the draft contract, to be drawn up by the tenderer shall describe the quantitative extent of personnel means, of material, and of possible specialised sub-contractors foreseen for the realisation of services. »*

  Could you please clarify this part telling us what is concerned more specifically :
  - Material/Personnel means to be provided to the project

    OR
  - Material/personnel means available at the headquarter of the consultant for the backstopping and support of the T.A. team?

Art. 12 Validity of tenders

"Tenders shall remain bound by their tenders for a period from the closing date for the lodging of tenders."

Is it the same period of validity as for the lot 1 (3 months) ?

Art. 5 f. (Annex D)

« ... a declaration of availability for 6 months signed by the agents proposed ».

Would it be feasible to apply the same period as required in Art. 12 (expecting that validity of the tenders is 3 months like in other similar procedure)?

Annex E

- B.1 – Per diems – short-term consultants

Is there any "official" per diem applied for OUA/IBAR staff members and other E.U. freelance expert?

- B.4 – Office running costs

What is inclusive and/or exclusive in *"sundry and incidental office running costs"* (electricity, air-conditioning, paper, small material, secretary,...?)

Yours sincerely,

P.O.

Francois DUGAUQUIER

ORGANISATION AND METHODOLOGY

Annex B to the Contract

ORGANISATION AND METHODOLOGY

(ANNEX B TO THE CONTRACT)

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1 INTRODUCTION

PACE's objectives are to eradicate epizootic diseases from Africa, to make national livestock services more financially self-sustaining and effective in the field, promote the privatisation of animal health services, in order to help revitalise the livestock sector in Africa. PACE concerns a region of approx. thirty-five African countries (32), consisting mainly of the least-developed ACP States.

PACE Programme	
Goal (Overall objective)	To relieve the poverty of those involved in livestock-farming sector (producers, service providers and consumers) in Africa by improving animal productivity, trade and food security
Purpose (Immediate objectives)	• Strengthening the capability (national and regional) to assess the technical and economic aspects of animal diseases and generate appropriate programmes for their control • Safeguarding animal health in Africa against major animal health diseases (OIE List A diseases)
Expected Results	• reinforcing animal epidemiology services (information, diagnostic and follow up) and control of major animal diseases in the participatory countries • Greater privatisation of veterinary services and public/private sector linkage in the field • Rinderpest eradicated from Africa; greater control of other epizootic diseases, especially CBPP • At pan African level , sustainable co-ordination of national animal health systems and arrangements for tackling epizootic diseases set up

The implementation of the PACE Programme will be based on the lessons of the PARC Programme (Pan-African Rinderpest Campaign) financed from 1986 by the European Union (regional and national programmes of the EDF). The co-ordination is under the responsibility of Interafrican Bureau for Animal Resources of the Organisation of African Unity (OAU/IBAR).

The activities are divided into national components (approx. 75% of the programme's budget) and regional components / common regional services (approx. 25% of the programme's budget).

The co-ordination unit (based in Nairobi) will include namely an epidemiology unit (with three sub-units in Nairobi, Bamako and N'djamena), a communication unit (with a regional sub-office in Bamako), a socio-economics unit, a privatisation/legislation unit, a data management unit, a financial unit and other common services (follow up/evaluation,...).

The communication and privatisation components of PACE will benefit from Technical Assistance subject to the hereby tender. In the following pages, we present successively the methodologies for communication and privatisation/legislation components and the general organisation of the proposed services.

2 COMMUNICATION COMPONENT

2.1 SUMMARY

The PACE Communication component aims to build the participation and commitment of people and organisations for the success of the national and regional components of the Pan African Control of Epizootics (PACE) programme.

The PACE Communication component will operate at the regional level to further train national PACE Core Communication Teams in national country programmes to carry out public awareness campaigns that inform and motivate people effectively, from the grass-roots level to decision-makers. It also assists the OAU/IBAR Regional PACE Co-ordination Units to promote policy reforms, international actions against epizootic diseases by creating and disseminating audio-visual materials to a variety of stakeholders in animal health, the general public and the EC.

To ensure sustainability the communication component provides a Communication Adviser each in Nairobi and Bamako with an counterpart from the PACE/IBAR region, intermediate specialised national and regional training workshops for national PACE Communication Officers, the basic capacity to prepare media materials and the know-how to set up an interactive data management centre containing the latest epidemiological information on the major epizootic diseases.

Coverage:	*32 (35) PACE countries,*
Duration:	*three years for the TA, five years for the communication units*
Offices:	*Nairobi and Bamako*
Emphasis:	*Policy reforms, epidemiological information on epizootic diseases*
Impact:	*Medium, long-term*
Sustainability:	*Medium to high*
Strategy:	*Systematic intervention with monitoring in each country; public awareness campaign; building knowledge-sharing systems (communication activities, mass media use, interconnectivity through electronic mail, data management centre) to link livestock services and rural communities for improved implementation of PACE.*
Training:	*PACE National Communication Officers, together with other staff of the Core Communication Teams (CCTs) at national and regional workshops.*
Training Materials:	*Package/curriculum of 'communication for livestock sector development' for adaptation by PACE, and model for others.*
Information Dissemination:	*Collect audio-visual documentation from PACE countries in order to make informational/promotional materials for national and regional use, such as thematic pieces on policy reforms, rinderpest eradication, CBPP, etc. in form of video/radio/print materials and through centralised data banks in Nairobi and Bamako.*
Media production:	*Mainly print (brochures, manuals, etc.) also video/audio/spots – web-site*
Facilities:	*Nairobi: desktop Publishing (DTP), copying, playback of video and audio, Local Area Network (LAN) coupled to an epidemiological database.* *Bamako: Audio-visual playback, materials resources centre, Local Area Network (LAN) coupled to epidemiological database.*
Personnel:	*Communication Experts/TAs (2), counterparts (2 as available), audio-visual/print production officer (local), international consultants/trainers, national consultants..*

2.2 BACKGROUND

Soon after PARC commenced field operations in 1987 it became apparent that the desired level of participation in the Campaign by people, ranging from cattle owners to government decision-makers, was not automatic and in some cases could be difficult to obtain. The PARC programme far exceeded the typical exercises of disease control and animal production normally carried out by national livestock services. People's co-operation was not only vital to achieve eradication of rinderpest, but also their active involvement was crucial to make livestock services sustainable.

Furthermore it was recognised that in order for the Campaign to achieve sufficient momentum and priority at the international level, it was highly important to deliberately increase the awareness of various organisations and the general public about PARC. Due to the centralised approach of the livestock services, the information flow between the livestock services and the livestock owners has been limited to occasional top-down person-to-person communication. This happened when the field services had the opportunity to visit the rural areas and did not allow the more needed down-up information flow.

To meet these needs, PARC added "Development Communication", as a key component in its overall strategy, midway in 1992. In PARC, Development Communication focused on increasing the mutual understanding between national livestock services and rural cattle owners through improved person-to-person dialogue and information exchange. It has aimed to help livestock ministries to use communication techniques and create appropriate media materials on a limited level. It has encouraged governments and organisations at the international level to discuss more openly about issues of rinderpest control and the needs for mutual action, and has begun to help them to better recognise the value of initiating PARC policy reforms. It has also helped to create and promote a Campaign identity, and instil a sense of progress and commitment towards final success, amongst members of the Campaign.

In practice, PARC's Development Communication activities have occurred on two levels:

- at the regional level in OAU/IBAR to provide a limited amount of technical assistance to PARC member countries and to promote international awareness of the Campaign,
- And more sustained at the national-level where communication activities have commenced in a number of PARC countries with sufficient funds and expertise to carry out communication components within PARC national projects.

Training workshops were organised for the new PARC core communication teams. They focused on Participatory Rural Communication Appraisal. This methodology, derived from PRA (Participatory Rural Appraisal) trained the PARC communication staff in conceptual and practicable skills of Development Communication: that is methodologies to build public-awareness, and stimulate communication between key interactiongroups about PARC, special considerations for involving pastoralists, according to the PARC regional strategies.

2.3 PACE COMMUNICATION : OBJECTIVES, ACTIVITIES AND EXPECTED OUTPUTS

PACE communication is build upon the experiences gained from PARC. Therefore PACE Communication will need to promote new policies as the OIE pathway, promote in conjunction with the privatisation component an enabling legislative environment, stress the value of serological surveillance, and introduce the changing context of the veterinary practice to various stakeholders. Despite the PARC experiences, no sustainable structure to facilitate this sensitisation process is yet in place. Although a dialogue with beneficiaries has been initiated (through assistance to PARCVAC, the Wildlife component, etc.) it needs to be fully integrated in future animal health interventions. Moreover, Governments, donors, and professional organisations have to be informed on a regular basis about PACE, its progress and problems.

In line with the General objective of PACE, the objective of the communication component is to *improve communication and co-ordination on a sustainable basis among all stakeholders in the animal health*

2.3.1. Problems to be addressed

1. Failure to routinely gather and access appropriate and updated epidemiological data to adequately address epizootic diseases;
2. Reticence to communicate with other stakeholders in order to share limited resources, to exchange useful epidemiological and other data, and finally to tap from the vast reservoir of experiences and solutions.
3. Lack of experience to communicate beyond the 'traditional veterinary language' due to the marginalised role of most extension services. I.e. fairly new for many veterinary services to efficiently sensitise the stakeholders on e.g. policy reforms, vaccine quality control, etc.
4. Unachieved capacity-building and further strengthening of the Core Communication Teams in West, Central and East Africa.

2.3.2. The interventions

1. Under authority of the PACE Co-ordination units, to produce **information campaigns** to secure the co-operation and participation of all people and institutions concerned, including rural communities, non-governmental organisations, government personnel, government institutions, private associations and decision-makers in the PACE countries leading to an increased confidence in own capabilities;
2. A '**Centre of Excellence**' containing an interactive data management centre to facilitate information exchange and to improve access to epidemiological data by all concerned stakeholders. It will be based on the **newest information and communication technologies** to exchange epidemiological data among all concerned stakeholders in animal health in the PACE region (veterinary services, veterinary schools, NGOs, technical agencies (FAO, OIE, ILRI, etc.). This will call for an **interactive computerised database and PACE WebPages/homepage**.
3. Further **training** of Core Communication Teams (CCTs). Since the participation of various individuals and organisations in PACE is not always automatic, or in some cases may be difficult to obtain, it is imperative to have **national capacity in communication techniques**. This will be possible through capacity building of the CCTs in Development Communication because Development Communication is a relative new activity to most livestock services in PACE countries. The training will build upon the training provided during PARC. National and regional training will be based upon the needs from the national CCTs in various fields as Desktop Publishing, low-cost materials production, and information technology. This will:
    - improve the communication skills of livestock service field-staff through the use of discussion-tools with rural communities and other important groups;
    - gather 'feedback' from rural communities through such PRCA, and also from rural radio programmes produced with livestock owners in a participatory style;
    - as a result of this regular interaction, arrive at a more pertinent analysis of community and government objectives, for better adaptation of the PACE project to fulfil important needs in a sustainable way;
    - To assist governments to utilise more systematically Communication for Development in their national development policies and programmes, and do so in a financially self-sustainable way.
4. In addition, **in co-operation with selected veterinary schools in East, Central and West Africa a curriculum in 'Communication for Development' will be developed**. The PACE communication experts in conjunction with their colleagues at the regional PACE Co-ordination units will provide guidance and facilitate regular topical courses.

2.3.3. Expected outputs and activities

The expected outputs of the communications units will be:

1. Updated and complete information on epidemiological, social and financial aspects of the animal health sector will be rapidly available to the regional and national PACE components (and thus the

veterinary services of the PACE member states) through an electronic network, media campaigns and capacity-building. Special attention will be paid to the policy reforms regarding:

- the status of professionals dealing with animal health services
- the assurance that drugs available in PACE member countries have been correctly registered and distributed through authorised channels
- the procedures of the OIE Pathway

2. Modern and innovative communications skills have been shared with the aspiring veterinary students at selected veterinary school through an updated curriculum. Training materials will be produced for this purpose;

3. Veterinary staff in PACE member countries fully utilises the national communication teams as tools in the efficient management of their activities. The national communication staff assists the PACE managers in pooling human, logistic and financial resources.

4. Concerned stakeholders as the EC and technical agencies are regularly updated on the PACE progress through half-yearly focused information campaigns. The first year an important awareness-creation and sensitisation campaign will be developed and undertaken to introduce PACE and its objectives to all concerned (African) 'partners'.

In more detailed aspects:

1. Strengthened national capacities to conduct communication activities that create awareness and encourage participation of the people in PACE activities;
2. Strengthened regional capacities of the local staff at the IBAR/PACE offices to disseminate information through mass media and information technologies;
3. Strengthened information exchange networks at the regional IBAR/PACE offices;
4. An animal health reference centre established to provide up-to-date animal health data throughout the region (through the channels as described in 2).
5. Stakeholders integrated in a dialogue regarding the implementation of animal health interventions and corresponding policy reforms;
6. Professional capacity of young veterinary professionals broadened to accommodate modern management and communication techniques;
7. Integration, at sub-regional and regional level, of national practices in veterinary and livestock communication promoted;
8. Equipped and trained national PACE communication staff.
9. A Public Relation's approach vis-à-vis the donor community and the general public.

To these goals, the communication units will:

1. Set up a reliable communication network throughout the PACE region to ensure an efficient information sharing and reporting system in relation with the data management centre at the regional PACE Co-ordination units; this will involve assistance through the establishment of fully equipped communication units at the national level.
2. Provide assistance to the data processing and management unit, according to the needs of the technical units (for example epidemiological and privatisation components);
3. Assist the national PACE core communication units in the dissemination of (technical) messages provided by the other PACE common services and PACE Directorate, especially those related to epidemiology and support to privatisation. This will ensure a consistent presentation of the project image within the region and to the EC. The communication unit will be a communication service provider to the other technical units using, as far as possible, outside subcontracting.
4. In particular, the communication units will undertake the Public Relations in close collaboration with the PACE Co-ordination units. This will, among others, call for the preparation and editing of sensitisation materials as print, video, news releases, etc.

5. Organise intermediate-level training for the national PACE communication staff on a regional or in-country basis;
6. Organise annual PACE meetings, as well as assist the national PACE units in cross-border harmonisation meetings;
7. Organise further training for private veterinary practitioners, and provide supplementary training in communication at veterinary faculties in African universities, as established by the revised curricula;
8. Gradually coach the regional counterparts so as that they can continue the above activities in the fourth and fifth year of the PACE programme;
9. Share the experiences and resources with the IBAR Information and Documents staff in Nairobi.

2.4 MEANS, TASKS AND DUTIES OF THE TECHNICAL ASSISTANCE

The communication units will be accommodated in Nairobi, covering East Africa, and Bamako, covering Central and West Africa. Through regular missions and electronic exchange the communication experts will harmonise their activities. Both units will work closely with the national PACE communications components (presumably the former PARC Core Communication Teams). Each unit will have one technical assistant for a period of three years and an African counterpart for five years. He/she will pay particular attention to the set-up of the database exchange centre to ensure its sustainability in the future. The local IBAR staff will participate in this activity.

The skills of the regional and national counterparts will be further developed during formal and on-the-job training.

A desktop publisher is to be locally recruited to prepare print materials and update the PACE Homepage on the Internet on a monthly basis. Secretaries, drivers and other supporting staff (cleaners, security, etc.) will be shared with the other IBAR/PACE components.

Short-term technical backstopping may be provided to assist training in specialised areas. These experts may also assist the training modules at the veterinary schools if required. In addition, it is suggested to tap, whenever possible, from the local training institutions in the region. Funds have been availed to the national PACE communication units to attend in-country and regional training workshops. A specific support has also been selected to cover the methodological and technical aspect of the modern electronic communication methods.

The expected duties and responsibilities of the technical assistants are presented in the ToR. We precise hereafter some of them.

The regional communication experts (TAs) will assist the national communication components in preparing the annual (communication) workplans and budget, procurement activities and development of media materials.

In particular during the first year the TAs will among others:

1. Make inventory of available equipment and audio-visual materials;
2. Identify national counterparts in Nairobi and Bamako;
3. Draft a Budget/work plan for the first year;
4. Draft a global strategy with budget for the following three years;
5. Supervise the purchase and installation of PACE computer communication equipment;
6. Liase with the other components, especially the IBAR-Documents, the PACE Privatisation and Epidemiological units, on the set-up of the data management centre;
7. Co-ordinate and initiate a year-long regional PACE awareness creation campaign;
8. Oversee the collection and optimal storage of media materials produced by the national and regional PARC and PACE programmes;
9. Represent and promote PACE in international meetings, conferences and workshops;
10. Assess the local situation at the national PACE components, especially with regard to staffing, equipment, transport and capacity;

2.5 COMMENTS

Besides the qualifications described in the Terms of References de PACE communication experts need to display a wide range of diplomatic and pedagogic skills. This will allow them to cope with a wide range of cultural and professional different environments throughout the PACE region. Intensive lobbying for the integration of 'communication' is too often still needed. In addition, the communication experts therefore need to be able to work under pressure as for most veterinary services the use of the communication services is not evident or automatic.

The following assumptions must be considered for a good implementation:

1. Effective technical assistance in veterinary science by OAU/IBAR/PACE to PACE member countries
2. Donor support without delays and gaps for regional and national PACE projects
3. PACE countries continue with general interest to implement PACE components
4. Continued support from governments and livestock services for the integration of "Communication" in the vertical and horizontal activities of the livestock services.
5. Regional Communication Advisers for three years available;
6. Provision of office space and security for equipment on OAU/IBAR premises
7. Budget for regional and national PACE Communication activities available over the next three years without gaps of disbursement.
8. Personnel of former PARC Core Communication Teams will be availed wherever possible to the future PACE communication teams. They will utilise available financial resources, earmarked for capacity building, to attend training workshops.

2.6 INDICATIVE TIME SCHEDULE OF ACTIVITIES

This schedule is to be considered indicative and shall be adapted and detailed by the technical assistants his the annual work programmes.

COMMUNICATION	Year 1				Year 2				Year 3			
Activities / quarters	*Q1*	*Q2*	*Q3*	*Q4*	*Q5*	*Q6*	*Q7*	*Q8*	*Q9*	*Q10*	*Q11*	*Q12*
Definition and Purchase / installation of equipments and electronic communicatrion meth.	***	***	***	***	***							
Support to data processing units	**	***	***	***	***	***	***	***	***	***	***	***
Training and coaching counterparts and nationals	**	***	***	***	***	***	***	***	***	***	***	***
Production of communication materials		***	***	***	***	***	***	***	***	***	***	***
Advising national components	**	***	***	***	***	***	***	***	***	***	***	***
Meetings and workshops		*		*			*		*			*
Field missions and reports	**	* *	* *	* *	* *	* *	* *	* *	* *	* *	* *	* *
Technical papers	**	***	***	***	***	***	***	***	***	***	***	***
Annual work program	*			*				*				(*)
Quarterly progress reports		*	*	*	*	*	*	*	*	*	*	*
Annual and final report					*				*			**

In addition to the requested quarterly progress reports, annual and final report and annual work plans (see chapter 4.3), Mission Reports will be also prepared after each official field mission and circulated to the PACE Co-ordinator. In addition, these reports will be forwarded to the concerned officials visited after the mission.

3 LEGISLATION / PRIVATISATION COMPONENT

3.1 CURRENT SITUATION

During the last decades the quality and efficiency of public veterinary services has constantly decreased. The reason for this decline is mainly budgetary. In spite of the fact that the livestock sector contributes in many African countries largely to the GNP and that livestock production has been considered a public good for reasons of food security the budgets of the animal health sector has not been adjusted to the increasing demand. In fact the budget measured in real terms has even decreased in a way that nowadays only the wages of the often overstaffed services are covered.

As solution to overcome this dilemma, a policy of cost recovery was promoted. The livestock sector was no longer considered as a public good but became a private good. Producers should pay for all services. Even if the beneficiaries accepted to pay often (often they were not aware of the financial benefits of improved animal health, mainly if the disease for which they had to pay was not of imminent threat), this policy generally failed since the revenues collected could not be revolved within the service since they had to be transferred to the public treasurer.

Downsizing of the public services however was generally avoided in order not to cause social hardship. Some attempts to restructure the public services were made focusing on a better utilisation of the existing staff but all these measures did not improve the situation.

Under the pressure of the World Bank, IMF (structural adjustment program) and other donor agencies like the EC a process of privatising animal health services started in the late 80s. The principal argument for privatisation is that the private sector is considered more cost efficient. The EC funded PARC program (Panafrican Rinderpest Campaign) based its objective of eradicating rinderpest and other major diseases such as CBPP on the privatisation of veterinary services and the sensibilisation and participation of livestock holders.

This process was however often introduced half-heartedly and rarely reinforced by necessary accompanying measures such as

- the withdrawal of public services from areas and domains in which private veterinarians started their business,
- the integration of private veterinarians in disease control (mandate for vaccination campaigns, veterinary sanitary inspection, etc)
- the access to loans,
- the definition of the role and duties of either public and private services (including the community based animal health workers)
- the creation of veterinary associations to organise the new profession and to negotiate the conditions of exercising private veterinary practice with the public sector;

Often the government maintained however the monopoly for the importation and wholesale of drugs. In addition the public services considered the few private veterinarians as disloyal competitors since it was a common use that public veterinarians delivered services outside the official framework in order to improve their low salaries. Instead of introducing the private veterinarians to their future clients the livestock breeders were discouraged to approach them. Other activities in the field of animal health that are counterproductive to privatisations continued to be tolerated such as the importation and distribution of drugs, often subsidised or even free of charge or the training and use of animal health workers by projects and ONGs. This personnel laid off after the end of the project constitutes in many countries a major obstacle for privatisation since a large portion of all illegally imported drugs is used by these independent animal health workers.

The existing legislation dating often from colonial periods permitted generally the activities of private veterinarians without processing their role and duties. The necessary amendments and texts of application however were not prepared or not promulgated. In Western Africa the CEBV (Communauté économique de bétail et de viandes = Economic community for livestock and meat) through funding from the AFD (Agence Française de Développement) prepared some model laws and decrees to promote privatisation. This compilation of texts had been widely distributed and had inspired many national laws,

In addition it became obvious that the number of private veterinarians was not sufficient to cover all areas of a country. In fact, mainly less rewarding zones, often-arid zones with nomadic and semi-nomadic livestock holders are not sufficiently attractive for a private veterinarian. In order to provide the necessary veterinary services in those remote zones the option was taken to train and implement community based animal health workers. The control of these workers originating from the community in which they work and generally livestock holders or children of livestock holders (in fact, a rising number of female animal health workers can be found dealing mainly with poultry diseases) however is not yet defined. Some countries have taken the decision to appoint private veterinarians as mentors of these animal health workers.

Since 1998 when the PARC questionnaire on achievements of the PARC program was presented the situation of privatisation has favourably changed. The privatisation component of the national PARC programs has generally been successful. Veterinary associations can now be found in all PARC participating countries but often they are rather inefficient due to under equipment and lack of training. The legal framework is theoretically satisfactory even if in many countries they are sparsely applied. A large number of private veterinarians and of private drug importers and wholesalers have benefited from the PARC credit line. The attitude of the loan institutions towards the veterinary profession has changed. The approach had not been identical in all countries; in particular the degree of subsidies granted to private vets varies. Some countries subsidise interest rates; others accord up to 100% of guarantee to the lending institutions (banks, credit unions, etc). Some countries finance only veterinarians with a diploma from a recognised veterinary faculty, others grant loans also to livestock engineers, often only veterinary activities are supported, while in other cases also animal industries projects are financed. The training of private practitioners in managerial techniques is often insufficient as is the follow up of the private veterinary enterprises.

Although the process of privatisation is on its way certain drawbacks must be expected. The sustainability of this component is not yet ensured. The PARC program has ended too early to remove all obstacles. In fact, a newly created enterprise can only be considered as successful after at least several years of existence. **Therefore a new support program is urgently needed to carry on, enhance and extend the achievements of the PARC program.**

3.2 OBJECTIVES, ACTIVITIES AND MEANS

Privatisation of veterinary service becomes even a mean than a goal in the new strategy of control of epizootics. The main activities of the component will focus on:

- Reform of veterinary services through an appropriate legal framework
- Establishment of an institutional framework to promote privatisation
- Training and communication (in collaboration with the Communication unit of the programme)

3.2.1 Reform of veterinary services through an appropriate legal framework

- Definition of the duties of the public service and the private sector
  Public sector: legislation (set up of the legal framework) , enforcement of the legal framework, planning, disease control including the control of the sanitary mandate, statistic analyses, international relations (in disease control), extension service mainly in remote areas, research
  Private sector: all medical aspects, medical laboratory, importation and distribution of drugs, sanitary mandate (vaccination campaigns, epidemiological surveys, meat inspection), control of community based animal health workers)
- Reinforcement of the regulatory and control function of the public sector
- Restructuring of public services in geographical terms (withdrawal of staff from zones occupied by a private veterinarian, reinforcement of qualified staff in remote zones)
- Standardizing the legal and regulatory framework in all participating countries as to
  - Animal health, disease surveillance, statistics, vaccination campaigns, veterinary sanitary inspection (procedures of inspection, of condemnation, etc.)

- The withdrawal of public services from zones claimed by private practitioners (cessation of all medical and commercial activities)
- Veterinary pharmacy: the role of importers and wholesalers, the private practitioners, livestock breeder associations (collective pharmacies run by farmers' associations), drug registration, control of the black market
- status of animal health professionals, in particular of community animal health workers, the role of the private veterinarian to train and control these animal health workers, definition of their duties and limits
- the tasks and duties of other stakeholders (importers of livestock equipment and products not covered by the veterinary legislation like insecticides, animal transporters and traders, butchers, animal industry enterprises)

- Harmonizing the legal aspects in particular between neighbouring countries (WAMU = Western African Monetary Union, ECOWAS, etc.)
  - disease control, livestock movement and trade, veterinary sanitary inspection, registration of drugs
  - tax and custom regulations to reduce smuggling and black marked
- Establishment of a price list for all interventions executed simultaneously by the private and the public sector (vaccination campaigns, certificates, etc) in collaboration with the livestock associations

3.2.2 Establishment of an institutional framework to promote privatisation

- Institutional capacity building of veterinary associations (management, training, improvement of fund collection, confederacy with the associations of the other liberal health professions such as doctors, dentists, pharmacists), additional duties (organization of a social security scheme for private veterinarians),
- Set up of a service unit attached to the appropriate veterinary associative structure to promote veterinary privatisation
  - Legal status of the service unit
    In order to be independent from the public sector to which the funds had been granted initially this unit must have a legal status to sign an agreement with the government on the utilisation of the credit fund, to manage the credit fund and to sign contracts with the lending financial institutions (banks, loan companies, etc) and other service providers (accounting and auditing services, training institutions,).
  - Its duties
  - Its organisation
- Set up of a control structure of the credit line
- Definition of the rules of eligibility for the credit scheme (target groups(s), activities to be financed
- Implementation of a credit scheme (guarantee fund based),
  Preparation of standardized but flexible framework for the negotiations with the bank
  - loan conditions,
  - role and function of the guarantee fund,
  - proceedings (engagement, mobilization, etc),
  - types of loan (short, medium term, letters of credit, etc)
- Implementation of a solidarity fund created and managed by the association of private veterinarians to provide necessary guarantee above the intervention of the guarantee fund)
- Set up of a monitoring system of the private veterinary enterprises composed of independent accounts, auditors, training institutions)

3.2.3 Training and Communication (in collaboration with the Communication unit)

- Evaluation of training needs in management technique, accounting and communication of private practitioners
- Assessment of training needs in technical fields to match the changing requirements of the producers (laboratory, urban intensive poultry farming, artificial insemination etc)

- At the veterinary faculty level in modern management and communication techniques (regional level) but also in legal aspects (harmonised laws would facilitate this training considering that a veterinary faculty such as Dakar trains students from Western Africa, Central Africa and even east Africa (Comorean islands)
- Provide individual training in management, accounting and communication techniques of private practitioners (national level)

- Up dating of the training program of the veterinary faculties , a harmonisation between the curricula of all veterinary faculties within the pace participating countries. Exchanges of trainers between the faculties
- Reinforcement of the awareness of livestock breeder associations (on the role of private veterinarians,

3.3 DUTIES AND RESPONSIBILITIES OF THE TECHNICAL ADVISER

The expected duties and responsibilities of the technical assistant are presented in the ToR. We precise hereafter some of them.

The TA will assist the programme in both regional and local level:

Regional:
- Assessment of present situation and update of the data
- Harmonisation of the legislation
- Policy advice
- Building up of a database

Local:
- Specialised advice and support to the countries enhancing the privatisation process including numerous visits in the PACE countries

He will start his duties:
- Up-dating of the information concerning
  - private veterinary practitioners, importers and wholesalers,
  - existing legal framework
  - the credit line and its institutional and legal set-up
- Analysing of the evaluation reports of the national PARC programs and in particular the privatisation component
- Analysing of the final reports of the national PARC programs, particular attention to be paid to privatisation

3.4 LINKS WITH OTHER COMPONENTS OF THE PACE PROGRAMME

The privatisation/legislation expert will work in close relation with other PACE components, namely:

Communication Unit
- To make aware and "convince" national responsible persons and stakeholders on the utility of the legislative need for change and the privatisation issues
- Evaluation and formulation of training needs in management technique, accounting and communication of private practitioners

The Community based Animal Health Workers Unit (CAHW)
- Livestock auxiliaires are necessary in remote areas and complementary to the veterinarians
- Private veterinarians could be involved in their training

Epidemiology and wildlife

Data Management Unit

NOTE : The TA should try to co-ordinate visits to national component with representatives from other units in order to provide an integrated support to the local administration and stakeholders.

3.5 COMMENTS

a) It is true that the legal framework is high importance as is the access to credits but other aspects namely social and cultural aspects need also to be considered. Not all of them might find a solution but they should no be discarded.

b) In reply to the structural adjustment programs imposed by the IMF that stopped the automatic hiring of graduates into the public services the training of new veterinary students was suspended. However no studies were made on medium term (10 years) requirements of the public sector but also of the private sector. Nowadays many public administrations are faced with the problem that

- their actual staff is close to retirement,
- the graduates who had left the veterinary faculties and who had started a career outside the public services are not interested any longer to join the public services
- no future candidates are available since the veterinary faculties are empty.

The private sector cannot fill this gap for the same reason. More and more posts in the public sector are taken over by other livestock professionals (livestock engineers, veterinary nurses, etc.). Animal health workers start to exercise in fields for which they had not been trained. Important environmental tasks as the protection of consumers through the inspection of food of animal origin are limited to large urban centres.

On of the tasks of the privatisation unit is therefore to assist the public services and the professional veterinary associations in determining the staffing requirements in both the public and the private sector if such studies have not yet been already initiated by other organisations, namely FAO.

c) Another aspect widely neglected is social security. Unlike public servants the private practitioner has generally no access to the social security scheme. He has to take care of his risks himself. Unfortunately private insurance against illness and accident are expensive. A way out may be an approach by the veterinary association to conclude a collective agreement with an insurance company. The associations might need assistance from outside to negotiate with the insurers. Similar comments for the access and negotiations with the banking sector.

d) The practical experience of veterinary graduates is often below expectation. In some countries the PARC programs have signed agreements with experienced private practitioners for the practical training of future private promoters. This approach reinforces the solidarity among private veterinarians. However they bear also some risks. Model contracts may be needed to define the tasks, duties and responsibilities of each party.

e) The private practitioner is often considered as an entity. The fact that he often has to take care of a family with a related problems is neglected. The spontaneous installation of private veterinarians in urban centres and clause to paved roads is understandable. Working in remote areas means often to get separated from the family for school and job related reasons (many wives of veterinarians are civil servants and cannot leave their job). Negotiations with the ministry in charge of civil services might help to find a solution to this problem.

f) A special attention should be paid to find solutions for the concordance between legislation in anglophone and francophone countries. In the same way, the concordance between the level of certificates from the different educational curriculum is also important (specialised short-term consultants should be appointed in support to the TA for this task).

3.6 INDICATIVE TIME SCHEDULE OF ACTIVITIES

This schedule is to be considered indicative and shall be adapted and detailed by the technical assistants his the annual work programmes.

	Year 1				Year 2				Year 3			
Activities / quarters	*Q1*	*Q2*	*Q3*	*Q4*	*Q5*	*Q6*	*Q7*	*Q8*	*Q9*	*Q10*	*Q11*	*Q12*
Assessment of actual situation	***	***										
Prepare policy framework and guidelines	*	***	***	***	***	***	***	***	***	***	***	***
Assure link with other components	***	***	***	***	***	***	***	***	***	***	***	***
Advise and assistance to national components	*	***	***	***	***	***	***	***	***	***	***	***
Database inputs			***	***	***	***	***	***	***	***	***	***
Meetings and workshops		*					*					*
Technical papers	**	***	***	***	***	***	***	***	***	***	***	***
Annual work program	*			*				*				(*)
Quarterly progress reports		*	*	*	*	*	*	*	*	*	*	*
Annual and final report					*				*			**

4 ORGANISATION

4.1 STAFF

The AGRER consortium has selected high experimented experts with profiles combining large international experience, competency and knowledge of PARC/PACE programme as well as good interpersonal skills.

For the communication component, both of the experts (Mr **Didier BERNARD** and Mr **Mark JEFFERY**) participated in the preparation of the consortium's methodology giving them a full understanding of the aims and objectives of PACE and the terms of reference for their specific positions. In addition, Mr Bernard was already appointed by PARC programme in 1993. Their respective country experiences have equipped both specialists with a good understanding of many of countries covered by the PACE programme. In addition their experiences complement each other which will allow them to create a working relation ship based on mutual professional support and cross-fertilisation of ideas.

According to the task and expected outputs of this component, we propose short term expertise with high level competency in multimedia systems, web-sites, and data management (Mr **Marc AUTIPOUT** – Multim Company) and in training and education (Prof. **Jan SERVAES** – Research centre Communication for social change of the K.U.Brussels). In addition, **Peter D'HUYS** who was positioned for more than 3 year as regional senior communication adviser in OAU/IBAR in Nairobi is a resource person for our team. According to his experience and good knowledge of the programme, we can assure also better continuity and good link with former activities.

For the privatisation/legislation component, the expert (Mr **Yvon LEBRUN**) was already working as technical assistant in the PARC programme on the privatisation/legislation issues. In addition, he has practised himself for ten years as private veterinary surgeon which will furnish him with a excellent understanding of the process.

We propose 3 CV of specialised consultants who will support the technical assistant in his activities according to the expected outputs and activities to be achieved. These supports concern the Banking and finance issues (Mr **Robert KEITH)** and the Legal issues (Mr **Jean-Marie BRETON** and Mrs **Margaret COOPER).**

The proposed expert team is presented further in details (see Annexe D – Presentation

4.2 LOGISTICS

4.2.1 Equipment

AGRER consortium will purchase required equipment (reimbursable – item C3 of price breakdown) with respect to the principles and EC procedures presented in the terms of reference.

As indicative, the equipment's should include:

- 2 vehicles for the communications experts in Bamako and Nairobi
- specialised computing equipment for the communication offices (Bamako and Nairobi)
- 1 vehicle for the privatisation/legislation expert in Nairobi
- office equipment for the privatisation/legislation unit in Nairobi

The budget will be detailed in the inception report (first annual work programme) and presented to the approval of the Contracting Authority and EC. Anyway, the proposed final list of equipment will take into account the actual situation in Bamako and Nairobi offices.

Upon completion of the project, these equipments will be handed over to the Contrating Authorithy/Supervisor.

4.2.2 Accommodation/housing

AGRER consortium has foreseen in the direct costs:

- Housing allowances for long term experts in Nairobi and Bamako
- Per diem for the long term TA in mission respectively outside Nairobi or Bamako in PACE region (road transport during project/field visits in the visited countries is supposed to be taken in charge by the national PACE component or administration)
- Per diem for the short term consultants

4.2.3 Running costs

AGRER consortium has foreseen in the direct costs:

- Vehicles running costs for the three technical assistants (including insurance, fuel, maintenance, eventual hiring of a driver)
- Office running costs including only incidentals (small items, pens, ink...). Office are supposed to be provided by the client as well as all the telecommunication costs and major office running costs (electricity, air conditioning,...). Those last costs must be planned in the annual work programmes to be established by the TA.

4.2.4 Travels and baggage

Provisions have been foreseen for the experts travel costs as follow (reimbursable expenses):

- 36 long term TA air tickets for taking position and annual leave (3 experts plus 3 family members / 3 years)
- 12 air tickets for short-term consultants (average of 3 week mission per expert)
- 135 air tickets for technical assistant in missions in the different PACE countries (average of 15 tickets per expert per year)
- provisions for kg baggage according to the ToR and the above family composition of the experts

4.3 TIMESCHEDULE AND REPORTING

We refer to chapters 2 and 3 above for an indicative schedule of the activities in each component.

The mobilisation of the technical assistants will be effective within 8 weeks of notification of the contract as requested in the proposed draft contract.

The consultant's team will provide the PACE supervisor with requested and adequate reports:

- Annual work programmes (for each expert/component) including costs estimates at the latest in the course of the third month preceding the end of the ongoing work programme. The first annual work programme will be produced within the two first month after arrival of the technical assistants (in the framework of a "inception report")
- Quarterly progress reports

- Any technical note or specific paper according to the needs of the programme or on request of the client
- Before completion of the services (3 years), a comprehensive final report will be drawn up which will include a full assessment
- Each short-term mission will be object of a specific report

The reports will be forwarded both on paper and digitised supports.

4.4 FOLLOW-UP AND QUALITY CONTROL

The consortium as appointed an experimented management team (**François Dugauquier**, Project Director -AGRER- and **Matthew Pritchard**, Project Co-director –RWA-) who will be responsible for the follow-up, quality control and good achievement of the contract. They role will be :

- Permanent contact with the client and the technical assistant
- Technical, logistics and administrative support to the long term experts
- Co-ordinate the management of the administrative tasks (project accounting and finance, procurement, travels,...)
- Quality control monitoring and evaluation
- Execution of internal field assessment mission (at least a yearly mission)

The consultant's backstopping capability is even presented further in details. We should stress the Pan-European nature of the consortium and of the proposed team that will allow to perform and support in depth all activities in all the PACE countries whatever the language and the culture may be (see Annex C – Presentation of the Consultant, sub-contractors and support institutions)

PRESENTATION OF THE CONSULTANT AND SUB-CONTRACTORS

Annex C to the Contract

PRESENTATION OF THE CONSULTANT, SUB-CONTRACTORS AND SUPPORT INSTITUTIONS (ANNEX C TO THE CONTRACT)

1 Consultant's General Presentation (AGRER-RWA Consortium)

1.1 S.A. AGRER N.V.

AGRER was established in 1959 with the aim to offer a complete range of services in agriculture, water resources, agro-economy, forestry and environment as well as in rural and regional development.

The Company has a permanent team of specialists in agronomy, water resources, agricultural economy and management. This permanent staff is presented in Table 2. For specific projects the services of specialised experts and, when required internationally renowned consultants are used. Close links are also maintained with universities, research centres, private farmers associations, companies and agencies in Belgium as well as abroad.

For over 40 years **AGRER** has been operating in different geographic areas and countries. The Company has been exposed to a variety of environmental, sociological and economic conditions, has gained valuable experience and has been able to respond to the needs of its clients.

AGRER's clients include governments, international aid organisations, funding institutions and companies in both the public and the private sectors.

Main sectors and activities:

LOCAL AND REGIONAL DEVELOPMENT
INTEGRATED RURAL DEVELOPMENT
LIVESTOCK AND VETERINARY SERVICES
INSTITUTIONAL STRENGTHENING
TRAINING – COMMUNICATION
EXTENSION, COMMUNITY ACTIVITIES
AGRICULTURAL POLICY
AGRICULTURAL PRODUCTION,
RURAL ENGINEERING
MANAGEMENT AND ECONOMY - PRIVATISATION
ENVIRONMENT – NATURE CONSERVATION - WILDLIFE
IRRIGATION AND WATER MANAGEMENT
NATURAL RESOURCES MANAGEMENT AND CONSERVATION

AGRER's activities cover all the main fields of the 'Green' Environment, the rural and economic development as well as of the institutional strengthening and management.

RURAL DEVELOPMENT

- Regional planning
- Set-up and management of extension and training services in agriculture and livestock
- Co-ordination of programmes for food and industrial crops, animal husbandry, agroforestry
- Creation and strengthening of farmer organizations
- Water resources development and managemen : irrigation, drainage, drinking water supply, ...
- Preparation, implementation and supervision of rural infrastructures: roads, markets, storage facilities, social infrastructure
- Socio-economic surveys and studies
- Land reform and land registration systems

ECONOMIC DEVELOPMENT

- Agricultural policy formulation and rehabilitation
- Investment studies
- Micro- and macro-economic analyses
- Marketing studies and support
- Structural adjustment

INSTITUTIONAL STRENGTHENING AND MANAGEMENT

- Privatisation and restructuring of public and private companies
- Strengthening of public services in agriculture, wildlife, livestock, forestry, ...

1.2 RWA International Ltd

RWA International Ltd is a British rural development consulting company which seeks to support communities and their institutions as they improve their own living standards through development activities. RWA's focus has broadened from its original agricultural base, and the company is now active in all aspects of rural development, including livestock (animal health and production), wildlife, institutional strengthening, agriculture, fisheries, community development, health, income generation and rural finance. RWA also has considerable experience and capability in other aspects of natural resource management, and has undertaken major projects in the water resources development and environment sectors. RWA has a thorough understanding of three decades of development approaches and philosophies, which provides an essential framework for successfully incorporating new and effective techniques.

RWA has always worked closely with all stakeholders, and has demonstrated a longstanding commitment to a process oriented, participatory approach to project implementation. A deep understanding of the roles and contributions of clients, beneficiaries and other stakeholders allows RWA to support and motivate project teams to maximise their effectiveness. Combined with proven project management capability and capacity building, technical skills and backstopping, this approach has ensured that project objectives are met and that benefits are sustainable.

From its initial rural development focus in Africa and South East Asia, RWA has expanded its activities into other areas, including Central Asia, and the Caribbean while maintaining and expanding its ties with Africa and SE Asia. RWA has also provided consultancy services to development projects in South Asia and South America. The knowledge of a wide variety of indigenous cultures and communities, emerging institutions, liberalising economies, production systems, ecologies and climates underpins RWA's ability to understand project requirements.

Through a wide range of interventions involving animal production and health components, RWA has gained a unique insight into the management and development of livestock and livestock services throughout the world. Many of RWA's projects and components of projects have covered veterinary and epidemiology services, assistance to veterinary laboratories, smallholder livestock improvement, veterinary and extension support, marketing, rangeland improvement and commercial beef ranching.

RWA's experience in the livestock sector has covered a broad spectrum of production, marketing and health issues associated with most livestock categories including cattle, sheep, goats, camels and poultry. Different parts of the world have emphasis on different animals and production methods.; for example, in Eastern Africa camels and mixed cattle / small ruminants are the major livestock. RWA has the experience to analyse local circumstances and tailor interventions to suit the prevailing livestock production systems and development direction.

Fusion of both production and health aspects has been crucial to the effective delivery of livestock services, and RWA has incorporated livestock and veterinary components into comprehensive development programmes as well as executing stand-alone veterinary projects, such as implementing national vaccination ad disease surveillance programmes. RWA also has considerable experience in improving the infrastructure and techniques necessary to boost livestock production and quality, having been involved in projects to build, rehabilitate or run veterinary laboratories, abattoirs, marketing systems, ranches etc. National policy and planning advice has been a central factor in many of the livestock development projects implemented.

RWA's permanent staff consists of highly qualified and motivated development professionals and project managers, supported by able administrators and technicians. This nucleus is enhanced by a group of retained associates in specialist development fields who have worked with RWA for many years, and additional expertise can be drawn from an extensive network of freelance specialists. In all project teams, RWA seeks to emphasise the contribution of national and regional expertise, with technical specialisation, management and backstopping provided by international staff.

2 Complementarity between AGRER and RWA and specific experience

2.1 Areas of Complementarity

AGRER and RWA have decided to join forces for the tender and possibly the implementation of the PACE Programme. The combined experience, resources and network of both companies is quite appropriate for the successful implementation of this challenging assignment.

The synergy between two consulting firms such as AGRER and RWA is to be found in:

- their long experience in the ACP countries,
- their experience in management and coordination of technical assistance projects and programmes,
- their specific experience in the PACE project sectors (epidemiological surveillance, communication, livestock, animal health and institutional support).

The complementarity between AGRER and RWA:

- Geographical experience: AGRER has been working for many years (or is presently working) in most of the countries involved in the PACE Programme in Western and Central Africa, whereas RWA has a very good experience in Eastern and Southern Africa.
- Relations with Institutions and partners in Europe as well as in African countries
- AGRER has a specific expertise in the management and co-ordination of large programmes, in the study and management of wildlife and in communication aspects. RWA has permanent staff members who are highly qualified experts in veterinary medicine and livestock.

Taking into account its experience in co-ordinating similar programmes, AGRER has be designated as leading Firm of the Association, ensuring the general management of the technical assistance and being the permanent interlocutor vis-à-vis the Client. RWA will provide its technical support within the Association, in particular on the veterinary/vaccine aspects.

The Project Manager designated amongst AGRER's staff members is M. François DUGAUQUIER, he will follow up the Project from the tender to the contract achievement. RWA has designated M. Matthew PRITCHARD as the responsible staff member who will participate in the internal monitoring and technical support of field teams, in association with the Project Manager (Internal Follow-up Committee – see §3.3).

A general overview of relevant projects of the Consortium related to the PACE programme is presented in Table 1.

2.2 AGRER Specific Experience

Three major programmes illustrate the company's capacities in the field of the project:

ECOFAC, with its six countries and their administrations, with its 30 consortium members (consulting companies, environmental NGO's, research institutes) and numerous partner organisation is probably one of the most challenging assignments AGRER has ever had to cope with. This EU-financed programme has been running for seven years now in one of the most difficult parts of Africa, and is considered an example for many other programmes.

Twice a year a co-ordination meeting is held in one of the countries, where all component managers and their counterparts are present, as well as the supervising official of the administration concerned. This allows not only everyone to be fully informed about work-plans and budgets, but also to have a very fruitful exchange of points of view and experience. Through the years the programme has therefore truly become a regional programme. In addition to the co-ordination aspects, the experience in the communication, legislation and wildlife sector will be worthwhile for PACE programme.

The ***REIMP (Regional Environmental Information Management Programme),*** co-funded by the European Union and the World Bank, has been largely inspired by ECOFAC and has an equally challenging task to bring together numerous organisations, companies and government services concerned by the environment in its broadest sense in six countries: government services, logging companies, NGOs, research institutes, funding agencies, etc... Here again every six months a planning

and progress monitoring workshop is being organised with all major stakeholders of the programme. Communication, data management system, legislation and information are keywords of the programme.

AGRER has also been entrusted with a ***support contract to the European Commission*** for the **administrative and logistical management** of (i) human and food aid experts working worldwide including in Africa, (ii) technical assistance experts working in Europe (non-EU countries), the Mediterranean region, Asia, the American Continent, the Caribbean, the Pacific and other parts of Oceania. In most of these countries, AGRER has a representative body (local office, institution or individual expert) which is responsible for the procurement, co-ordination and accounting follow-up. This management was previously carried out by an internal agency of the EC and has been sub-contracted to a company for greater efficiency. AGRER has established a specific management system and structure to this extent, which is operational since June 1998.

We must also underline amongst other the following recent and ongoing projects with direct interest to PACE programme:

- **Technical assistance to the livestock sector in Guinea Bissau** - 1996-98 (EC): extension of PARC programme ; privatisation of veterinary services
- **Strengthening of veterinary services in Vietnam** – 1998-ongoing (EC) : legislation, communication, co-ordination, training
- **Policy formulation advisory and support service (restructuring of agricultural and food sector) in Ukraine** (1994-97) (EC): communication, legislation, privatisation, education and training

2.3 RWA Specific Experience

A number of RWA International-managed programmes have been chosen to illustrate RWA's experience in veterinary services, disease surveillance and control, wildlife, institutional strengthening and commitment to sustainable development. RWA managed the **National Livestock Vaccination Project, Oman**; the **Veterinary Epidemiology and Economics Project, Ethiopia**; and the **Central Disease Investigation Laboratory Project, Ethiopia**. The project in Oman has given RWA the experience of operating disease control programmes aimed at eradicating Rinderpest and FMD – two priority diseases for PACE. Despite initial resistance from smallholders and livestock owners, the resounding success of the initial two year programme led to the contract was expanded to include a number of other important diseases. The two projects in Ethiopia illustrate RWA's experience and knowledge of veterinary epidemiology and disease investigation in the African context. The VEEU was particularly important for development of a simple but effective reporting system for active disease surveillance in all situations and training of local staff in all aspects of the functions of the VEEU. The CDIL's major function was to investigate and confirm the prevalence, incidence and distribution of major livestock diseases in Ethiopia. RWA supported it in it's efforts to improve capacity to fulfil this target, and also supported the improvement of disease diagnosis throughout the country. These projects therefore show the breadth of experience that RWA has gained in disease control, investigation and surveillance.

The **Omo-Gibe River Basin Development Master Plan Study** was a wide ranging project that investigated all aspects of the Omo-Gibe river basin, including wildlife and animal health. It also had an important capacity building function, with significant numbers of government staff receiving formal and informal training. It also illustrates the breadth of experience that RWA can draw on – for example, the company mobilised experts from such diverse backgrounds as livestock production / animal health, wildlife, anthropology and institutional strengthening. The **Study to Formulate a Regional Livestock Development Programme for Eastern Africa** illustrates RWA's breadth of experience in all aspects of livestock in a regional African setting. The Study was specifically designed to propose measures for regional integration, as well as provide a plan for marketing support, veterinary privatisation and improved livestock handling and production. The Institutional Support Project is self-explanatory, indicating RWA's expertise in supporting and strengthening national natural resources planning and policy institutions. Finally, although the **Western Samar Agricultural Resources Development Project** mainly concerns agriculture and livelihoods, it is included to illustrate RWA's experience in communications. The project has now established web-sites, and regularly publishes newsletters and other promotional and information material. As a successful and firmly participatory and bottom-up project, it also demonstrates RWA's commitment to involving communities in development to build their capacity to direct their own development.

Table 1 Relevant experience of the Consortium

			Project	Fund	1	2	3	4	5	6	7	8	9	10
1	Central Africa (Regional)	1999 - ongoing	Regional Environmental Information Management Programme (REIMP) (in Cameroon, Central African Republic, Congo (Dem. Rep.), Congo (Rep.), Equatorial Guinea, Gabon) *AGRER*	EU	•						•	•	•	•
2	East Africa	1999 - ongoing	Pastoral Livelihoods Appraisal Mission *RWA*	DfID	•	•	•	•	•	•		•		•
3	Belgium	1998 - ongoing	Framework contract for the provision of services to support TA of the EC in Third countries and within the Humanitarian and/or Food Aid *AGRER*	EU	•	•								
4	Sao Tome e Principe	1998 - ongoing	Support project to the development of livestock *AGRER*	AfDB		•	•				•	•		
5	Lesotho	1998 - ongoing	National livestock development study *AGRER*	AfDB			•			•				
6	Kyrgyzstan	1998 - ongoing	Assistance for improvement of private livestock sector *AGRER*	EU TACIS		•	•		•	•	•		•	•
7	Russia	1998 - ongoing	Adapting Russian beef and dairy farming to restructuring *AGRER*	EU TACIS		•				•	•			
8	Tunisia	1998 - ongoing	Strengthening of milk production and collection in the provinces of Bizerte, Beja, Siliana, Sidi Bouzid and Kairouan (TUN 015) *AGRER*	Lux Dvlpmt -		•					•			
9	Vietnam	1998 - ongoing	Strengthening of veterinary services *AGRER*	EU			•			•	•	•		
10	Philippines	1997 - 03	Partnership for Women's Health and Safe Motherhood *RWA*	EC		•					•	•	•	
11	Ghana	1997 - ongoing	Protected areas developement program in South-West Ghana (PADEP) *AGRER*	EU EDF		•	•	•			•			
12	Central Africa (Regional)	phase II 1997 - ongoing	Programme for the conservation and rational use of forestry ecosystems in central Africa (ECOFAC) - Phase I et II CAR : Ngoto Forest Cameroon : Dja Wildlife Reserve Congo : Odzala National Park Gabon : Lopé Wildlife reserve Equatorial Guinea : Monte Alèn *AGRER*	EU EDF	•	•	•	•			•	•	•	
13	Kyrgyzstan	1997 - ongoing	Sheep Private Enterprise Development *RWA*	WB		•			•		•	•	•	•
14	Tanzania	1995 - ongoing	Technical assistance to TANAPA / SNP (Tanzania National Park / Serengeti National Park) *AGRER*	EU EDF		•		•			•			
15	Zambia	1995 - ongoing	Economic Expansion in Outlying Areas Project *RWA*	SIDA		•					•	•	•	•
16	Central Africa Republic	1995 - ongoing	Technical assistance to the Northern Region Development Programme (PDRN) Phase II *AGRER*	EU EDF		•	•	•			•			
17	Philippines	1995 - ongoing	Department of agrarian reform *AGRER*	EU		•					•			
18	Philippines	1994 -ongoing	Western Samar Agricultural Resources Development Project *RWA*	EC		•					•	•	•	•
19	Kuwait	1993 -ongoing	National Livestock Services Development Project *RWA*	Gov of Kuwait		•	•			•	•			
20	Oman	1989 - ongoing	National Livestock Vaccination Project *RWA*	Gov of Oman		•	•		•	•	•			
21	East Africa	1999 - 00	Study to Formulate a Regional Livestock Development Programme for Eastern Africa *RWA*	EC EDF	•	•	•		•	•				•
22	Trinidad & Tobago	1999	Institutional Strengthening of the Community Development Fund Secretariat *RWA*	IADB		•					•		•	
23	Mali	1991 - 93 1997 - 99	Feasibility and final design of a land and water development project downstream Ansongo *AGRER*	AfDB		•					•			
24	Guinea Bissau	1996 - 99	Technical assistance to the livestock sector development support project *AGRER*	EU EDF			•		•	•	•			•
25	Guatemala	1992-99	Integrated rural development in the Huehuetenango department *AGRER*	EU		•					•			

1 Regional co-ordination in Africa
2 Institutional strengthening / Capacity building
6 Legal and Regulatory veterinary framework
7 Communication / Training and Education

			Project	Fund	1	2	3	4	5	6	7	8	9	10
26	Ethiopia	1998	Formulation of the Agricultural Support Project in the Southern Region RWA	DfID		•								•
27	Mauritania	1997 - 98	Environmental Impact Assessment of PDIAIM (Program of Integrated Development of Irrigated Agriculture in Mauritania) *AGRER*	WB		•			•		•	•	•	
28	Albania	1996 - 98	Adviser to the project management unit of the Phare agricultural programme *AGRER*	EU		•					•	•		
29	Mali	1994 - 98	Technical assistance for the valorization of hydro-agricultural developed lowlands in Daye and Hondobomo areas *AGRER*	AfDB		•					•	•		
30	Nepal	1997	Strengthening of veterinary services for livestock disease control *AGRER*	EU			•			•	•			
31	Vietnam	1997	Technical assistance for support to the Ministry of Education and Training *AGRER*	EU		•					•	•		
32	Zambia	1996-97	Study on the restructuring of the Forestry Department into the Proposed Zambia Forest Authority *RWA*	EC		•								
33	Pakistan	1996 - 97	Dera Ghazi Khan Integrated Rural Development Project *RWA*	AsDB										•
34	Kyrghyzstan	1994 - 97	Assistance for improvement of private livestock *AGRER*	EU TACIS			•				•	•		•
35	Ukraine	1994 - 97	Policy formulation advisory and support service - Restructuring of Agricultural and Food sector *AGRER*	EU TACIS		•					•	•	•	
36	Romania	1993 - 96	Establishment of a policy advisory unit within the Ministry of Agriculture and Food *AGRER*	EC PHARE		•			•			•		•
37	Ethiopia	1993 - 96	Omo-Gibe River Basin Development Master Plan Study *RWA*	AfDB		•	•	•	•	•	•		•	•
38	Central Africa	phase I 1992 - 96	Programme for the conservation and rational use of forestry ecosystems in central Africa (ECOFAC) - Phase I et II CAR : Ngoto Forest Cameroon : Dja Wildlife Reserve Congo : Odzala National Park Gabon : Lopé Wildlife reserve Equatorial Guinea : Monte Alèn *AGRER*	EU EDF	•	•	•	•			•	•	•	
39	Malawi	1992 - 96	National Livestock Development Project *RWA*	AfDB		•	•			•	•			•
40	Pakistan	1992 - 95	Livestock Development Project – Federal Component *RWA*	AsDB			•							
41	Senegal Mauritania Mali	1991 - 95	Macro-economic study of a regional Senegal river development programme *AGRER*	AfDF AfDB	■		•						•	
42	Ethiopia	1991 - 95	South-East Rangelands Project *RWA*	AfDB		•	•		•	•	•	•	•	•
43	Bulgaria	1991 - 95	Development of private agriculture - Project management unit *AGRER*	EU PHARE		•			•		•	•		
44	Kuwait	1994	National Poultry Health Study *RWA*	Gov of Kuwait		•	•			•	•			
45	Ethiopia	1990 - 94	Institutional Support Project *RWA*	AfDB		•					•	•	•	
46	Hungary	1993	Restructuring and Privatization of the public sector of Hungarian Agriculture *AGRER*	EU PHARE		•			•					•
47	Kuwait	1993	Dairy Rehabilitation Project *RWA*	Gov of Kuwait		•								•
48	Chad	1990 - 93	Support programme to the development of the rural economy *AGRER*	EU EDF		•					•	•	•	•
49	Togo	1989 - 93	Technical assistance to the Bassar rural development project *AGRER*	EU EDF			•				•	•		•
50	Ethiopia	1988 - 93	Southern Rangelands Pilot Development Project *RWA*	IDA		•	•				•			•
51	Rwanda	1986 - 93	Ramba Gasseke rural development *AGRER*	AfDB		•					•			
52	Zaire	1991 - 92	APEK Programme : cattle breeding *AGRER*	EU EDF			•							
53	Sudan	1991 - 92	Southern Kassala Agricultural Development Project *RWA*	IDA		•					•	•		•
54	Ethiopia	1989 - 92	Veterinary Epidemiology and Economics Unit *RWA*	IBRD		•	•	•	•	•	•		•	
55	Ethiopia	1989 - 92	Central Disease Investigation Laboratory Project *RWA*	IBRD		•	•	•	•		•		•	
56	Republic of Georgia	1991	Livestock sector review *AGRER*	DARE (Belgium)		•	•							
57	Botswana	1989	Establishment of a National Rangeland Assessment and Monitoring Project *RWA*	IBRD		•		•			•		•	

1 Regional co-ordination in Africa

6 Legal and Regulatory veterinary framework

3 Backstopping Capacity, sub-contractors and support Institutions

3.1 General Consultant capacity to support technical assistance teams

We should first stress the Pan-European nature of our Consortium and proposed team (head offices support in Belgium and Britain and experts from France, Britain, Holland, Belgium and Italy). That will allow our Consortium to perform and support in depth all activities in Anglophone and Francophone countries.

AGRER

AGRER has a long-standing experience in the management and co-ordination of complex programmes throughout the world. At its headquarters, AGRER has a team of highly qualified staff members, specialised in management and supervision of such programmes, as well as personnel dedicated to the support services which are necessary for following up these programmes: logistics, accounting, finance, administration, information (Figure 1). The permanent staff working in the Head Office is presented in Table 2. In addition the head office staff manage permanently 35 to 40 long term technical assistants based in more than 20 countries.

It has also to be underlined that privileged contacts with local partners (companies or institutions) have been developed in the countries where **AGRER** is working or has recently worked: Mauritania, Mali, Senegal, Cameroon, Niger, Ivory Coast, Guinea Bissau, Guinea, Benin, Togo, Gabon, Congo, Chad, Central African Republic, Equatorial Guinea, Burkina Faso, Rwanda, Burundi, Ghana, Tanzania, Lesotho, Malagasy Republic ....

In **Mali** in particular, regional Office of OAU/IBAR, **AGRER** is managing ongoing projects, has a local office and has strengthened a longstanding collaboration with national companies.

RWA

The identification, recruitment, administration and support of individual experts and large, multi-disciplinary TA teams plays a key role in the successful implementation of projects. **RWA** has gained experience of providing individual experts for long-term technical assistance (eg Finance Adviser to the Swaziland Development and Savings Bank from 1993 – 1996) as well as short-term (eg Participatory Methods and Project Formulation Specialist, DfID project formulation study, Ethiopia).

RWA has also staffed large, complex, multidisciplinary projects (eg Omo-Gibe River Basin Development Master Plan Study, Ethiopia – provision of more than 40 experts, including 8 long term; Economic Expansion in Outlying Areas Project, Zambia – 40 local and expatriate project members; Western Samar Agricultural Resources Development Project, Philippines – 20 local and expatriate project members). The presentation of permanent staff follows in Table 2.

RWA is currently implementing a number of large long term projects involving the provision of field technical assistance teams. These field teams are comprehensively backed up by Head Office support teams consisting of: (i) a Company Director; (ii) Project Manager; (iii) Senior Technical Adviser in the Project Sector; (iv) Administrative Assistants; (v) Finance and Accounts Support Assistant. RWA has the in-house capacity to efficiently and professionally support a wide range of development interventions.

It is RWA policy to collaborate with local firms on all development projects, both to draw on invaluable local knowledge and to strengthen the capacity of local consultancy skills. As shown in figure 2, RWA has several regional and project offices in PACE programme area. Therefor RWA proposes that appropriate services would be provided as required by the Nairobi Veterinary Centre in Nairobi, **Kenya**, and African Development Consultants & Associates of Addis Ababa, **Ethiopia**. Their role is envisaged as being providing any necessary local expertise and inputs and assisting in the support of the Technical Assistance teams on the ground in matters of administration and logistics.

Table 2 Permanent staff of the Consortium

Name	Current position	Years of Experience	Years in the Company
AGRER			
COUTURIER Robert	Managing Director, Civil Engineer Rural Development (Central and South America), Food Security and Economic Head of Department	35	12
COURTOY Charles	Executive Director and Department Manager, Rural Engineer and Agricultural Policy Specialist Rural Development and Agricultural Policy (Europe, Mediterranean countries, Africa and Haiti) Head of Department	31	28
FEYS Frank	Executive Director and Department Manager, Agronomist Natural Resources Conservation and Management Head of Department	23	8
CHABOT Philippe	Department Manager, Livestock Specialist Rural Development and Agricultural Policy (PECO, CIS, Asia) Head of Department	13	8
DUGAUQUIER François	Department Manager, Rural Engineer and Environment Specialist Rural Development and Agricultural Policy (Africa, Mediterranean countries) Head of Department	13	9
COLLARD Claude-Bernard	Project Manager, Rural Engineer (overseas)	27	25
ROSSEEL Jacques	Project Manager, Forestry Specialist (overseas)	20	14
LAPAGE Geneviève	Marketing & Recruitment Head of Department	10	1
VANDERLINDEN Nérissa	Marketing Officer	4	1
DELRUE Daniel	Chief Accountant	18	8
RWA			
MACTAGGART Rowan	Director and Development Planner	26	8
ROUTLEDGE Stewart	Associate Director Livestock Production, Marketing and Veterinary Specialist	30	12
MOORHOUSE Peter	Veterinary Institutions Specialist and Veterinary Epidemiologist	30	12
WOODROOFE Richard, OBE	Livestock Specialist and Senior Natural Resources Consultant	40	12
ASHLEY John Michael	Senior Agricultural Adviser	21	1
SPROWLES Laurence	Senior M&E Adviser	21	5
CLARKE John	Senior Environment and Biodiversity Adviser	40	7
STAPLES Ronald	Senior Community Participation Adviser (based in Australian regional office)	33	12
PRITCHARD Matthew	Technical Coordinator and Project Manager	6	5
SHARP Lesley	Administration and Human Resources Specialist	30	6
ANNACOT Hassan	Finance and Administration Specialist (based in Muscat regional office)	15	10
SNEAD Paul	Agricultural Project Manager / Team Leader (overseas)	25	2
HITCHCOX Linda	Sociologist, Women in Development and Women's Health Specialist and Team Leader (overseas)	25	2
COLLINSON Barbara	Facilitation / Community Development (overseas)	16	4
HEDLUND Hans	Social Anthropologist and Team Leader (overseas)	25	4
PETRIE Owen	Sheep Development Specialist and Team Leader (overseas)	23	2
KERSHAW Roy	Cooperatives Specialist (overseas)	25	2
MULLINS Richard	Administration and Finance (overseas)	20	2

Figure 1 AGRER Organigram

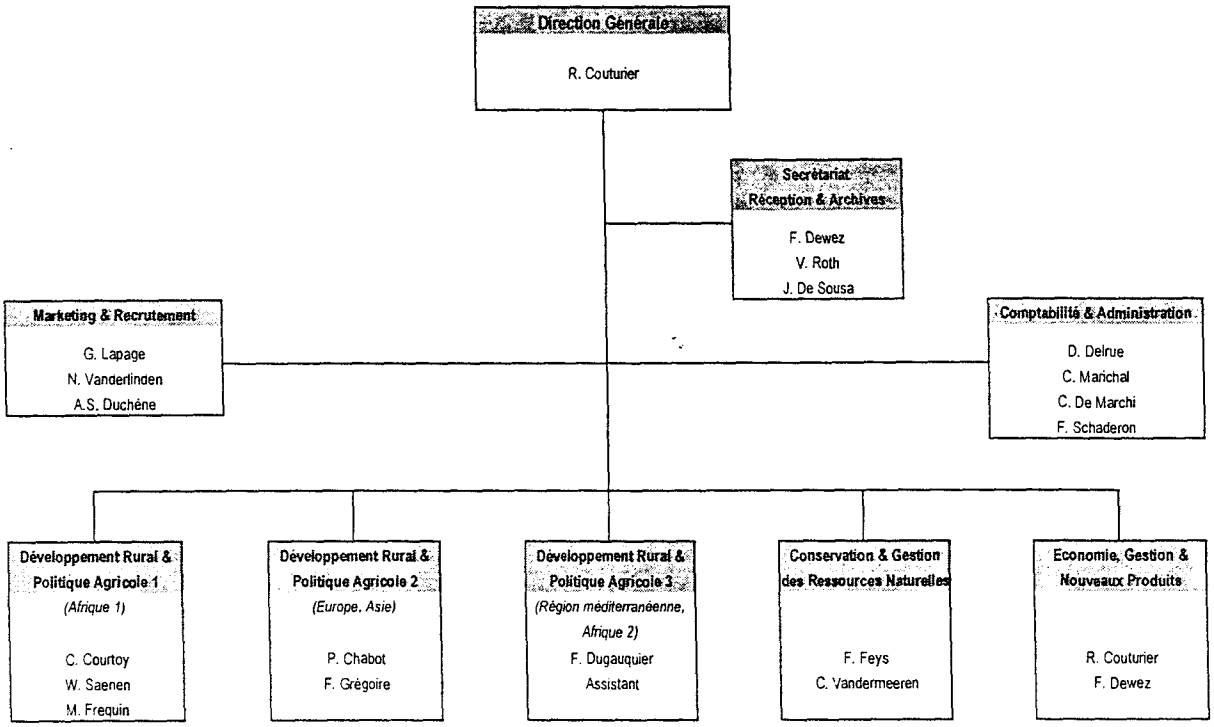
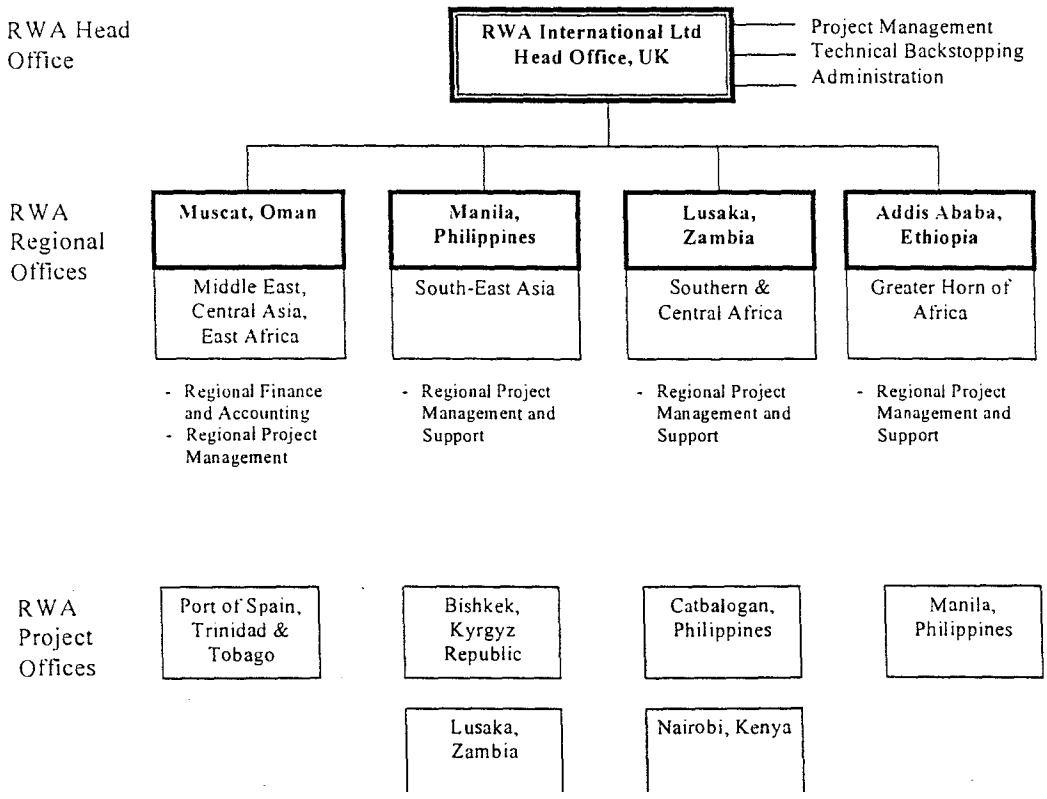


Figure 2 RWA Organigram



3.2 Presentation of Sub-Contractors and support Institutions

MultiM

MultiM in a company founded in 1996 with the main objective of implementing New Technologies Information Systems for ACP countries development projects. MultiM is a result of mutual experiences of the two co-founders in multimedia design and agro-engineering in Africa. The head office is in France (Nantes). As to secure contacts and monitor projects with the European Commission Directorate General for Development, an agency has been opened in Brussels in October 1997.

MultiM has high relevant experience in web-site design and implementation (refer to Appendix II for details).

MultiM can provide our technical assistance team with specific short term expertise in multimedia sector namely web-site design and implementation, data management systems, CD-rom,... The CV of Mr **Marc Autipout**, co-director, is presented in next chapter (Annex D to the draft contract).

The Communication for Social change Center in the Katholiek Universiteit Brussel (K.U.B)

Communication for Social Change is a research centre based at the faculty of Political and Social Sciences of the Catholic University in Brussels. CSC's aim is to contribute to sustainable communication process in development activities by initiating, conducting and providing research, education and information. We

The CSC would provide methodological support to the Communication Unit. The research centre field of interest and experience are: participatory strategies, media education, policy and planning making, interactive communication, development policies, telecommunication policy, community development, development support communication (refer to Appendix II for details).

This backstopping institution would also provide support in training and education through his Director, Mr **Jan Servaes**, who is also Professor and Chair of the Communication Department at the K.U.Brussel. Mr Servaes's CV is presented in next chapter (Annex D to the draft contract).

3.3 Presentation of the Project Co-ordinators

At various stage of the project, TA team will be supported by head office backstoppers in order to cover all the particular aspects of the expertise required, to assist the technical assistants with regard to technical, logistical or administrative issues and to guarantee an internal quality control monitoring and evaluation.

At least a yearly field mission will occur. It will permit a direct contact with the client and assess "in situ" the work of the technical assistants. Those missions won't be charged to the client.

General Management will be ensured by AGRER as the Lead Firm of the Consortium. **François DUGAUQUIER,** as Project Director will be the permanent interlocutor vis-à-vis the Client and the technical assistants. His role will be to assist and, when required to find ways and means, to achieve the project expected results. In addition, on behalf of the consortium, the project director will manage the following administrative tasks:

- Project accounting and finance
- Equipment and procurement
- Air travels and other administrative arrangements
- Quality control monitoring and evaluation

RWA will provide its technical support, represented by **Matthew PRITCHARD** as Project Co-Director. His contribution in the backstopping team will focus on:

- Assisting the project director with respects to the monitoring of the project
- Co-ordinating and providing technical support

Both of the above have co-ordinate together the preparation of the tender. Their profiles are mentioned below and detailed Curriculum Vitae are presented in APPENDIX III.

François DUGAUQUIER – Project Director (AGRER)

Mr Dugauquier is permanent staff of AGRER since 1991 and Manager of the Rural Development Department (Africa). During more than 13 years, he gained a valuable experience in the rural development sector and specific skills in project co-ordination and management.

Mr Dugauquier has a very good experience with international donors procedures and especially EC-funded programmes. He has also specific expertise in livestock related projects: he was project Director of the Livestock Support Development Programme in Bissau Guinea (1996-98 - EC-PARC), is now Director of the TA project Support to livestock development in Sao Tome and Principe (1998-ongoing – AfDB) and was expert in 1999 in the Livestock development study in Lesotho.

Mr Dugauquier has co-ordinate regional project in West Africa (OMVS - AfDB) and in European Union (bio-indicators programme – EC-DGXI). In addition his large experience in PACE programme countries (more than 20 countries visited in short term mission throughout Africa and 4 years experience in long term technical assistance) will be a distinct advantage for the supervision of this project.

Matthew PRITCHARD – Project Co-Director (RWA)

Mr Pritchard is an experienced Project Manager and Head Office Technical Support Adviser with over 6 years experience in rural development, including 3 years in Eastern Africa. He has acted as Assistant Manager and Project Manager on projects and programmes ranging from the EC-funded Study to Formulate a Regional Livestock Development Programme, to the IADB funded Institutional Strengthening of the Community Development Fund Secretariat and the AfDB funded Omo-Gibe River Basin Development Master Plan Study. He has skills in project identification, research and participatory evaluation techniques. He is currently studying for a Masters Degree in Development Management with the Open University.

Mr Pritchard is also an experienced information systems manager, administrator and technical editor. He has particular expertise with computerised databases, desktop publishing, spreadsheet and graphical packages. Mr Pritchard has acted as technical editor of rural development project reports as well as scientific papers and proceedings of workshops for publication. He is skilled in writing and producing all kinds of technical, promotional and administrative material, from project reports through to promotional brochures. As an administrator he has managed technical and clerical staff, through which he has developed strong communication skills. He is familiar with analysing training requirements and designing and implementing training programmes.

PRESENTATION OF THE EXPERTS

Annex D to the Contract

STAFF PROPOSED FOR LONG TERM EXPERTISE

Present position	Years exp.	Age	Nationality	Educational Background	Specialist areas of knowledge	Experience in developing countries	Languag (Very Go Good, Fa
Free lance consultant Development Communication, Adult Training and Education specialist ***Communication Expert Bamako***	> 25	55	French	- M.A. in Education Sciences - M.A. in Neuro Linguistic Programming - B.A. in Arts	- Development Communication - Adult training and Education - Research, conception and implementation of participatory approches for development - Conception and planning of social, educational and institutional communication strategies in the field of rural development - Formulation and evaluation of projects related to communication, education, training and human dimension of development - Conception and implementation of training session in interpersonnal communication for high and medium level of national personnel - Definition of sectoral or national development communication policy	Mali, Gabon, Cameroon, Ethiopia, Benin, Chad, Togo, Ghana, Ivory Coast, Congo, Burkina Faso, Niger, Gambia, Senegal, Rwanda, Burundi, Lesotho, Madagascar, Cabo Verde, Sudan, Haiti, Mauritania, Guinea, Guinea Bissau	French: VG English: VC Italian: F Arabic: F
Free lance consultant Media and Communication specialist ***Communication Expert Nairobi***	19	45	British	- Post-Graduate certificate in Intermedia (Film and TV) - M.A. Politics, Philosophy and Economics	- Analyse, design and implementation of strategies for strengthening communication services, units and departments - Training course development and conception of training material - Desktop publishing, web site design - Press, TV and radio promotion	Tanzania, Uganda, Gambia, Ghana, Nigeria, Ethiopia, Sudan, Papua New Guinea	English: VC French: G
Free lance consultant Privatisation of veterinary practice and drugs marketing specialist ***Legislation and Privatisation Expert***	21	45	French	- Veterinary Surgeon	- Institutional support in public sector in Africa - Support for organisation of private sector in veterinary medicine - Training for community-based animal health workers - Technical monitoring of breeding projects	Niger, Madagascar, Vietnam, Cambodia	French: VG English: VC German: G Spanish: G Vietnamese

F STAFF PROPOSED FOR SHORT TERM EXPERTISE

he	Present position	Years exp.	Age	Nationality	Educational Background	Specialist areas of knowledge	Experience in developing countries	Langu
	MUTIM company founder and co-director ***Multimedia Expert***	17	41	Franch	- B.A. in Education Sciences - Graduate in Business Technics	- Web-site design and implementation - Infography and data managementsystems - Animation and supervision ofmultimedia productionteams - Formulation of technical and methodological conditions forthe implementation of new information and communicationtechnology sustems	Gabon,	French : English : German :
	- Professor in International Communication and Media Policies in Belgium (V.U.B.) - Dean of the Faculty of Political Sciences (K.U.B.) - Professor and Chair of the Department of Communication (K.U.B.) ***Education and Training Expert***	22	48	Belgian	- PhD in Social Sciences - Post-Grad. in Development Studies - Post-Grad. in Communication Policy and Planning for Development - M.A. in Communication Sciences - B.A. in Political and Social Sciences	- Education expert in Communication for diverse issuessuch as :Communication for development, International Communication and Media Policies, CommunicationMethodologies for Social Changes, Communication Policy and Planning forDevelopment, Sociology of the Mass media, Third World and Communication, Verbal and Non-verbal Communication,Intercultural Communication,. - Aquanted to work with and for governments, NGOs, international organisations at different level of culture and hierarchical importance. - Lecturer and leader ofworkshops on the above subjects	South Africa,, Sri Lanka, , Philippines, Bhutan, Dominican Republic. Attended many international conferences and seminars worldwilde	English : French : Dutch : V Spanish : German :
	Communication and Training Advisor ***Communication and Training Expert***	19	44	Belgian	- M.A. in Cultural Audio-Visual Dissemination Techniques	- Advice, design and implementation of national andregional Education and Training programmes inAfrica - Communication, Participatory appraisal andCommunity participation with a strong pedagogic orientation - Acquainted with UN and EC administrative, financial and reporting procedures	Kenya, Uganda, Malaysia,	French : V English : Dutch : V
	Banking, Savings and Credit, SME and Programme Restructuring Specialist ***Banking and Finance Expert***	35	59	British	- Post-Graduate in Business Systems and Industrial Administration - B. SC. Economics - Investment Management Programme diploma	- SME, banking, rural finance andmicro-credit specialist - Team leader and SeniorAdvisor to Governements in Development Banking and Credti Policy, Financial Sector Restructuring, SME Policy and Development, Rural Finance andSavings/Credit Association lending, Privatisation, Restructuring and Joint-Venture Policy Issues, Training	Tanzania, Nigeria, Namibia, Sierra Leone, Moldova ,Philippines,Namibia Kazakhstan, Kyrgystan, Bosnia Herzegovina	English : French : F Indoesian
	International legal expert ***Legislation Expert***	32	56	French	- Doctorate in Law - University Degree in Political Sciences	- Legal expert in Land Tenure, NaturalResources and Areas Management, Environment, Biodiversity ; Protected Areas, Natural Reserves and Natural Parks, Town Planning and Human Settlements, Eco-tourism , Wildlife, Hunting and Rural Land use	Mali, Ivory Coast, Congo, Senegal, Guinea, Benin, Central Africa, Cameroon, Chad, Burkina, Niger, Madagascar, Haiti, Sri Lanka,	French : V English : Spanish : Italian : F
	Self-employed author and lecturer ***Legislation Expert***	20	57	British	- Solicitor of the Supereme Court	- Legislation expert - Long term interest in veterinary and allied legislation	Kenya, Uganda, Rwanda	English : French : C

COMMENTS ON THE EXPERIENCE, QUALIFICATION AND COMPLEMENTARITY OF THE PROPOSED TEAM

A. Communication Component

Mr Didier BERNARD – technical assistant to communication (Bamako) (CV n°1)

Mr **Bernard** has more than 25 years practical experience in communication for development, participatory methodologies and training with most of his career in developing countries.

He has several experiences in regional EC-funded communication and information programmes (PACIPE, PARC, PRGIE, MED MEDIA,...). In addition, his experience in a large number of the West and Central Africa countries concerned by the PACE Programme will be a distinct advantage for his position. He knows very well the context of international organisations and donors (6 years in Information Division of FAO) and collaboration, communication and negotiations with national administrations as well as with technical personnel and field people.

Mr **Bernard** has written in 1992 a handbook on the PARC communication policy applied to the use of the African rural broadcasting stations and consequently is well aware of the programme. He has also a previous working experience with AGRER (AGRECO GEIE) in the framework of the regional programme PRGIE (environmental information management) in which he made recently a field mission in Cameroon and Gabon.

Mr **Bernard** is an excellent communicator and facilitator and has an extensive experience of project formulation, preparation, monitoring and evaluation. He has prepared many booklets, documents, reports, training modules in the communication sector.

He is fluent in French (native) and has an excellent working knowledge of English (FAO proficiency certificate and missions in English speaking countries). He has also proven computer skills.

Mr Mark JEFFERY – technical assistant to communication (Nairobi) (CV n°2)

Mr **Jeffery** has nearly 20 years professional experience including more than 10 years directly related to developing countries. He developed specific skills in production and training in the communication sector. Since 1989, most of his activities focused on the topic "communication and development" and the publicity, preparation and assessment of participatory development projects.

Mr **Jeffery** has a good knowledge of the rural, agricultural and livestock sector. Most of his short term missions are related to this sector (Ghana, Tanzania, Sudan, Syria, Nigeria, Ethiopia, Uganda). He was also for 3 years chief information and senior publication officer of the Department of Agriculture and livestock in Papua New Guinea. In this role, he was responsible for the management and co-ordination of over 20 staff and in charge of the organisation of communication campaigns, training sessions and design and edition of newsletter, prints and audio-visual media. Many of his inputs have focused on assistance in the design of communication policies and strategies as well as the analysis and definition of communication and training needs.

Mr **Jeffery** also has proven skills in training and a particular competency in video-production and computer based techniques.

Communication team

Both of the experts participated in the preparation of the consortium's methodology giving them a full understanding of the aims and objectives of PACE, the terms of reference for their specific positions and the consortium's overall approach to the project.

which will allow them to create a working relationship based on mutual professional support and cross fertilisation of ideas.

In addition, we propose short term consultants in order to complement and to provide appropriate support and backstopping to the long term technical assistance team:

- Mr **Marc AUTIPOUT (CV n°4)**: co-director of **MultiM**, a company specialised in New Technologies Information and Communication Systems for ACP countries development project. Mr Autipout is specialist in multimedia applications, infography, data management systems and web-site design and implementation. He has already a previous experience with AGRER in the framework of EC ECOFAC programme (design and implementation of a web-site and conception of CD-rom)
- Prof **Jan SERVEAS (CV n°5)**: Professor Servaes is an international specialist in communication sciences. He is professor and lecturer in different Universities worldwide and co-ordinates researches in the field of communication and namely communication policy, participatory and integrated approaches in development communication,... He will support our team in the matter of education, training and methodology in communication and especially to provide supplementary or improve curriculum in communication at veterinary faculties in African universities.
- Mr **Peter D'HUYS (CV n°6)**: as he was positioned for more than 3 year as regional senior communication adviser in OAU/IBAR in Nairobi, Mr D'Huys is a resource person for our team. According to his experience and good knowledge of the programme, we can assure also better continuity and good link with former activities.

B. Privatisation/Legislation Component

Mr Yvon LEBRUN – technical assistant to privatisation/legislation (Nairobi) (CV n°3)

Mr **Lebrun** is a 21 year experienced veterinary surgeon (doctoral thesis in veterinary medicine –Maison Alfort). He was from 1996 to beginning 2000 in Niger as advisor to the Director of livestock extension services and team leader of the Technical support unit for privatisation in the framework of the PARC programme. He advised on all co-ordination tasks of PARC project and especially organising the privatisation of veterinarian services (legal, economic, organisational and technical aspects). In this role, he made several regional missions and wrote also several technical papers in PARC review.

Mr **Lebrun** drew up also a support project for the privatisation of veterinarians in Madagascar at the end of his 2 years experience in that country in a multi-disciplinary support project to small business development. He was before head of VSF mission in south-east Asia responsible for co-ordination of all the VSF actions, negotiating with national authorities, identifying and preparing new projects and planning training and field actions in vet, rural and livestock sector.

Mr **Lebrun** has practise himself for ten years as private veterinary surgeon and therefore knows the privatisation issues very well. In addition, Mr Lebrun has all the communication and co-ordination skills, mobility and diplomacy necessary to this position. He possess of course good computer skills and an excellent working knowledge of English.

Short term support experts

We propose 3 CV of specialised consultants who will support the technical assistant in:

- Banking and finance issues: Mr **Robert KEITH (CV n°7)** 35 years experienced international consultant in banking, rural finance, credit policy, financial sector restructuring and privatisation. Mr Keith will help to promote a professional and entrepreneurial approach through the banking sector
- Legal issues: Mr **Jean-Marie BRETON (CV n°8)**, doctor in law and international specialist on legislative aspects in rural, environmental and economic sectors. Mrs **Margaret COOPER (CV n°9)** specialised in animal and veterinary laws. Both will contribute to comparative analyse and preparation of harmonised legislation between PACE countries. Their country experiences complement each other.

PRICE BREAKDOWN

Annex E to the Contract

ANNEX E - PRICE BREAKDOWN

Exchange rates: 1 EURO = 68,8651 KES
(source : Supplement of the Official Journal S31 dated 15/02/2000)

Budget Item	Unit	Quantity	Unit Rates (in KES)	Total Amount (in KES)
A. Fees				
A.1 Nairobi based Communication expert	m-m	30	705 000	21 150 000
A.2 Bamako based Communication expert	m-m	30	705 000	21 150 000
A.3 Veterinary privatisation and legislation expert	m-m	30	720 000	21 600 000
A.4 TA Short term	days	180	27 500	4 950 000
Subtotal A				68 850 000
B. Direct Costs				
B.1 Per diem Long term TA missions	days	1320	8 400	11 088 000
B.2 Per diem short term consultants	days	180	8 400	1 512 000
B.3 Accommodation - Long term consultants	months	90	103 000	9 270 000
B.4 Office running costs (incidentals)	months	90	30 000	2 700 000
B.5 Vehicle running costs	months	90	62 000	5 580 000
Subtotal B				30 150 000
Sub-total Fees + Direct costs (A + B)				*99 000 000*
C. Reimbursable				
C.1 Air tickets				
C.1.1 Long term TA	Provision	36	115 000	4 140 000
C.1.2 Short term TA	Provision	12	115 000	1 380 000
C.1.3 Long term TA missions	Provision	135	70 000	9 450 000
C.2 Long term TA baggage expenses				
C.2.1 Air - accompanied	20kg per expert and per family member	1440	1 600	2 304 000
C.2.2 Air - unaccompanied	200kg per expert and 100kg per family member	3000	450	1 350 000
C.3 Procurement	Provision			8 401 542
Subtotal C				27 025 542
Total Contract				**126 025 542**

Brussels, March 10, 2000

Charles COURTOY
Director

Robert COUTURIER
Managing Director

ESTIMATED AMOUNT IN EURO

Exchange rates: 1 EURO = 68,8651 KES
(source : Supplement of the Official Journal S31 dated 15/02/2000)

Budget Item	Unit	Quantity	Unit Rates (in KES)	Total Amount (in KES)	*Unit Rates (in EURO)*	*Total Amount (in EURO)*
A. Fees						
A.1 Nairobi based Communication expert	m-m	30	705 000	21 150 000	*10 237,4*	*307 122,2*
A.2 Bamako based Communication expert	m-m	30	705 000	21 150 000	*10 237,4*	*307 122,2*
A.3 Veterinary privatisation and legislation expert	m-m	30	720 000	21 600 000	*10 455,2*	*313 656,7*
A.4 TA Short term	days	180	27 500	4 950 000	*399,3*	*71 879,7*
Subtotal A				68 850 000		*999 780,7*
B. Direct Costs						
B.1 Per diem Long term TA missions	days	1320	8 400	11 088 000	*122,0*	*161 010,4*
B.2 Per diem short term consultants	days	180	8 400	1 512 000	*122,0*	*21 956,0*
B.3 Accommodation - Long term consultants	months	90	103 000	9 270 000	*1 495,7*	*134 611,0*
B.4 Office running costs (incidentals)	months	90	30 000	2 700 000	*435,6*	*39 207,1*
B.5 Vehicle running costs	months	90	62 000	5 580 000	*900,3*	*81 028,0*
Subtotal B				30 150 000		*437 812,5*
Sub-total Fees + Direct costs (A + B)				*99 000 000*		*1 437 593,2*
C. Reimbursable						
C.1 Air tickets						
C.1.1 Long term TA	Provision	36	115 000	4 140 000	*1 669,9*	*60 117,5*
C.1.2 Short term TA	Provision	12	115 000	1 380 000	*1 669,9*	*20 039,2*
C.1.3 Long term TA missions	Provision	135	70 000	9 450 000	*1 016,5*	*137 224,8*
C.2 Long term TA baggage expenses						
C.2.1 Air - accompanied	20kg per expert and per family member	1440	1 600	2 304 000	*23,2*	*33 456,7*
C.2.2 Air - unaccompanied	200kg per expert and 100kg per family member	3000	450	1 350 000	*6,5*	*19 603,5*
C.3 Procurement	Provision			8 401 542		*122 000,0*
Subtotal C				27 025 542		*392 441,8*
Total Contract				126 025 542		*1 830 035,0*

DETAILS ON PRICE BREAKDOWN

Annex F to the Contract

FORM FOR THE BREAKDOWN OF REMUNERATION OF SERVICE CONTRACTS

MAIN SECTION

2. DATE of completion (day, month, year): 10/ 3 / 2000

1. Title of the technical cooperation operation : PanAfrican Programme for the Control of Epizootics (PACE)
LOT 2: Communication, Veterinary Legislation and Privatisat

3. [X] Main contract
[ ] Supplementary agreement Supplementary agreement No. :

4. Consultant : [X] Consultancy firm [ ] Individual expert [ ] University institute

5. Name of consultant : S.A. AGRER N.V.
Initials (where appropriate) :

6. Breakdown in ECU : Rate(s) used : 1 ECU = BEF (foreign currency) = 68,8651 KES (local currency)

Réf. (a)	Items (b)	Total quantity man-months by category (d)	Average man-months by category (e)	Amount in Ecu (f)
A.	Fees			
A.1.	Fees in the country of the Consultant (for all services)			
	Category / Years exp. 0 - 4 / 5 - 9 / 10 - 14 / 15 - 19 / 20 - 25 / over 25			
	I — / — / — / 32,00 10 368 / 32,00 10 450 / 32,00 10 425	96,00	10 414	999 781
	II			
	III			
	IV			
	V			
	Sub-total A.1.	96,00	10 414	999 781
A.2.	Expatriation allowance (services rendered on the spot)			
	I			
	II			
	III			
	IV			
	V			

Ref. (a)	Items (b)	Unit (c)	Quantity (d)	Unit rate (e)	Amount in ECU (f)
A.	Carryover sub-total A. Fees	man-month	96	10 414	999 781
B.	**Direct expenses**				
B.1.	Daily allowances (per diem for short-term services on the spot)	man-day	1 500	122	182 966
B.2.	Accommodation (rent for medium- and long-term services on the spot)	man-month	90	1 496	134 611
B.3.	Car journeys (on the spot)				
B.3.1.	- depreciation	veh.-month			
B.3.2.	- maintenance, fuel, insurance, etc.	veh.-month	90	900	81 028
B.4.	Auxiliary staff (on the spot)	month			
B.5.	Office equipment - branch office (depreciation)				
B.5.1.	- office furniture and administrative equipment	month	90	436	39 207
B.5.2.	- special apparatus	month			
B.6.	Running of office(s) - branch office	month			
B.7.	Publication expenses				
B.8.	Exploratory work				
B.9.	Duty visits to Europe	man-day			
B.10.	Data processing (at head office)				
=	Sub-total B.				437 812
C.	**"Refundable" expenses**				
C.1.	Long-distance travel (round trip)	journey	48	1 670	80 157
C.2.	Travel to Europe	journey			
C.3.	Local transport other than by road	journey	135	1 016	137 225
C.4.	Unaccompanied baggage	kg	4 440	12	53 060
C.5.	Transport of technical equipment	kg			
C.6.	Special apparatus (used by head office)				
C.7.	Studies carried out by third parties				
C.8.	Specific insurance				
C.9.	Models				
C.10.	Equipment and work for the administration	provision	122 000	1	122 000
C.11.	Local taxes (where applicable)				

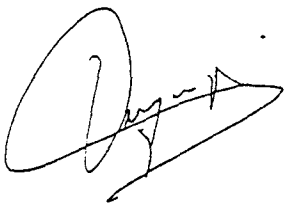
Ref. (a)	Items (b)	Unit (c)	Quantity (d)	Unit rate (e)	Amount in ECU (f)
C.-	Carryover sub-total C. Refundable expenses				392 442
D.	**Possible additions or deductions** (bonuses, etc.) : Sub-total D.				
E.	TOTAL AMOUNT OF THE CONTRACT IN ECU : (A) + (B) + (C) + (D) =				1 830 035
F.	CURRENCY/CURRENCIES USED FOR CONTRA KES				
G.	TOTAL AMOUNT OF CONTRACT IN THE CURRENCY USED FOR CONTRACT :				126 025 542

7. Number of experts covered by item A. "Fees" in point 6. : 3 LT and 6 ST

8. Name and function of person completing this form : François DUGAUQUIER, Project Director

Consultancy firm : AGRER S.A.-N.V.

Signature :



TAX AND CUSTOMS ARRANGEMENTS

Annex G to the Contract

Annex G

The Lomé IV Convention, PART THREE, Title III, Chapter 5, Section 6:

Tax and customs arrangements

Art. 308

The ACP States shall apply to contracts financed by the Community tax and customs arrangements no less favourable than those applied by them to the most-favoured States or international development organisations with which they have relations. For the purpose of determining the most-favoured-nation treatment, account shall not be taken of arrangements applied by the ACP State concerned to other ACP States, or to other developing countries.

Art. 309

Subject to Art. 308 above, the following shall apply to contracts financed by the Community:

(a) the contract shall not be subject in the beneficiary ACP State to stamp or registration duties or to fiscal charges having equivalent effect, whether such charges already exist or are to be instituted in the future; however, such contracts shall be registered in accordance with the laws in force in the ACP State and a fee corresponding to the service rendered may be charged for it;

(b) profits and/or income arising from the performance of contracts shall be taxable according to the internal fiscal arrangements of the ACP State concerned, provided that the natural or legal persons who realise such profit and/or income have a permanent place of business in that State, or that the performance of the contract takes longer than six months;

(c) enterprises that must import professional equipment in order to carry out works contracts shall, if they so request, benefit from the system of temporary admission as laid down by the national legislation of the beneficiary ACP State in respect of the said equipment;

(d) professional equipment necessary for carrying out tasks defined in a service contract shall be temporarily admitted into the beneficiary ACP State or States in accordance with its national legislation free of fiscal, import and customs duties and of other charges having equivalent effect where these duties and charges do not constitute remuneration for services rendered;

(e) imports under supply contracts shall be admitted into the beneficiary ACP State without customs duties, import duties, taxes or fiscal charges having equivalent effect. The contract for supplies originating in the ACP State concerned shall be concluded on the basis of the ex-works price of the supplies, to which may be added such internal fiscal charges as may be applicable to those supplies in the ACP State;

(f) fuels, lubricants and hydrocarbon binders and, in general, all materials used in the performance of works contracts shall be deemed to have been purchased on the local market and shall be subject to fiscal rules applicable under the national legislation in force in the beneficiary ACP State;

(g) personal and household effects imported for use by natural persons, other than those recruited locally, engaged in carrying out tasks defined in a service contract and members of their families, shall be exempt from customs or import duties, taxes and other fiscal charges having equivalent effect, within the limit of the national legislation in force in the beneficiary ACP State.

Art. 310

Any matter not covered by the provisions of Arts 308 and 309 shall remain subject to the national legislation of the ACP State concerned.

With reference to the above

1. Expatriate personnel of the company (other than nationals and permanent residents of Kenya) shall be exempt from personal income tax in Kenya.

2. Expatriate personnel of the company (other than nationals and permanent residents of Kenya) shall be entitled to exemption from payment of customs duties and other taxes on imports in respect of personal effects including one motor vehicle per household within 6 months of their arrival in Kenya. Provided however that such personal effects and the motor vehicle shall, at the completion of the contract, be re-exported or be disposed of locally subject to existing rules and regulations.

3. No customs duties and other taxes on imports shall be paid on professional equipment temporarily imported by the expatriate personnel of the company (other than nationals and permanent residents of Kenya) for the purpose of carrying out their duties.

4. The Administration shall pay on the behalf of the company income tax on income derived from the company's activities under this contract, in compliance with the relevant income tax law of Kenya.