



Panafrican farmers' organization
Organisation panafricaine des agriculteurs
المنظمة الإفريقية للفلاحين

Terms of Reference

“Strategy Consulting Firm” for the mid-term review of the PAFO five-year strategic plan

July 2023

PanAfrican Farmers Organisation (PAFO)
Kibagabaga, KG 25 Ave, Kimironko, Kigali, Rwanda

I. Introduction

In 2023, the implementation of PAFO's strategic plan (2021-2025) will reach its mid-term point. Following the Board decision, held on 19 May 2023, PAFO has decided to undertake a mid-term Review of the five-year implementation strategy, in order to determine whether the objectives and expected results have been reached. In this context, PAFO is looking for a “**Strategy Consulting Firm**” to carry out this assignment. These Terms of Reference (ToR) specify the scope, terms and conditions for the selection of “**Strategy Consulting Firm**” specialized in strategy development, for the mid-term review of the PAFO's strategic plan.

II. Overview of PAFO

PAFO is recognized as the representative body of African farmer’s organizations at the highest continental level. PAFO is currently composed of five African regional networks representing more than 70 farmer’s organizations of men and women from 49 African countries.

PAFO was created in October 2010 by its constituent assembly under the sponsorship of the African Union (AU). This constitutive assembly was the culmination of a process begun several years ago in collaboration with the five regional networks of farmers' organizations in Eastern Africa (EAFB), Central Africa (PROPAC), Western Africa (ROPPA), Southern Africa (SACAU) and Northern Africa (UMNAGRI).

PAFO is registered in Rwanda as an international non-governmental organization and is certified by the Rwanda Governance Board to operate legally and establish its headquarters in Rwanda under number 001/RGB/19.

Read More under the website: <http://www.pafo-africa.org/>

III. Scope, duties, and terms for the appointment of a Strategy Consulting Firm

3.1. Position: strategy consulting firm.

3.2. Duties and Responsibilities

The “**Strategy Consulting Firm**” is under the direct supervision of the PAFO’s Chief Executive Officer. The expected duties and responsibilities, among others, will comprise:

- Evaluation of the implementation of the five-year strategic plan since 2021 (the annual plans of action and deliverables at national, regional and continental levels).

- Consultations at regional level and validation at continental level on the implementation of the strategic plan.
- Facilitation of a session on strategic reflection on PAFO orientation during the presentation of the results of the midterm review at the 2023 General Assembly.
- Preparation of a report on the evaluation for the consideration of the Board of PAFO.

3.3. Scope of Work

The scope of work of this MTR Mission, covers the following:

- With the assistance of the PAFO secretariat, liaising with PAFO member networks; to gather input for the Evaluation of PAFO’s Mid-Term Review (MTR) Strategic Plan.
- Organize and facilitate consultation workshops with regional networks of Farmers Organizations (FO) and validation at continental level;
- Develop a draft report on MTR PAFO’s Strategic Plan.
- Present the draft report to PAFO for review and feedback
- Incorporate feedback from PAFO and finalize the report;
- Present the main outcomes of the MTR and facilitate a workshop on PAFO’s strategic orientations for the future, at PAFO General Assembly & Events (27/10/2023)

3.4. Deliverables and timeline

The “Strategy Consulting Firm” will deliver the following outputs:

Deliverables	Dates
Draft report on MTR PAFO’s Strategic Plan	1 st October 2023
Submission of the final Report	20 th October 2023
Present the main outcomes of the MTR and facilitate a workshop on PAFO’s strategic orientations for the future, at PAFO General Assembly & Events	27 th October 2023

3.5. Values and Skills

Core values: Integrity, professionalism, respect of diversity.

Essential skills:

- Technical knowledge requirements specific to the task;

- Accountability;
- Ability to coordinate with others;
- Ability to organize successful strategic reflection.
- Ability to work under pressure, meet strict deadlines and problem solving;
- Self-motivation;

IV. Required profile

4.1. Consulting firm Profile

PAFO wishes to call for an “**African Strategy Consulting Firm**” able to guarantee the entire mission.

This structure should have the following profiles and demonstrate the following skills and abilities:

- Proved experience and expertise in strategy development.
- Expertise in project and programme monitoring and evaluation.
- Expertise in the management of international projects.
- Expertise in the field of project engineering.
- Proven experience in facilitation and participatory decision making.
- Essential knowledge of the African context.

4.2. Key staff: Head of Mission

Profile:

- Minimum ten (10) years’ experience in organisational strategy, project planning and evaluation.
- Has already piloted at least two (2) large-scale projects strategy with public or private structures financed by Donors;
- Fluent in both English and French language

4.3. Other Consultants

Profile:

- Five (5) years of experience in organization strategy, project planning and evaluation.
- Fluent in English or French. Knowledge of both is an asset.

V. The financial requirements

The “**Strategy Consulting Firm**” is required to provide an estimation of the working days required to complete the mission and to make a proposal of its daily fees.

Payment for the consultancy will be made in three (3) installments upon satisfactory completion of the deliverables and submission of an invoice.

VI. Conduct of the mission

The “**Strategy Consulting Firm**” will report to the PAFO CEO and will be facilitated by the PAFO’ Programs Officer.

The mission is divided into two parts:

- The first part is developing and submitting the draft Report of the MTR PAFO’s Strategic Plan, In English & French
- The second part comprises the submission of the final Report
- The third part is presenting the main outcomes of the MTR and facilitate a workshop on PAFO’s strategic orientations for the future, at PAFO General Assembly & Events

The Mission will be the subject of an order letter based on the price offer submitted and the terms of reference for the assignment. It will be issued in duplicate signed by both parties.

The interventions will require virtual exchange with PAFO Secretariat and member networks facilitated by the PAFO Secretariat. The working languages will be French and English depending on the country and the regional organization concerned.

VII. Evaluation Criteria

The following criteria will be used to evaluate proposals from potential “Strategy Consulting Firm”:

- Technical expertise and experience in developing strategy development, in management project and programme monitoring and evaluation. (40%)
- Demonstrated experience in working with FOs, governments, development partners, and the private sector in Africa (30%)
- Quality and relevance of the proposed methodology (20%)
- Financial proposal (10%).

VIII. Confidentiality and copyright

The “**Strategy Consulting Firm**” agrees to the confidential nature of the Report and the findings of his mission. PAFO owns the rights to all of the materials that will be produced under this research.

IX. Proposal Submission

Interested “**Strategy Consulting Firm**” should submit a technical and financial proposal to ceo@pafo-africa.org, with a copy to info@pafo-africa.org and assistant@pafo-africa.org by **21st July 2023.**

Only electronic applications are accepted.

The technical proposal should include the following:

- Technical and financial offers
- Consultants Resume;
- Professional references and studies.
- Contact information for at least three professional references.

The financial proposal should include a detailed budget outlining all costs associated with the consultancy, including consultancy fees and any other expenses.

Only shortlisted candidates will be contacted!