



Pan-African Farmers Organization

PAFO

Terms of References For a Labelling in Corporate Social Responsibility of the Organization (CSR)

November 2019

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As part of the implementation of a structuring quality approach, the Pan-African Farmers Organization (PAFO) launches a consultation for its labelling in Corporate Social Responsibility (CSR).

These Terms of Reference (ToR) specify the scope, terms and conditions of appointment of a consulting firm specializing in CSR certification.

I. Overview of PAFO

PAFO is recognized as the representative body of African farmers organizations at the highest continental level. PAFO is currently composed of five African regional networks representing more than 70 farmers 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.

Values:

- Solidarity
- Equity and non-discriminatory (considering minorities, vulnerable groups and gender balance)
- Democracy (decisions based on consensus and/or vote)
- Transparency and accountability
- Openness
- Subsidiarity
- Humility

Vision:

A vibrant African agriculture, prosperous and sustainable ensuring food security and sovereignty, including the socio-economic and cultural development.

Mission:

Representing the interests of African farmers and promoting the development of African agriculture.

Objectives:

- Promote and consolidate solidarity among African farmers through existing regional organizations;
- Ensure the economic and social empowerment of farmers through the representation and defense of their interests on continental and international levels;
- Participate in capacity building of farmers' organizations in Africa through fundraising, institutional development, information and communication, exchange of experiences and dissemination of good agricultural practices;
- Strengthen partnerships and alliances with relevant partners to support agricultural sectors and rural development;
- Promote and strengthen the participation of African women, youth and minority groups in agriculture.

Human resources:

PAFO has just established its headquarters in Kigali, Rwanda after nine years of existence following the completion of its registration in Rwanda.

Until then, its staff was only composed of its Chief Executive Officer (CEO). The process of recruiting an executive technical team is awaiting receipt of the necessary funds and should begin shortly. Currently, the PAFO CEO is supported by a technical team composed by the Assistant, Communication Officer and Program Officer while the recruiting Financial Officer is under process.

Issues:

PAFO has decided to engage in a voluntary approach to the achievement of the Corporate Social Responsibility (CSR) label for the implementation of a structuring quality approach and in line with its ethical and environmental objectives.

The CSR objective is the application of a global approach of the organization's sustainable development which must integrate environmental, social, human and good governance strategies. It is an approach that aims to integrate sustainable development issues, in the short, medium and long term, into an organization's vision and strategy.

The commitment to such labelling makes it possible to identify the administrative and financial management tools necessary for good governance, accountability and improvement of the societal and organizational environment.

To do this, PAFO launches the selection of an expertise and consulting specialized office to accompany it in its CSR certification. An awareness and reflection workshop will be organized to initiate and engage PAFO members in this voluntary process. The workshop will be followed by a diagnosis that will determine the process of setting up the label including the tools needed for administrative and financial management, internal and external communication, capacity building of technical staff and leaders of PAFO and its members, etc.

II. Objectives of the mission

PAFO wishes to analyse and then label the 4 axes of the CSR approach:

- The economic dimension
- The social and societal dimension
- The environmental and ecological dimension
- The good governance.

We therefore expect the consulting bidder to achieve the following objectives:

- **Raise the awareness** of PAFO members to the interest of the CSR process and in particular how it proposes structuring for the organization;
- Analyse the strengths and weaknesses of PAFO in order to establish a diagnosis of its capabilities to achieve the CSR label (**SWOT** type);
- Propose an **action and support plan** during the preparation phase for labeling.

III. Expected results

We expect specific measurable results from the Bidders through clearly defined deliverables. They will have to specify by which tools and means they aim to achieve these results.

Result 1:

Bidder organizes and conducts a CSR Awareness Workshop.

This workshop will take place in Kigali on the date agreed with PAFO. We have planned a day with the purpose of presenting the CSR (approach, tools, means and purpose).

Deliverables: Educational kit on the CSR in the form of a White Paper + video report for the use of participating Members.

Result 2:

The Bidder conducts a diagnosis of the existing:

- Via a tracking and analysis of actions already conducted by PAFO member networks;
- Via a SWOT analysis of PAFO.

This diagnosis should be based on semi-directive interviews with the PAFO members but also on all the analyses carried out on which the bidder will have to rely.

Deliverables: A complete PAFO diagnosis in particular vis-à-vis the 4 pillars of the CSR.

This diagnosis will specify the bidder's recommendations for obtaining the CSR label. These recommendations, detailed, quantified and inserted in a chronogram, should specify the nature of the actions to be carried out:

- Organization or reorganization, possibly setting up a Steering Committee (SC) CSR;
- Training (including the training methodology chosen and the actors involved). The set of recommendations made at the end of the diagnosis, and integrated into a capacity building plan, should take into account the financial feasibility of the proposals that can be implemented.
- Accompaniment to the implementation (coaching, consultancy, other ...)

Bidders must specify the needed organization before any external training or support interventions which would be the direct responsibility of PAFO.

The bidders will have to prepare a restitution workshop in Kigali.

Result 3 (optional):

In continuity with the diagnosis and the recommendations issued by the Bidder, it will be the implementation of the recommendations after their approval. As a reminder, this support should lead to the CSR labelling of the organization.

This implementation phase is therefore optional, with PAFO reserving itself the right to stagger the implementation of the action plan according to the funds available.

Indeed, at this stage, PAFO ignoring the necessary time, the human, logistical and financial resources necessary to conduct the action plan required to obtain the CSR label, it cannot commit to the implementation of the Action Plan.

Deliverable: PAFO labelling via a qualified accreditation body.

IV. Tasks of providers

1. Steps

1.1 Step 1 confirmed:

For the first step, the tasks are broken down into 2 axes:

- An awareness workshop
- A mission of diagnosis and action plan conception

1.2 Step 2 conditional:

Conduct of the Action Plan: Based on the conclusions of step 1, and its decline in action plan, the successful Bidder may be required to accompany PAFO for its deployment and implementation. This additional service will be conditional on a balance sheet between all the stakeholders. Depending on this, the conditional step will be contracted.

The successful Bidder may, for example, be led to conduct the trainings recommended, to coach the management, etc.

2. Expected methodology

The bidder is expected to provide a precise methodology in relation to the needs and issues presented above. The service provider will use a collaborative working method throughout its mission and on each of the tasks described above, with all the stakeholders involved in the diagnosis, the support strategy and the action plan. The provider is expected to create the conditions for:

- The diagnosis is implemented in a participatory and collective manner to promote awareness of strengths and weaknesses by relevant stakeholders;
- The capacity building strategy and the support plan should be co-constructed by the stakeholders who are best able to work together to develop the changes to be achieved and the support needed to achieve them.

The tenderer will present the approach he proposes to implement by illustrating it with his previous experience of accompanying other organizations/institutions. The provider, in his approach, will ensure to build on the experiences of capacity building plans already implemented.

V. Schedule and deliverables

1. For the confirmed Step

Step	Schedule	Deliverables
Awareness Workshop	To be agreed between PAFO and the successful bidder according to the agendas and availabilities. The date should not exceed the end of 2020. However it will depend on the situation of COVID-19 crisis.	CSR kit and reporting
Establishment of a diagnosis	90 days maximum after the date of signature of the mission	Diagnosis
Recommendations and action plan	100 days maximum after the date of signature of the mission	Report Strategy and training plan, Summary note on the process

2. For the conditional step

It can begin as soon as the Action Plan is approved.

VI. Required profile

1. Bidder Profile

PAFO wishes to call on an international structure (working on 2 continents at least) with an office in Africa and able to guarantee the entire mission.

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

- Experience in CSR coaching;
- Expertise and experience in organizational diagnosis;
- Expertise in the management of international projects;
- Expertise in the field of project engineering, strategic planning;
- Proven experience in supporting organizations;
- Proven experience in facilitation and participatory decision making;
- ISO certification (in progress or obtained);

- Essential knowledge of the African context.

2. Key staff: Head of Mission

Profile:

- Minimum fifteen (15) years' experience in piloting similar projects (CSR / Reorganization / Change culture);
- Has already piloted at least two (2) large-scale projects with public or private structures and financed by Donors;
- Statutory member (employee) of the Bidder Office for more than 5 years.

3. Other Consultants

Profile:

- Trainers with a minimum of 10 years' experience in instructional engineering and implementation of trainings;
- An excellent knowledge of the CSR Label and its requirements: required experience of setting up a CSR.

VII. Submission procedures

Deadlines:

15th February 2020 at 11:59 pm Rwandan time, postmarked or PAFO stamp.

The deadline has extended to 31st August 2020.

Submission Terms:

Only applications submitted under **closed envelopes** bearing the title “**Consultation for a PAFO certification in CSR**” or on email to the address: ceo@pafo-africa.org, and info@pafo-africa.org will be accepted.

are accepted.

Submissions can be sent by post or deposited at the PAFO headquarters at the following address:

**Pan-African Farmers Organization (PAFO)
Bibare, Street KG125, House No. 88, Kimironko
Po.Box 1614
Kigali - Rwanda**

Submittals:

Submissions must consist of a technical offer and a financial offer.

The deliverables for technical offers are:

- A cover letter;
- A detailed presentation of the bidder including his previous experiences and references;
- Tax clearance of the last exercise year (2019);
- A document proving the bidder's compliance with the regulations in force in the country of its headquarters;
- Each reference announced in the technical offer must be justified by an official document (contract, end of works report, recommendations, etc.), including the names, addresses and telephone numbers of the contracting authority;

The financial offer must detail the fees and expenses required for the assignment.

VIII. Selection procedures

The PAFO Selection Committee will sit after the submission deadline. It will study first the technical offers and their conformity with the mission requirements.

Submissions whose technical bids are selected will then be examined for their financial offers.

The following table establishes the notification of bids:

Designation	Notification indicators	Rating out of 100
Cover letter	A good English or French writing Ability to "sell"	5
CSR experiences and references	ISO certification	20
	Organizations, institutions or companies already supported in CSR, and their importance at national, regional or international level	20
	Fulfillment of previous missions and achievement of their objectives	20

Tax discharge and compliance with the legislation in force	Documents provided	10
Financial offer	Quality / Price	25

Only short-listed bidders will be contacted

PAFO reserves the right to request additional documents or explanations