

TERMS OF REFERENCE(ToR)

Ref No: 004/08/PAFO/FO4ACP/Gov/2024

**REVIEW OF EXISTING
AND
PREPARATION OF NEW GOVERNANCE DOCUMENTS**

Pan African Farmers Organization (PAFO)

August 2024

Pan african farmers' organization
Organisation panafricaine des agriculteurs
المنظمة الإفريقية للفلاحين

1. Background

The Pan-African Farmers' Organization (PAFO) <https://pafo-africa.org/> is a continental organization with a membership base composed of Regional Farmer's Networks.

Its Constitutive Assembly was held under the sponsorship of the African Union in Lilongwe, Malawi, from October 27 to 29, 2010. PAFO is recognized as the representative body of African farmers' organizations at the highest continental level.

PAFO is the voice of more than 80 million African farmers integrated into nearly 73 national organizations, unions, federations, cooperatives, associations, etc., present in more than 48 countries on the continent, and united in five regional networks operating at the heart of African agriculture.

The Pan African Farmers Organization (PAFO), is recognized as the highest representative body of African farmers involved in crop, livestock, and fishery.

To strengthen its governance structures and achieve its mission, PAFO would like to review existing documents and prepare new documents for administrative and managerial purposes.

2. Objectives of the Consultancy

The objective of this consultancy is to review the existing governance documents and prepare new ones.

3. Scope of the assignment

The successful candidate will be required to carry out the following activities:

- I. Review existing governance documents: Communication Strategy, Constitution, Administrative and financial procedures Manual, Accounting policy & Procurement policy
- II. Prepare proposed amended documents ((All the above documents to be updated where and if necessary) to fit international standards
- III. Prepare professional other governance Documents: resource mobilization strategy, code of ethics and organization code of conduct (Anti-corruption inclusive), gender policy, Risk management procedure, Records, back up and data retention policy, Anti money laundering and combating Financing Terrorism, Production of a form

for disclosure of any familiar and other close relationship among the officers, Managers, Board members if any

4. Key Deliverables

The independent consultant(s)/Private consulting firm/company will work closely with PAFO Secretariat to ensure completion of agreed deliverables. All deliverables will be submitted on dates and formats mutually agreed upon in the contract and inception meeting. All draft and final documents will be submitted as soft copies and will remain a property of PAFO. The following are the key deliverables:

a. Submission of technical and financial reports: the successful independent consultant/Private consulting firm/company should prepare an inception report within 7 days of contract award and present to the Project Management Team. The inception report should include technical plan (key elements each document will contain, work plan, timeframe) and financial plan (Quotation, VAT inclusive).

b. Orientation meeting: After a careful internal evaluation, the successful independent consultant/Private consulting firm/company and PAFO secretariat team will have orientation meeting where details will be discussed before drafts are prepared. The meeting can be in person or online based on various factors. PAFO will be in charge of interpretation if the meeting is organized online, if necessary

c. Draft amended existing documents and new documents: Upon feedback from PAFO Secretariat team, on areas of focus, Independent consultant/Private consulting firm/company is expected to conduct a comprehensive literature review to be able to come up with strong documentation.

d. Presentation of the drafted existing documents and new documents: The Independent consultant/Private consulting firm/company is expected to organize and facilitate a virtual/ in person validation workshop in which the drafted documents are presented to PAFO Secretariat team and/or members. PAFO will be in charge of interpretation if the meeting is organized online, if necessary

6. Payment mode

Deliverables	Submission Timelines	Payment Schedule
Technical/financial proposals (Inception report)	7 days (working)	40%
Submission of final documents (Amended existing and new documents)	30 days (working)	60%
TOTALS	37 days (working)	100%

7. Duration of Assignment

The assignment will be carried out and completed within 37 working days from the date the award contract is signed by both parties. However, upon request of each part, the timeframe can be shortened or extended as such and it will be requested in written format.

8. Project Management Team (PMT) to monitor

PAFO secretariat will appoint an oversight committee comprised of PMT members that will work with the Independent consultant/Private consulting firm/company and it will be highlighted in the contract.

PAFO secretariat will facilitate the interaction and exchange of information with the Independent consultant/Private consulting firm/company in a written format. All relevant documentation and information will be made available to the contracted Independent consultant/Private consulting firm/company. All documents, either draft or final, including presentations will be submitted to the PAFO secretariat in electronic editable format.

9. Ownership

This activity (3.2: Development of PAFO Strategic, Management tools and staff capacity building) is under FO4ACP project funded by EU through IFAD and therefore PAFO shall be the owner of the consultancy outputs. The Independent consultant/Private consulting firm/company will have no right of claim to the assignment or its outputs once completed. Any reports / research outputs /process documents produced as a part of this assignment shall be deemed to be in the property of PAFO. The Independent consultant/Private consulting firm/company will not have any claims and will not use or reproduce the contents of the above documents without the written permission of PAFO.

10. Qualification and Experience

The Independent consultant/Private consulting firm/company should have the following minimum qualifications to spearhead this initiative:

- To be African citizen (Independent consultant or Managing Director in case of firm/company), residing in Africa is a plus
- Relevant academic background (post graduate qualification(s) as a minimum) in Business administration, management, Agribusiness Development, Public Policy, governance, Development studies, international development or related field
- Demonstrated practical experiences (at least 5 years) in carrying out similar assignments in relation to governance, strategic planning, managerial consultation, policy management, Institutional capacity building, and /or related fields for Farmers organizations is a plus
- Having strong analytical, facilitation and communication skills.
- Having good understanding of critical issues and challenges in African agriculture sector and Farmers organizations in particular governance and vision
- Good understanding of Farmers organizations management, governance, resource mobilization, operation and functioning
- Excellent writing and presentation skills
- Being bilingual (English and French) is a plus
- Ability to work efficiently and deliver on committed outputs under the assignment within the agreed timeline and budget.

11. Application process

The Independent consultant/Private consulting firm/company who/which meets the qualifications and requirements above should submit an expression of interest, which should include the following:

- A Cover letter addressed to the President of PAFO and CC the Chief Executive Officer of PAFO
- A technical proposal (4 pages max) highlighting how the Independent consultant/Private consulting firm/company intends to carry out the assignment as detailed above
- A financial proposal in USD indicating all fees and associated costs in executing the assignment. VAT, inclusive
- Detailed CV of the Independent consultant, (4 pages max) and Detailed CV of the Managing Director of the Private consulting

firm/company (4 pages max) who will work directly on the assignment.

- At least contacts of three referees who can vouch for the quality of your work. No hard copy submission will be accepted. All the completed application must be sent by email in one document, PDF format to: ceo@pafo-africa.org and cc program@pafo-africa.org, finance@pafo-africa.org , and info@pafo-africa.org before the 25th of August 2024 at 1700hrs with heading "APPLICATION TO THE CONSULTANCY OF GOVERNANCE DOCUMENTS"
- Any queries or concerns, please use the above emails.

Note: Only shortlisted candidates will be contacted.

END

