



Pan-African Farmers Organization (PAFO)
Terms of Reference
For PAFO Five-Year Strategic Plan (2026-2030)
March 2025

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1. Overview of PAFO

The Pan-African Farmers Organization (PAFO) is the recognized representative body of African farmers at the highest continental level. It comprises five African regional networks representing over 70 farmers' organizations from 54 African countries. Established in 2010 under the sponsorship of the African Union (AU), PAFO was created in collaboration with five regional networks:

- **Eastern Africa:** EAFF
- **Central Africa:** PROPAC
- **Western Africa:** ROPPA

- **Southern Africa:** SACAU
- **Northern Africa:** UMNAGRI

PAFO is registered in Rwanda as an international non-governmental organization and certified by the Rwanda Governance Board under registration number **001/RGB/19**.

2. Values, Vision & Mission

Core Values:

- **Solidarity & Inclusivity** – Fostering collective action and diverse participation.
- **Equity** – Ensuring fair treatment with a focus on vulnerable groups.
- **Democratic Governance** – Upholding consensus-based decision-making and accountability.
- **Transparency** – Maintaining open communication and responsible management.
- **Sustainable Development** – Promoting long-term agricultural and environmental progress.

Vision:

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

Mission:

To represent the interests of African farmers and promote the development of African agriculture.

3. Objectives

- Strengthen solidarity among African farmers through regional organizations.
- Empower farmers economically and socially through representation at continental and international levels.

- Build the capacity of farmers' organizations through institutional development, fundraising, communication, and knowledge exchange.
 - Establish strategic partnerships to support agricultural sectors and rural development.
 - Promote the participation of women, youth, and minority groups in agriculture.
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4. Scope, Terms, and Conditions

Position: Strategy Consulting Firm

Duration: To be negotiated based on deliverables and performance obligations.

The appointed consulting firm will work closely with the PAFO Secretariat and its members to develop the **Five-Year Strategic Plan (2026-2030)** and the **Two-Year Action Plan (2026-2027)**.

5. Duties & Responsibilities

The consultant will be responsible for:

- Evaluating the **2021-2025 Five-Year Strategic Plan**.
- Conducting an environmental analysis and identifying organizational needs.
- Preparing and facilitating strategic workshops at regional and continental levels.
- Developing the **Five-Year Strategic Plan (2026-2030)**.
- Drafting the **Two-Year Action Plan (2026-2027)**.

6. Key Deliverables & Timeline

N	Deliverables	Timeline
1	Inception report	1-2 weeks
2	Consultation with PAFO Members & Partners	5-8 weeks
3	Draft Strategic Plan Presentation	1-2 weeks
4	Amendments Based on Validation Meeting Feedback	2-3 weeks
5	Submission of Final Strategic Plan	1-2 weeks

7. Required Profile

Consulting Firm Requirements:

- Registered office in Africa with valid **Tax Clearance Certificate**.
- Proven experience in **strategy development, institutional development, and organizational development**.
- Experience managing international projects and project engineering.
- Expertise in facilitation and participatory decision-making.
- Knowledge of African agricultural systems and farmer organizations.
- Prior work with farmer organizations in Africa is an advantage.

Key Staff Requirements:

Head of Mission:

- Minimum **10 years of experience** in organizational strategy, project planning, and evaluation.
- Led at least **two large-scale strategic projects** financed by international donors.
- Fluent in **English and French**, or one with a deputy/team member fluent in both.

Other Consultants:

- Minimum **5 years of experience** in organization strategy and project planning.
- Fluent in **English or French**; knowledge of both is an asset.

8. Application Procedures

Submission Deadline: 14th April 2025

Submission Method: Electronic applications only to the following emails:

- **ceo@pafo-africa.org** (Main Contact)
- CC: **president@pafo-africa.org, finance@pafo-africa.org, program@pafo-africa.org, info@pafo-africa.org, policy@pafo-africa.org**

Required Documents (to be submitted as a single PDF):

- **Technical & Financial Proposal**
- **Consultants' Resumes**
- **Valid Tax Clearance Certificate**
- **Professional References & Relevant Studies**

For further inquiries, contact PAFO CEO or the PAFO Secretariat team via the emails provided above.

Only shortlisted firms will be contacted for the recruitment process in accordance with PAFO's internal regulations.