



International  
Labour  
Organization



PAPA  
Pan-African Productivity Association



## ► Terms of Reference and Request for Proposals

Assessment of the state of national productivity ecosystems for enterprises in African Union member states

The ILO is inviting proposals from Registered Entities / Service Providers

**Deadline: Monday 6 June 2022 at 23:59 South African Standard Time**

### ► 1. Background

---

The Pan African Productivity Association (PAPA), the African Union (AU) and the International Labour Organization (ILO) is collaborating to enhance productivity in enterprises across Africa. The Abidjan Declaration - Advancing Social Justice: Shaping the future of work in Africa stresses that an increased focus on productivity is critical to make decent work a reality in Africa. Further the Declaration highlights the role of the private sector as a principal source of economic growth and job creation and that this should be promoted through an enabling environment for entrepreneurship and sustainable enterprises, in particular micro, small and medium-sized enterprises, which should be supported to generate productive employment and improved living standards.

To support this regional priority, the ILO Regional Office for Africa (ROAF) and the four ILO Decent Work Teams (Cairo, Dakar, Pretoria, and Yaoundé) have been developing a joint operational plan with the AU to promote the Decent Work agenda in Africa and to ensure that Decent Work is central to the programmes of the AU. Under this collaboration, the productivity work stream seeks to promote the development and

dissemination of knowledge and best practices for the promotion of national productivity ecosystems and the strengthening of National Productivity Organisations (NPOs) across Africa through the PAPA umbrella. Specifically, it is foreseen that knowledge sharing events with the AUC, Regional Economic Communities and selected countries on the experience in promoting national productivity ecosystem will be undertaken along with new programme developments.

## ▶ 2. Scope of work

---

As input to the above-mentioned processes, the AUC, PAPA and the ILO is requesting the services of a service provider to undertake an assessment of lessons learned from the various productivity programmes and interventions implemented by member States, including those that may have been supported by international development agencies such as the Japan Productivity Centre and the Asian Productivity Organisation, United Nations Industrial Development Organisation (UNIDO), the ILO and others. To what extent have countries' efforts and any international technical assistance supported the creation of national productivity movements and ecosystems, in specific countries as well as at the sub-regional and regional levels.

Specifically, the service provider will undertake the following tasks:

1. Meet with the PAPA ILO steering group to discuss the assignment in detail and to clarify expectations and outputs.
2. Submit an inception report 10 days after contract start further specifying the methodology, interview plan and work plan.
3. Undertake desk research of the productivity programmes by countries and development partners across Africa, including PAPA and ILO supported interventions.
4. Adopt a consultative approach and undertake a series of interviews with key stakeholders from governments, donor and development agencies, organised business and employers' organisations as well as trade unions, in at least 8 countries where national productivity ecosystem and the establishment of national productivity centres have been undertaken.
5. Summarize findings, assess what seems to work and lead to impact, what does not seem work, categorize findings and lessons learned from these programmes and highlight success stories.
6. Propose forward looking
7. Submit a concise and well-written report to the AUC, PAPA and the ILO with a set of recommendations on actions needed to support national productivity

ecosystems in countries that are not as advanced as the countries highlighted as success stories.

8. Make a virtual presentation of the report at a knowledge sharing session at the upcoming PAPA General Assembly during the week of 11<sup>th</sup> July 2022.

### ▶ 3. Deliverables

---

The appointed service provider will submit the following deliverables:

- 3.1 Inception report with a methodological note, work plan and interview plan
- 3.2 Outline of report with annotated table of contents followed by a presentation to the steering group
- 3.3 Draft report followed by a presentation for feedback from PAPA and the ILO and presentation to be made at PAPA General Assembly
- 3.4 Final report integrating the comments provided by PAPA and the ILO

### ▶ 4. Contractual period and payment schedule

---

The expected duration of the assignment is 25 full-time working days. The draft report and a power point presentation must be ready for presentation at the PAPA GA whereafter the final report can be finalised within 2 weeks following the PAPA GA.

A detailed (itemized) budget quoted in USD inclusive of VAT and linked to deliverables must be submitted

Payment schedule:

1. First payment of 20% of total contract sum upon submission of inception report (deliverable 3.1)
2. Second payment of 30% upon submission of draft report with annotated table of contents (deliverable 3.2)
3. Third and final payment of 50% upon submission of presentation and final report to the full satisfaction of PAPA and the ILO (deliverable 3.3 and 3.4)

## ► 5. Application process

---

Application must be submitted in PDF format by e-mail to Mokgadi Mahlakgane ([MokgadiM@productivitysa.co.za](mailto:MokgadiM@productivitysa.co.za)), Thato Masoabi ([Thatom@productivitysa.co.za](mailto:Thatom@productivitysa.co.za)) and Jens Dyring Christensen ([dyring@ilo.org](mailto:dyring@ilo.org)) by Monday 6 June 2022, 23:59 South Africa Standard Time under e-mail subject heading: ***Proposal for the Assessment of the current state of national productivity ecosystems for enterprises in the African Union.***

The proposal must be a technical and financial proposal highlighting the following:

- i. Why service provider is well suited to undertake the assignment and the relevant expertise
- ii. Proposed methodology, work plan and timeline
- iii. Presentation of team (if more than one) and CVs of all team members
- iv. Itemized budget
- v. References for similar work performed

Applications will be assessed and scored based on

- i. Service provider profile and relevant expertise
- ii. Understanding of assignment and methodology to be used
- iii. Experience of similar or related work
- iv. References provided for previous work
- v. Value for money

All submissions will be acknowledged.

## ► 6. Reporting and supervisory arrangements

---

The ILO is managing the consultancy on behalf of PAPA, but both organisations will provide feedback throughout the assignment and vet the final report.

The ILO focal points are Mokgadi Mahlakgane, Manager of the CEO'S Office in Productivity SA and PAPA, ([MokgadiM@productivitysa.co.za](mailto:MokgadiM@productivitysa.co.za)), Thato Masoabi, PAPA Administrator, ([Thatom@productivitysa.co.za](mailto:Thatom@productivitysa.co.za)) and Jens Dyring Christensen, Senior Specialist, Sustainable Enterprises at the ILO Decent Work Team, Pretoria South Africa ([dyring@ilo.org](mailto:dyring@ilo.org)),. All deliverables must be submitted to these three focal persons.