



International
Labour
Organization



PAPA
Pan-African Productivity Association

► Terms of Reference and Request for Proposals

Developing a Communications Strategy for the Pan-African Productivity Association

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) and the International Labour Organization (ILO) is collaborating to enhance productivity in enterprises across Africa. The 2019 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.

PAPA was founded through a declaration made by delegations representing six African countries (Botswana, Ethiopia, Ghana, Ivory Coast, Nigeria and South Africa) at the 7th World Productivity Congress in Malaysia in November 1990. This was a follow up to the 1988 commitment by the General Secretariat of the Organization of African Unity (the precursor to the African Union) calling for the establishment of a pan-African productivity organization. The founding members of PAPA constituted the first Interim

Committee for PAPA and in 1992 the first General Assembly was held in Pretoria. In 1999 the Heads of State and Government of the Southern Africa Development Community (SADC) also adopted a Declaration calling for the establishment and development of national productivity organisations. In 2011 the SADC ELS meeting taking place in Windhoek, Namibia, adopted a charter to establish a SADC Regional Productivity Organisation (SADC RPO). In 2009 the AU had already adopted the 2010-2016 Productivity Agenda for Africa.

During this time, PAPA was the umbrella body for the African Union and it was envisaged that funding would come from member subscriptions, donations, legacies, grants from Governments, individuals and other organisations, proceeds from sale of publications, etc. However, no firm decisions or commitment were made regarding the needed budget for the operationalisation and management of PAPA. Annual membership fees are currently set at €3,000 per country and there are currently 11 members (3 in West Africa, 1 in East Africa and 7 in Southern Africa). This meagre budget does not allow PAPA to develop an ambitious and substantial programme to promote productivity across the continent.

PAPA with the support of the ILO is therefore seeking the services of a Communications Company to develop a communications strategy for PAPA and to provide advice and practical support on to improve communication and attract more member States from across the continent, including in Francophone and Lusophone countries.

▶ 2. Scope of work

The deliverables of this assignment will enable PAPA and its partners to inform key audiences (National Productivity Organisations (NPOs), ministries of trade and industry, ministries of labour and employment, employers' and business member organisations, sectoral business organisations, trade unions and enterprises) about the vision of PAPA and the benefits of joining PAPA. Communication products will embrace a human-centred and story-telling approach around how the increase in enterprise and labour productivity can contribute to the creation of employment and decent work across African countries.

As input to the above-mentioned processes, PAPA and the ILO is requesting the services of a communications firm who will undertake the following tasks:

1. Meet with PAPA and the ILO to discuss the assignment in detail and to clarify expectations and outputs
2. Submit an inception report 5 days after contract start further specifying the methodology and work plan

3. Undertake a rapid assessment of the current communications strategy of PAPA through review of PAPA communications materials and interview with officials
4. Conducting a series of consultations with PAPA Board members, officials in the Secretariat and selected individuals of the National Productivity Organisations (NPOs) in current member States and Asian Productivity Organisation (which have provided support to PAPA).
5. Identify a number of key communication messages that highlight the vision, main elements and added value of PAPA in the context of promoting Productivity across the African region
6. Following the consultations and review of website and existing materials develop a draft Communications Strategy for PAPA that contains key messages divided by topic – including membership drive - and propose communication channels and products that form part of the Strategy, e.g. (brochures, flyers, videos, media cards, social media posts) and submit for comments to PAPA and the ILO
7. Finalise Communications Strategy with agreed communication channels and products, including a contemporary PAPA PowerPoint Presentation Template
8. Review the existing PAPA website in terms of whether it is fit for purpose to communicate with member countries and to drive new membership recruitment and provide assessment to PAPA and the ILO
9. Develop content drafts for the existing PAPA website and liaise with external service providers that are designing and programming the webpage, provide feedback on revised website

▶ 3. Deliverables

The appointed service provider will submit the following deliverables:

- 3.1 Inception report with a methodology and work plan
- 3.2 Brief rapid assessment report of findings from review of PAPA materials and interviews
- 3.3 Draft communication strategy
- 3.4 Updated website contents
- 3.5 Final communication strategy with all associated products

► 4. Contractual period and payment schedule

The assignment must be completed within 2 months of contract signature. Project deliverables should be produced as set out above.

A detailed (itemized) budget quoted in South African currency (ZAR) inclusive of VAT and linked to deliverables must be submitted

Payment schedule

- i. First payment of 20% of total contract sum upon submission of inception report with a methodology and work plan (deliverable 3.1)
 - ii. Second payment of 30% upon submission of rapid assessment report and draft Communication Strategy report with supporting documents (deliverable 3.2 and 3.3)
 - iii. Final payment of 50% upon submission of Updated website contents and navigation structure and final Communication Strategy with all products report (deliverables 3.4 and 3.5)
1. 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), Thato Masoabi (Thatom@productivitysa.co.za) and Jens Dyring Christensen (dyring@ilo.org) by Monday 6 June 2022, 23:59 South Africa Standard Time under e-mail subject heading: ***Proposal for developing a Communications strategy for the Pan African Productivity Association.***

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. Both organisations will provide feedback throughout the assignment and approve the final deliverables

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