



**Partnership Project Ethiopian Horticulture Producer Exporters  
Association (EHPEA) -Bayern Training & Development Center-  
bfz gGmbH**

**Terms of Reference**  
**Call for Consultancy on Sectoral Corporate Social Responsibility**  
**(CSR) Strategy Document Preparation**

August, 2019

**Addis Ababa, Ethiopia**



## **1. BACKGROUND**

Ethiopian Horticulture Producers Exporters Association (EHPEA) is established as a pioneer horticultural business membership organization. EHPEA is a non-for-profit, non-governmental organization whose members are producer exporters of Flowers, Fruits and Vegetables. The association represents the interest of its members operating in the sector locally and globally. The mission of EHPEA is to promote and safeguard the competitive position of the Ethiopian horticulture sector in the global market. Over the last decade, EHPEA has been working on various interventions to promote the sector and executed impactful projects to build the capacity of its members and also to build Ethiopian Horticulture brand in the international Market arena. One of its core functions is to ensure members are environmentally and socially compliant and discharge corporate social responsibilities through the implementation and practice of EHPEA Code of Practice and other international standards. In line with this, EHPEA is soliciting eligible consulting firms or Team of consultants who can prepare and produce Corporate Social Responsibility (CSR) Strategy document for the Commercial Horticulture Export Sector with respect to the triple bottom line principles of sustainability.

## **2. PROJECT DESCRIPTIONS**

The Ethiopian Horticulture Producer Exporters Association (EHPEA) and the German partner- Training and Development Centres of the Bavarian Employers' Associations (bfz) gGmbH / Berufliche Fortbildungszentren der Bayerischen Wirtschaft (bfz) gGmbH has signed a cooperation agreement to contribute for the development of the horticulture sector in general. The BMZ - Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung / German Federal Ministry for Economic Cooperation and Development - financially supports this partnership project via sequa gGmbH – Partner der deutschen Wirtschaft / Partner of German Business.

The partners commit themselves to cooperate on a partnership basis with the objective to strengthen and Capacitate EHPEA which the export oriented horticultural sector in the country is represented. The project has a long -term goal which commercial farms, their suppliers and -



workers in the horticultural sector and their surrounding communities' benefit in a more substantial way from improved international trade relations. One of the result areas of the Bfz-EHPEA partnership program is the development and guiding the practice of sound Corporate Social Responsibility (CSR).

### **3. CONSULTANCY OBJECTIVES**

The main purpose of this consultancy is to develop sectoral CSR strategy which guides the Commercial Horticulture Export Sector to follow responsible and ethical production by integrating CSR issues on the day to day operation thereby ensuring sustainable growth.

### **4. SCOPE OF THE CONSULTANCY**

The scope of the consultancy mainly focuses on CSR strategy document preparation and guiding its implementation in Ethiopian Commercial Horticulture Sector with special emphasis to EHPEA members.

### **5. SUGGESTED METHODOLOGIES**

The consultant is expected to apply the following methodologies, but not limited to these, in the overall endeavors;

- ✓ Prepare detail methodology including questionnaires for sector actors and checklist for group discussion, focus group discussion and key informant interview as per the terms of reference and action plan mainly focusing on indicators but also covering other related issues;
- ✓ Pre-test draft questionnaire/interviews and checklists and incorporate the inputs in final questionnaire and checklist;
- ✓ Assess EHPEA and selected pilot farms and hold interactive meetings; conduct Gap analysis using tools such as SWOT, PESTLE, stakeholder analysis as well as mapping and impact analysis.
- ✓ Conduct analysis and benchmarking other institutions and industries
- ✓ Submit and present inception report based on preliminary analysis
- ✓ Share draft strategic document and obtain comments/inputs and incorporate feedbacks



- ✓ Conduct validation workshop in the presence of key stakeholders and members
- ✓ Upon completion of obtaining inputs, incorporate and submit final document

## **6. DUTIES AND RESPONSIBILITIES OF THE CONSULTANT AND/OR FIRM**

- ✓ Develop sectoral CSR strategy document and prepare a guiding procedure towards its implementation in the horticulture sector including impact analysis, CSR Roadmap and Governance
- ✓ Develop sub-strategies that could help firms to achieve the intended result on discharging their social responsibility including stakeholder and community engagement strategy, implementing procedures, CSR monitoring and communication strategy
  - Develop content, guiding principles and the implementation of the strategic document in consultation with member farms, stakeholders and EHPEA
  - Proposing best approaches for establishing stakeholders working groups and continuous discussion platforms between farms, communities and local social and environmental offices
  - Craft an operational approach to interlink and integrate different department activities within farms to achieve a full implementation and promotion of CSR in the horticulture sector
  - Develop a guideline on the implementation of community based corporate social investment projects in the sector through the application of the strategy in to practice
  - Develop key performance indicators to measure the implementation of corporate social responsibility practices within the firms and implementation and integration of CSR strategy to the company's core business strategy
  - Develop a reporting and communication strategy for the CSR achievements in the sector
  - Define relevant terminologies for the proper implementation of the Strategy document



The consultancy firm or the team of consultants will be responsible for full preparation of sectoral CSR strategy document and ensures that the implementation is practical and sustainable. The activities will be carried out in a way that ensures EHPEA's and selected pilot firms needs are met and that could be a natural fit with existing organizational and business strategies.

## **7. DELIVERABLES**

- ✓ Initial presentation of the proposal which incorporates the contents of the strategy document and consultancy action plan
- ✓ Sectoral CSR Strategy document and guiding principles of its implementation in the sector
- ✓ Presentation and briefing to the project staff and management of EHPEA as well as briefing through launching workshop for key stakeholders and member farms

## **8. ELIGIBILITY CRITERIA**

The consultancy / consultant team should have;

- ✓ Experience on assignment, research; clear understanding on research methodology and experiences on using different tools, and techniques of CSR
- ✓ 10 years work experiences in CSR in Ethiopian commercial Export horticulture sector or CSR related fields
- ✓ Pool of team of experts with a background of advanced university degree: Agri-Business Management, Agro-Economics, Environment, Sustainability, CSR, project development or related fields.
- ✓ Minimum of five years' experience in relevant subject areas covered in the terms of reference and more specifically concerning corporate social responsibility
- ✓ Proven track record of similar assignments and to demonstrate its experience in similar projects through concrete project examples; i.e. proof of track record on preparing other similar documents as well as developing strategic documents
- ✓ Experience in working with international business environment is an added value
- ✓ Consulting firm or team of experts which are networked with similar international organization is preferable
- ✓ Strong written and oral communication skills in English, presentation and report writing skills



## **INSTRUCTION FOR SUBMISSION OF PROPOSAL:**

Interested professions/ consultancy firms are requested to submit the following;

- ✓ A letter of interest (LOI) with a short capacity statement of your consultancy team
- ✓ A full proposal outlining how you plan to achieve the objectives as stated in the TOR along with recently updated CVs of professionals.
- ✓ A separate financial and technical proposal outlining the overall budget required to achieve the objectives of the TOR. The financial proposal should include all budget items including tax and other associated costs. Upon submitting all required documents evaluation will be carried out based on technical and financial parameters.
- ✓ The LOI and Technical Proposal should be in one sealed envelope marked “LOI and Technical Proposal for EHPEA- bfz Project” whilst the Financial Proposal should be in a separate sealed envelope marked “Financial Proposal for EHPEA-bfz Project”. Each envelop needs to clearly identify the consultant/ institution from which the proposal has been sent.

**Please send the information requested above to the following address on or before DD/MM/2019**

Ethiopian Horticulture Producer Exporters Association (EHPEA)

NB Business Center 6<sup>th</sup> Floor, P.O.Box 22241 code 1000,

Addis Ababa, Ethiopia,

Phone: +25116636750, E-mail: [info@ehpea.org](mailto:info@ehpea.org) or [tedlaz@ehpea.org](mailto:tedlaz@ehpea.org)