

**CARE INTERNATIONAL IN PNG
COFFEE INDUSTRY SUPPORT PROJECT**



**Analysis and Activity Design Consultant
Strengthening Agricultural Cooperatives and Farmer Groups in PNG**

TERMS OF REFERENCE

BACKGROUND AND INTRODUCTION

CARE is an international humanitarian aid organisation fighting global poverty, with a special focus on empowering women and girls to bring lasting change to their communities. CARE International has implemented development and humanitarian assistance projects in Papua New Guinea for more than 20 years. In 2006, CARE established a permanent country presence in PNG with the establishment of a Country Office in Goroka, Eastern Highlands Province, thereby strengthening local management and support to CARE's in-country operations. In 2008 CARE PNG established operations in the Autonomous Region of Bougainville (ARB). CARE International in PNG is guided by the vision, values, mission and core values and programming principles of CARE International and receives management support through CARE International Member, CARE Australia.

Launched in July 2013, the Coffee Industry Support Project (CISP) is a six-year project funded under the Australian Government's Pacific Women Shaping Pacific Development (PWSPD) initiative. The goal of CISP is to improve the economic and social wellbeing of women coffee farmers in Papua New Guinea (PNG), and to achieve this goal, CARE PNG works closely with key coffee industry stakeholders to integrate gender equity in their policies, programs, and practices. Through the changes that coffee industry stakeholders make in the programs and services they offer to smallholder farmers, we expect to see a positive impact on women coffee farmers' economic and social wellbeing.

Community-based groups, including cooperatives, are becoming increasingly influential stakeholders within the coffee industry in PNG. The PNG Coffee Industry Corporation reports more than 300 cooperatives are registered; however, many of these are informal and lack the structure and governance to operate effectively. There is not a strong history of functioning organised farmer groups or cooperatives in PNG, and most cooperatives are characterised by weak leadership, poor management skills and a lack of accountability leading to governance issues. Women are largely absent from positions of leadership in community groups and cooperatives resulting in few positive role-models for women's meaningful participation in group activities, and women's voice being absent in decision-making processes. As such, the majority of cooperatives in PNG do not conform to internationally recognised standards in relation to cooperative set-up and structure. There are however, a number of larger, well-established cooperatives that are influential in the industry and can potentially provide a model for replication by other farmer groups.

PURPOSE AND SCOPE OF THE CONSULTANCY

There are two primary purposes of this consultancy:

1. *Situational Analysis of Cooperatives and Community Groups*

The consultant will undertake an analysis of existing cooperatives and community groups, predominantly working in the coffee industry, to understand their organisational strengths and weaknesses. The analysis will involve groups that are partners of, or affiliated with, CARE PNG. The analysis should explore the history of each group to understand factors that have contributed to the success of these groups and the challenges they have faced. The analysis should consider management and leadership structures and capacity; organisational governance;

operational capacity; ability and approach to providing services and benefits to member farmers; involvement of women throughout organisational activities including women's leadership and their role in decision-making; and conflict management mechanisms to ensure transparency between members and leaders. The consultant will identify similarities across the cooperatives and other groups, and make recommendations for strengthening organisational development while also identifying the key risks to the establishment of strong and effective cooperatives or groups in PNG.

2. Design Key Interventions for Organisational Development

The consultant will design interventions that CARE PNG can undertake with partner cooperatives and community groups to contribute to their organisational development. These interventions will have a strong focus on developing governance; management and leadership skills; operational capacity; and service provision. All interventions must integrate gender transformative approaches that emphasise women's leadership and voice. Interventions should take into consideration findings of the analysis and the specific challenges that cooperatives and community groups in PNG face. The interventions should be a series of activities or modules that form part of an overall 'package of support' that CARE PNG will provide to partners. It is expected that interventions will draw on best practice organisational development of cooperatives and community groups, and are reflective of the unique context and development challenges in PNG, including gender inequality.

KEY TASKS AND OUTPUTS

Key tasks are outlined below:

- Undertake an initial briefing with CARE staff on the Coffee Industry Support Project and consultancy;
- Review of CARE, CISP and supporting documentation and materials;
- Undertake analysis of cooperatives and community groups in PNG;
- Facilitate a one-day workshop discussing initial findings with CARE PNG staff;
- Complete analysis report and recommendations;
- Design key interventions for organisational development and women's leadership;
- Undertake briefing with CARE staff on key interventions; and
- Finalise key interventions and provide brief written guidelines on the interventions to CARE PNG

Outputs

The Initial Findings Workshop should include a presentation of initial findings from the analysis with a focus on recommendations and opportunities. The workshop will also provide an opportunity for CARE staff and key stakeholders to provide feedback on initial findings. The analysis report should be no longer than 20 pages (excluding annexes) and should be submitted in electronic format. The report should be of a standard that is appropriate for circulation to partners and other stakeholders including donors. The report should summarise key findings of the analysis and include recommendations for CARE PNG to engage with cooperatives and community groups. Opportunities for supporting women's leaderships and voice should be made explicit. Format and instructions for designing the key interventions for organisational development will be discussed with the consultant following the completion of the analysis. It is expected that the interventions will include guidelines and steps for CARE staff to undertake the interventions with partner organisations.

MANAGEMENT AND TIMEFRAME

The consultancy will be undertaken at home-base and in-country including travel from the CARE office in Goroka to rural areas where cooperatives and community groups are based. The consultant will be managed by the CISP Manager and all outputs will be submitted to the CISP Manager for approval. The consultancy is planned for the

period November 2015 to February 2016. The number of days required to complete the consultancy is expected to be 24 days across the period mentioned.

Key Tasks	Approx # of Days
Initial briefing with CARE staff; review of key documentation and materials; and preparation of analysis plan (home base).	2
Travel to/from PNG; undertake analysis of cooperatives & community groups; and facilitate initial findings workshop with CARE PNG staff (in-country).	12
Complete analysis report and recommendations (home-base).	3
Design key interventions for organisational development and women's leadership; and undertake briefing with CARE PNG staff on key interventions (home-base).	5
Finalise key interventions and provide brief written guidelines on the interventions to CARE PNG (home-base).	2

Deadlines and timeframes for key tasks will be discussed with the consultant prior to confirmation of final arrangements. CARE PNG will manage transport, accommodation and logistical arrangements for all work undertaken in PNG.

CONSULTANT SELECTION CRITERIA

The consultant shall have the following skills and experience:

- A Masters Degree or equivalent experience in international development, community development; agricultural value chains; social sciences; gender studies or a related field;
- At least 5 years experience working with farmer groups and/or cooperatives with a focus on organisational capacity building and development;
- A demonstrated understanding of working with a gender transformative approach within the agricultural sector in international and/or community development;
- Proven experience in undertaking and writing situational analyses, research and/or project designs, including consultations with a wide range of stakeholders;
- Experience working in complex development contexts is a must, experience in PNG or the Pacific is highly desirable;
- High quality communication skills, including the ability to speak and write effectively, listen to and facilitate participation from others, including in cross-cultural contexts;
- Strong time management skills; ability to work with limited supervision; and a consultative approach that is open to feedback; and
- Understanding of CARE's vision, mission and values, and commitment to uphold the CARE PNG Code of Conduct and Child Protection Policy throughout the consultancy.

EXPRESSIONS OF INTEREST

Expressions of Interest and enquiries for further information should be submitted to Anna Bryan, Coffee Industry Support Project Manager, CARE International in PNG (anna.bryan@careint.org), by 11pm PNG time on November 15th, 2015.

All expressions of interest should include:

- Up to date CV with details of three relevant referees;

- Up to two page statement of capability addressing the selection criteria;
- A sample of previous work undertaking analyses and/or designing interventions;
- Quotation including daily rate;
- Confirmation of availability to complete the evaluation within the period specified; and
- Specific point of departure/return to complete the consultancy and home base location.

Please note that CARE International in PNG covers visa fees, international and in-country transport, as well as in-country accommodation and security as needed; daily rates should take into consideration these benefits.