

## Terms of Reference

### **Consultant for strengthening capacities of the International Women Alliance of Coffee's chapters in Brazil, Costa Rica and Jamaica, in the framework of the "Win-Win: Gender Equality means Good Business" Programme**

Workplace: Home-based (with travel)

Area: Economic Empowerment

Type of contract: Individual Contract

Required languages: Portuguese, Spanish and English

Start date: At the signing of the contract

Duration of service: 12 months from the start of the contract

### 1. Context

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.

In 2015, on 25 September, the United Nations General Assembly adopted unanimously the Resolution 70/1 Transforming our World: the 2030 Agenda for Sustainable Development. Gender equality and women's empowerment is at the heart of the agenda, as numerous goals and targets address structural barriers to achieve equal rights and opportunities between women and men, girls and boys.

One of the key areas of concern is the economic empowerment of women. It is expressed in targets and indicators of SDG 5 (Achieve gender equality and empower all women and girls) and SDG 8 (Promote inclusive and sustainable development, decent work and employment for all). Progress toward it depends not only on the adoption of a set of public policies by government, but also on the existence of an enabling environment and active engagement of the corporate sector. This is also relevant to the achievement of SDG 17 (Revitalize the global partnership for sustainable development).

Around 90% of jobs in the world are in the private sector. This represents a huge potential to implement transformative actions in the world of work and social responsibility in favor of women, benefiting the whole society. There is an increasing consciousness, interest and commitment of private and public-sector companies on the value and benefits of gender equality and the economic empowerment of women and its role to achieve it. This perspective includes not only large corporations but also medium and small. Women participation in entrepreneurship activities has been increasing, in many countries as not for vocation but as it is the only way to survive.

To guide companies to engage and advance their practices towards to women empowerment in the workplace, in the value chain and in the communities, UN Women and Global compact created the platform "Women Empowerment Principles" (WEPs). Today there are more than 2,000 companies around the world that have signed the WEPs and more than 400 in Latin America and the Caribbean. UN Women has also been working on activities to foster women entrepreneurship activities and, in this framework, it has produced the guide "The power of procurement: how to buy from women owned business".

In January 2018 UN Women started implementing a Programme, in partnership with the European Union (EU) and the International Labor Organization (ILO), called “Win-Win: Gender Equality means Good Business” to increase companies engagement and practices aimed to advance gender equality and women owned business (entrepreneurs) access to market as well as to accelerate labor market conditions and economic activities of women.

International Women Alliance of Coffee (IWCA) leads women's empowerment in the international coffee industry by supporting a global network of independent, self-organized, self-governing, organizations, called IWCA Chapters. IWCA vision is “be the platform for women’s empowerment and inclusion to achieve sustainability across the coffee industry and communities. Provide the proof positive for other commodities to follow”. Their mission is “to empower women in the international coffee community to achieve meaningful and sustainable lives; and to encourage and recognize the participation of women in all aspects of the coffee industry “. Their values are: Respect for each unique and valid voice; support for harmony of environmental, social and economic impact through sustainability; equitable allocation of global resource abundance; decision-making with honesty and integrity; community collaboration and partnership; and making a difference through economic empowerment.

They have National chapters in 22 countries in the 4 continents (Africa: Burundi, Cameroon, Democratic Republic of Congo, Ethiopia, Kenya, Rwanda, Uganda and Tanzania; Asia: India, Indonesia, Japan and Philippines; North and Central America: Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Mexico and Nicaragua; South America: Brazil, Colombia and Peru). Each IWCA Chapter develops and implements their own goals and objectives to advance their communities. As a global organization, the IWCA platform is a network that provides:

- protocol to leverage the drive of individuals to accomplish greater impact through collective action ("IWCA Chapter Formation Protocol");
- a global network connecting women in coffee to share, support, and learn from one another
- a focal point to enable global and local partnerships;
- a common brand identity representing support for the IWCA mission.

UN Women LAC Regional Office has been collaborating with IWCA since 2015. Among other activities UN Women joined and supported a few events in Brazil and London and supported IWCA Brazil Chapter Women in Coffee e-book in Portuguese (December 2017) and English (December 2018). The 17 chapters book was written by 40 Brazilian researchers working from 11 organizations, including several Brazilian universities, including Brazil's several sub-chapters with its specificities and diversity. The research approach in each chapter was different, ranging from intimate interviews focused on family life to data-centric analysis of cooperatives. UN Women also sponsored some trips of IWCA members to events.

The “Win-Win: Gender Equality means Good Business” programme in partnership with the EU and the ILO, has a duration of 3 years and is being implemented in 6 countries: Argentina, Brazil, Chile, Costa Rica, Jamaica and Uruguay. The Programme has 3 pillars:

1. Networking and cooperation between women-led business;
2. Companies and employers’ organizations capacity strengthening, knowledge and good practices sharing and advocacy;
3. Innovative financing facility to support women-led innovation and business ventures.

In the scope of pillar # 1, there are 4 activities:

- 1.1.1 Map networks and associations of women in top leadership positions in business sector, businesswomen and national and regional corporate commercial associations, chambers and networks in LAC and European countries;
- 1.1.2 Build the supply side of procurement capacities of women entrepreneurs and businesswomen to compete for procurement opportunities with companies (training and peer to peer exchange);
- 1.1.3 Develop methodologies, knowledge products, tools and trainings to strengthen capacities of networks and associations of women in business to increase number of women in top leadership positions; and to increase skills of women entrepreneurs;
- 1.1.4 National women's machineries capacities strengthened to convene private sector and other partners at the national level.

The Win-Win Programme will promote advancement of women entrepreneurs in areas where the participation of women can be improved leading to a better inclusion in economic terms. One of the areas identified is the coffee agroindustry and commerce that plays a relevant role in the economic participation of women in several countries of the Win-Win Programme. Three out of 6 countries of the Programme are coffee producers: Brazil, Jamaica and Costa Rica, and one of the countries is an important coffee consumer: Argentina. IWCA is a very structured association with presence in Brazil and Costa Rica and plans to be present in Jamaica. Its structure is very robust and for these reasons it was chosen as a network to be supported in alignment with Activities 1.1.2 and 1.1.3 described above.

The IWCA Strategic Plan 2018-2019 has 4 strategic priorities:

- 1- Transition to a staffed, fully operational business model;
- 2- Strengthen chapters and chapter network;
- 3- Establish organizational infrastructure to ensure effectiveness at global and chapter levels;
- 4- Reposition brand to reflect full value chain and platform for change.

Some of the activities of these 4 strategic priorities are:

- 2.1 Conduct strengths, weaknesses, opportunities, threats (SWOT) analysis to understand chapter and programmatic needs, challenges, and opportunities;
- 2.2 Develop Chapter Profiles to help grow visibility and accessibility;
- 2.3 Enhance international trade connections with ITC and others;
- 2.4 Identify funding & strategic partnerships;
- 2.5 Establish chapter "champions" and supporting resources;
- 2.6 Develop tools to facilitate active connectivity;
- 2.7 Identify core group to research & plan consuming country expansion;
- 4.1 Develop Strategic Communications plan outlining key messages, target audience, and communication channels;
- 4.2 Design new branding to refresh website and newsletter;
- 4.3 Refresh industry events to cost effectively showcase chapters and organizational value proposition.

During 2018, in the framework of the Win-Win Programme, and in the scope of the International Coffee Week in November in Belo Horizonte (Brazil) -one of the most important events in the Coffee Industry-, UN Women Brazil, the Brazilian Government Export Promotion Agency (APEX Brazil), the IWCA Brazilian Chapter and the Brazilian Association of Producers Organizations (FairTrade Brazil) organized a Business Roundtable with 30 women coffee producers, 32 men coffee producers and 5

international buyers that resulted in 175 meetings, US\$ 1,200,000 business generated during the event and US\$ 5,600,000 estimate business for the future.

During the event UN Women, Apex and IWCA also hosted a dialogue with women in the coffee industry of several countries. In total, 20 women joined the meeting, 8 from IWCA Brazil, 1 from IWCA México, 1 from IWCA Guatemala, 1 from IWCA Costa Rica, 1 US coffee importer (RD), 1 from an USA company that works in technology to coffee industry (Bext360), 1 barista from Panamá, 1 representative of Japan delegation, 1 person from UN Women and 1 from Apex. During the dialogue, women from Brazil, Costa Rica, Guatemala and Mexico share their experiences and recognized the importance of sharing knowledge and participating in events such as the International Coffee Week as a way to improve their own business. As for previous dialogues, their stories are an example of creating different business models, of the challenges related to conciliate unpaid care work with their business and of opportunities to increase their skills to access markets in a more efficient way.

Recently UN Women Brazil supported the organization of the IWCA Brazil Strategic Planning meeting. Five themes were identified as a result of it:

- 1- Marketing strategies to help members to access market and growth their business
- 2- Services Portfolio to attract and retain members;
- 3- Partnership and Resources Mobilization;
- 4- Economic Empowerment of Women in the Coffee Industry;
- 5- Governance and management of the Brazilian Chapter and its sub-chapters.

To further support IWCA's chapters in Brazil and Costa Rica to advance their plans and strengthen their capacity as women organization as well as to support IWCA's Jamaica Chapter implementation, UN Women is seeking a consultant to promote the strengthening of capacities of these three chapters, in the framework of the Win-Win Programme.

## 2. Objectives

Conduct a consultancy that will allow the Win-Win Programme to further strengthen the capacities of IWCA's chapter's in Brazil, Costa Rica and Jamaica through the promotion of strategic planning, the increase of market presence and capacities for exporting, and the sharing of good practices.

## 3. Responsibilities of the consultant / Activities to be carried out to achieve the objectives

In order to achieve the objectives, the consultant will conduct the following activities under the supervision of the National Private Sector Specialist of Brazil, and in coordination with the National Private Sector Specialists of Costa Rica and Jamaica and the Economic Empowerment Specialist of the UNW Regional Office:

1. Support the structuring and consolidation of IWCA Chapters in Jamaica and Costa Rica and their strategic planning process. This includes systematizing the methodology and lessons learned of the experience of Brazil to share with the two other countries, identifying key materials and documents that would contribute to their planning workshops, and participating in and supporting the organization of the two workshops. Additionally, the consultant should identify opportunities to engage Argentina as a consumer country with experienced baristas.
2. Organize commercial missions in other to increase market participation and capacities for exporting of IWCA's chapter in Brazil, Costa Rica and Jamaica. This includes the following activities:

- a) Organize the participation of the delegations of IWCA's chapters in Brazil, Costa Rica and Jamaica in the World of Coffee event in Berlin in June 2019; building alliances with other organizations (such as Association of global and Brazilian special coffee export promotion agencies) to garner support for IWCA's participation and strategic positioning; promoting the participation of buying companies and baristas from Europe and Argentina. UN Women has partial funds to support the mission, so it includes negotiations with partners to mobilize additional funds;
  - b) Organize the participation of the delegations of IWCA's chapters in Brazil, Costa Rica and Jamaica in the International Coffee Week in Brazil in November 2019; building alliances with other organizations (such as Association of global and Brazilian special coffee export promotion agencies) to garner support for IWCA's participation and strategic positioning; promoting the participation of coffee-purchasing companies and baristas from Europe and Argentina;
  - c) Identify other regional and international events that IWCA Brazil, Costa Rica and Jamaica can participate.
3. Organize a seminar for women from other segments of agriculture in Brazil to present the IWCA model and promote the replication of good practices.

#### 4. Products to be delivered for the achievement of objectives

**Product 1:** Document systematizing the process, methodology and results of the strategic planning sessions in Brazil, Costa Rica and Jamaica, including the action plans for the three countries and identification of opportunities for engaging Argentina as a consumer country with experienced baristas (in English).

**Product 2:** Document systematizing the good practices of the IWCA model to share with other segments of agriculture, and report on the organization and results of the seminar for women from other segments of agriculture in Brazil (in English).

**Product 4:** Identify and provide a list of other potential regional and international events that can improve the insertion in market and expansion of business of women in coffee agro-industry and commerce to be supported by the Win-Win Programme.

**Product 4:** Report on the actions conducted and results achieved through the participation of delegations of IWCA's chapters in Brazil, Costa Rica and Jamaica in the World of Coffee event in Berlin in June 2019 and International Coffee Week on Brazil in November 2019, to build alliances with other organizations to garner support for IWCA's participation and strategic positioning, and to promote the participation of coffee-purchasing companies and baristas from Europe and Argentina (in English).

#### 5. Schedule of product deliveries and payments

Number	Product	Expected delivery	Schedule of payments
1	Document systematizing the process, methodology and results of the strategic planning sessions in Brazil, Costa Rica and Jamaica, including the action plans for the three countries and identification of opportunities for engaging Argentina as a consumer country with experienced baristas.	3 months after signing the contract	30% of total
2	Document systematizing the good practices of the IWCA model to share with other segments of agriculture and report on the organization and results of the seminar for women from other segments of agriculture in Brazil (to present the IWCA model and promote the replication of good practices).	6 months after signing the contract	25% of total
3	Product 4: Identify and provide a list of other potential regional and international events that can improve the insertion in market and expansion of business of women in coffee agro-industry and commerce, to be supported by the Win-Win Programme.	6 months after signing the contract	5% of the total
4	Report on the actions conducted and results achieved through the participation of delegations of IWCA's chapters in Brazil, Costa Rica and Jamaica in the World of Coffee event in Berlin in June 2019 and International Coffee Week on Brazil in November 2019, to build alliances with other organizations to garner support for IWCA's participation and strategic positioning, and to promote the participation of coffee-purchasing companies and baristas from Europe and Argentina.	9 months after signing the contract	40% of total

#### 4. Form of payment

Payments in Brazilian Local Currency will be made against the delivery of the specified products to the satisfaction of UN Women with the presentation of the corresponding invoices by the consultant.

#### 5. Intellectual rights, patents and other property rights

The rights of the equipment and supplies that may be provided by UN Women to the consultant for the performance of any obligation under this contract shall remain of UN Women and such equipment shall be returned to UN Women at the end of this contract, or when it is no longer necessary for the consultant. Said equipment must be in the same conditions when returning it to UN Women as when it was delivered to the consultant, subject to normal deterioration. The consultant will be responsible for compensating UN Women for damaged or damaged equipment regardless of its normal deterioration.

UN Women shall be entitled to all intellectual property and other property rights including, but not limited to: patents, copyright and registered trademarks, in relation to products, processes, inventions, ideas, technical knowledge, documents and other materials that the consultant has been prepared or collected as a result of or during the execution of this consultancy, and the consultant acknowledges and agrees that said products, documents and other materials constitute work carried out pursuant to the hiring of UN Women. However, in the event that said intellectual property or other property rights consist of any intellectual property or property rights of the consultant: i) that existed prior to the consultant's performance of their obligations under the of this contract, or ii) that the consultant may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under this contract, UN Women shall not claim nor shall it claim ownership interest whatsoever the same, and the consultant will grant UN Women a perpetual license to use said intellectual property or other property right solely for the purpose and for the requirements of this contract.

## 6. Supervision of the consulting and other logistical aspects

- The supervision of the development of the consultancy will be ensured by the National Private Sector Specialist of Brazil, in coordination with the National Private Sector Specialists of Costa Rica and Jamaica and the Economic Empowerment Specialist of the UNW Regional Office.
- The Consultant is not an official of the United Nations and will carry out the activities from their own workspace in accordance with the agreed in the work plan, and with the scheduling of frequent coordination meetings with the Programme team and will travel when necessary to Costa Rica, Jamaica, Costa Rica and Brazil.
- Inputs for the realization of the consultancy, such as equipment, food and transportation will be borne by the consultant. International travel costs (airplane tickets and DSA) will be covered by the Win-Win Programme.
- The consultant will maintain permanent coordination with the supervisor for an effective execution and development of the products requested from this consultancy and will provide all information requested within the framework of these terms of reference.

## 7. Competencies with UN Core Values

- Personal commitment, ability to work independently, and capacity to work effectively and harmoniously with persons from varied cultures and professional backgrounds.
- Demonstrates integrity and fairness by modeling the UN's values and ethical standards;
- Commitment to UN Women's mission, vision, values and strategic goals;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism;
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment

Please visit this link for more information on UN Women's Core Values and Competencies:  
<http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/employment/un-women-employment-values-and-competencies-definitions-en.pdf>.

## 8. Required and Desirable Skills and Experience

### Required Education:

- University's degree in Social Sciences, Journalism, Economics, Administration, Development Studies, Gender or any other relevant field.

### Required Experience and skills

- Experience in working in or with the Coffee Industry, such as, association member, farmer, trader and advocacy.
- Experience in empowering women in leadership and promoting gender equality.
- Experience in organizing commercial missions

### Required Language:

- Excellent knowledge of written and oral communication in English, Spanish and Portuguese

### Desirable Skills

- Experience in working with UN Nations agencies and other International Organizations
- Experience working with training and workshops
- Demonstrated ability to produce well written, well organized and structured as well as high-quality reports is essential.
- Knowledge of Brazil, Costa Rica and Jamaica context.
- Knowledge of IWCA's structure, organization and challenges.

Evaluation Criteria	
<b>Technical Evaluation (70% of total)</b>	
Requerid Skills	
<ul style="list-style-type: none"> <li>- Excellent knowledge of written and oral communication in English, Spanish and Portuguese</li> <li>- University's degree in Social Sciences, Journalism, Economics, Administration, Public Health, Development Studies, Gender or any other relevant field.</li> </ul>	Yes or No
<ul style="list-style-type: none"> <li>- Experience in the Coffee Industry</li> <li>- Experience in empowering women in leadership and promoting gender equality.</li> <li>- Experience in organizing commercial mission</li> </ul>	Yes or No  If yes till 15 points maximum per item so total 45 points
Desirable Skills	
<ul style="list-style-type: none"> <li>- Experience in working with UN Nations agencies and other International Organizations</li> </ul>	10 points
<ul style="list-style-type: none"> <li>- Experience working with training and workshops</li> </ul>	15 points
<ul style="list-style-type: none"> <li>- Demonstrated ability to produce well written, well organized and structured as well as high-quality reports is essential</li> </ul>	10 points



- Knowledge of Brazil, Costa Rica and Jamaica context.	10 points
- Knowledge of IWCA's structure, organization and challenges.	10 points
<b>Technical Evaluation Total</b> Minimum of 70 points to be classified	<b>100 puntos</b>
<b>Financial Evaluation (30% del total)</b>	
Lower Price Cost Maximum points will be assigned to lowest price proposal. Others will be classified according to the lowest Price one.	<b>100 puntos</b>
<b>Final Evaluation</b>	0,7 * technical evaluation points + 0,3 * Financial Evaluation Points

## 9. Application and Evaluation Process

Step 1: Interested individual consultants must submit their proposal including the following documents:

- Personal History Form (P11) or Resume indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references
- Letter explaining motivation and how the activities will be performed
- Financial Proposal

Step 2: UN Women will evaluate the technical proposal and only after financial proposals will be evaluated

Step 3: Candidates might be contacted to be interviewed

UN Women is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

UN Women does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.