

Terms of Reference

Junior consultant to lead on a) developing guidelines and scoring criteria for union expressions of interest; b) develop and support implementation of a market engagement strategy

Introduction

The Fairtrade Foundation (FTF) is a registered charity in the United Kingdom and a member of Fairtrade International, the umbrella organization for Fairtrade globally, which brings together 27 national Fairtrade organisations and three continental Producer Networks in Africa (FTA), Latin America (CLAC) and Asia (NAPP). Fairtrade changes the way trade works through better prices, decent working conditions and a fairer deal for farmers and workers in low-income countries.

Background

COCOA COOPERATIVE ORGANIZATIONAL STRENGTHENING PROGRAMME (CCOSP) PHASE II

In 2020, Fairtrade and Mondelez started the Climate Change and Organisational Strengthening Programme (CCOSP) implemented in Ghana by Fairtrade Africa, with the aim to support the cocoa farmers in the Mondelez Ghana Cocoa Life programme to become more resilient against changing climate and to ensure ongoing viability of the Cocoa Life unions. The programme builds on Cocoa Life's wider goals: Sustainable Cocoa Farming Businesses, Empowered Cocoa Communities and Conserved and Restored Forests.

Rebranded as the Cocoa Cooperatives Organisational Strengthening Programme (CCOSP) Phase II (2024-2026), this phase aims to see unions operate as professional and effective organisations leading to improved service delivery to members, market access, strategic investments and partnerships that enable cocoa farmers to progress towards sustainable livelihoods. The programme will initially work with 9 cocoa cooperative unions within Cocoa Life Ghana's sustainability programme, before expanding to work with unions in Côte d'Ivoire from 2025 onwards. In order to meet these objectives, the programme is envisaged to deliver results across three core pillars, as follows:

1. Governance and regulatory compliance
2. Data ownership and coordination
3. Investing for the future

COCOA UNION MEMEBRSHIP DATA OWNERSHIP – FEASIBILITY STUDY

In 2024, under Pillar 2, a data ownership feasibility study was conducted for CCOSP which aims to determine if a viable and sustainable business model exists for cocoa unions to manage, market and sell access to their membership data, to outline this business model, and detail the necessary resources and capacities for adoption.

The feasibility study explores the supply and demand of Ghanaian cocoa data using interviews, desk research, quantitative surveys and in-person workshops. Including:

- On the data supply-side, it analyses how nine unions collect, manage, store and communicate the different kinds of information being requested of them, and the constraints they face in this regard.
- On the data demand-side, the study identifies a typology of data needs and map how exporters and brands are meeting requirements of new legislation through their data collection and management systems.
- A union data management business model has been developed based on the above indicating how unions could sustainably monetise and sell data to partners.
- Findings from the feasibility study include:

The feasibility study further shows that unions' ability to collect, protect, and utilise data effectively will be key to fully meeting the diverse data requirements of international partners, including certifiers, buyers, and regulatory bodies. Participants in the study classified cocoa data into four categories: a) membership, b) traceability, c) GIS/polygon mapping, and d) human rights. The primary concern from the data demand-side was data quality. All those interviewed recognised the need to support the data management capabilities of cocoa unions but suggested there was not yet a coordinated or strategic effort to uplift the sector.

This study has contributed to the emergence of a framework for union capacity assessment and an understanding of costs associated with the management of different categories of data at different quality levels. The authors recommend that a follow-up period of collaborative business model finalisation and piloting now takes place between unions and users of union membership data.

DATA OWNERSHIP PILOT PROJECT

In 2025, Fairtrade International in partnership with the Fairtrade Foundation and Fairtrade Africa is launching the project "Piloting Data Ownership with Cocoa Cooperatives in Ghana" co-funded by the ISEAL Innovation Funds and Mondelez under the CCOSP programme.

The overall objective of the project is to contribute evidence to build the case for data ownership to be situated at producer level in the cocoa sector. The success of the project will be defined by unions successfully collecting and managing data (split by types of data), the number of supply chain actors engaged, and interest in purchasing union data.

Early in the project, Fairtrade will share the results of the data ownership feasibility study with the unions for their input. Interested unions will then be supported to develop an expression of interest, including an action plan for implementation of a data ownership model, budget outlining investment by the union and costing of any software license costs, system upgrades, data collection costs to be covered, and their

sustainability/business plans. We expect to support 2-3 unions in rolling out data ownership pilots according to the workplan developed by each union.

This project will build on the findings summarised above by piloting the model developed by the feasibility study, testing how the model can work practically within unions' internal management systems and to continue to understand and influence the market for this with potential buyers of data. The project will develop a set of key principles for data ownership at producer level to target supply chain actors, including cocoa brands and sustainability schemes.

This pilot project will be implemented over 16 months from March 2025 to June 2026 including:

- Inception phase (March to May 2025)
- Implementation of pilots (June 2025 to May 2026)
- Development of key principles for data ownership and sharing with target audience and project closure (May to June 2026)

Summary of consultancy assignment

Following the results of the feasibility study, the next stage is to test and further develop the model outlined in the feasibility study. In order to do this, we are looking for a **junior consultant** to lead on a) **developing guidelines and scoring criteria for union expressions of interest;** b) **develop and support implementation of a market engagement strategy.**

The guidelines and scoring criteria will be developed and shared with the unions to enable a fair and transparent selection of these unions to take part in the pilots.

Additionally, at the inception phase of the project, a market engagement strategy will also be developed jointly with the unions to raise awareness of the pilots among potential buyers of union data. It will build on the findings and business model of the feasibility study to continue to understand and influence the market for this with potential buyers of data. Gaining support from key supply chain actors will form part of the project strategy to ensure replicability and scalability. Data supply chain actors, including licensed buying companies, exporters, and consumer brands, will benefit from participation in market engagement activities to hear about the pilots, coupled with increased understanding of ways in which data can be managed at producer level through the learning paper and webinar.

Objectives

The guidelines and scoring criteria will be used to:

- Select the unions to roll out the data ownership pilots
- Ensure a transparent selection process shared with the unions before they submit their expressions of interest.

The main aims of the market engagement strategy are for unions to raise awareness and build relationships with potential customers of union data. The market engagement strategy will be used to:

- Drive the unions to meet with potential buyers identified in the feasibility study to build relationships and build consensus on minimum requirements for data to be purchased by them in future
- Hold a webinar to which other sustainability schemes operating extensively in the cocoa sector will be invited, including Rainforest Alliance, as well as cocoa brands and exporters
- Engage with the sector more broadly: we will share our learning paper with leading industry bodies, such as the International Cocoa Organization (ICCO)

Deliverables

1. Guidelines and scoring criteria for expressions of interest: guidelines and selection process document to guide unions and evaluators during the application process for the pilots.
2. Market engagement strategy: develop market engagement strategy to be implemented by the unions.
3. Support to market engagement strategy implementation: support implementation of the market engagement strategy, including raising awareness among potential buyers.

Duration and budget

The assignment should be completed between March and May 2025, with the following deadlines:

- Guidelines and scoring criteria: 15th April 2025 (approximately 1-2 days of input)
- Market Engagement Strategy: 31st May 2025 (approximately 2-3 days of input)
- Support to Implementation of Market Engagement Strategy (approximately 5-6 days of input)

A maximum budget of GBP 4,950 is available for the work, inclusive of any travel costs.

Consultant experience

We are looking for a consultant that can provide the services outlined in the ToR. The Fairtrade Foundation is based in London, UK and the Fairtrade Africa office leading on this programme is based in Accra, Ghana. Applying companies or teams are expected to have at least 50% of the team based in West Africa. The successful consultant (or consultancy firm) should have the following experience:

- A Degree in social studies or any other developmental field (economics, agriculture, international relations, development studies) or comparable professional experience
- Extensive data management/MIS experience in system design, assessment, gap analysis, implementation in low-resource contexts
- Experience in cooperative/union strengthening initiatives desired
- Proven experience in conducting quantitative and qualitative research
- First-hand experience of working with smallholder farmers and producer groups on data management
- Knowledge of relevant data protection regulations in the UK and Ghana

Application process and deadline

The deadline for applications is 28 February 2025. Applications (and/or questions) should be sent to lea.berdah@fairtrade.org.uk with the subject: 'ISEAL Pilot Junior Consultant'. Your application should include the following sections:

- A CV of the proposed consultant
- A financial proposal based on the activities listed in this ToR detailing the costs of the time of the consultant.