Terms of Reference: Plantation Community Empowerment Programme, Assam, India - Work Package 3: Institution building and policy development workshops

1. **Background**

   **A. The Ethical Tea Partnership**

   ETP is a global membership organisation that is catalysing long-term, systemic change, to benefit everybody who works in tea – especially people in tea-producing regions.

   Our work addresses the key issues within economics, equality, and the environment. We focus on:

   - delivering locally-led projects, often in partnership with other organisations, that seek to involve communities and ensure their voices are heard;
   - supporting the private sector to pioneer responsible business models; and
   - engaging stakeholders to support policies that positively impact people in tea.

   Visit [www.etp-global.org](http://www.etp-global.org) for further information or connect on LinkedIn, Twitter, Facebook, and Instagram.

   **B. Plantation Community Empowerment Programme**

   Our Plantation Community Empowerment Programme (PCEP) is a three-year project that started in 2022 and is active across 20 tea estates in nine districts of Assam, with five different Producer Companies. The project is primarily funded by GIZ and several private funders and implemented by ETP in partnership with local partners and tea producer companies in India/Assam.

   PCEP’s overarching goal is to contribute towards a thriving tea sector through improved wellbeing and participation of communities at large, including women, youth, and children. The project aims to work through Community Development Forums (CDF) to ensure tea plantation workers have knowledge of their rights, and a platform for successful engagement with estate management. The forum is envisaged as an effective platform for communities and management to come together, deliberate on development issues in the estate(s), and come up with a collective solution. The project also aims to build a community perspective on climate risks and positive environmental aspects of the tea garden ecosystem, and identification of community based adaptive actions.

   The programme intends to reach the estimated population of the 20 estates (108,342 people). Since inception (December 2022) till March 2024, the programme has reached 52,242 people living and working in the estates through various community mobilisation activities and formed 20 CDFs with a total of 1,031 members from the community.

   The key outcomes that the project aims to contribute to are:

   - Outcome 1: Members of the tea communities in the 20 estates in Assam have an improved wellbeing.
• Outcome 2: Social cohesion in the communities is improved through increased and meaningful participation of various members of the community in decision-making processes.
• Outcome 3: CDF is accountable to workers and the larger communities and collaborate to support a sustainable tea sector.

This project’s geography of 20 tea estates is spread across four clusters among nine districts of Assam: Tinsukia; Dibrugarh; Sibsagar; Jorhat; Golaghat; Sonitpur; Biswanath; Lakhimpur; and Udalguri. The 20 tea estates belong to five major tea producer companies: Rossell Tea Ltd; McLeod Russel India Ltd; Jorehaut Tea Company Ltd; Luxmi Tea Company Pvt. Ltd; and Goodricke Group Ltd.

To achieve its goals, PCEP focuses on a four-stage implementation strategy:

**Stage 1: Community mobilisation**
This stage is about understanding the landscape within which the programme is implemented, identifying marginalised groups and the issues they face, and establishing a baseline. A key output at this stage is community mobilisation activities. This stage also sees the development of an ecosystem management, with an objective to foster climate resilience in the tea gardens.

**Stage 2: Capacity building & institutional set-up**
The focus of this stage is centred around capacity building of community representatives on participatory planning. Outputs include: formation of the Community Development Forum (CDF); institutionalisation of the CDF with the drafting of their constitution; and ensuring equal or more representation of the marginalised groups. Estate Development Plans and Organisational Development Plans are also be drafted.

**Stage 3: Strengthening institutional structures & handholding**
The focus is on institution building, and CDFs are strengthened as formal institutions. CDF members are trained on Indian legal compliances, basic accounts, book-keeping, etc. They are linked with different government welfare schemes that can be accessed by the communities, and implementation of the Estate Development Plans continues.

**Stage 4: Embedding institutions & phase-out**
This stage of the project focuses on progress review: to maximise learnings; observe successes; and undertake corrective measures for any challenges or failures. All areas of the CDF’s long-term sustainability will be reviewed to ensure CDFs can operate independently – including financial, social, structural, and institutional sustainability. A sustainable action plan will be drafted for ETP’s formal exit, identifying any needs for additional capacity building.

ETP is looking for an agency/firm to support the PCEP project with a focus on **Stage 3: Strengthening institutional structures & handholding.** The agency/firm will support in leadership development of CDF members and ETP’s Community Mobilisers on aspects of institution building and strengthening, and policy development of the CDFs through participatory processes. Guiding the CDF members in developing their policies will be one key area of this assignment.

So far, the project has facilitated the formation of CDFs in 20 tea estates, and they are actively engaging with the communities to identify development issues and preparing Estate Development Plans.
2. Objectives of the assignment

**Overall objectives**

The overall objective of the PCEP midterm evaluation is to assess the quality of processes involved in its implementation, the continued relevance of interventions, and the progress made towards achieving the planned objectives of the programme (based on the project’s logframe).

The **overall objective** of the technical services under the PCEP is to: create an enabling environment of positive social change within the tea estates by enhancing the effective, efficient and credible capacities of the community institutions towards progressive and collective community development.

**Specific objectives**

The specific objectives, contributing to the overall objectives of the technical services intended to achieve are:

- Building capacities of the ETP project team on strategies and components of community-based institution-building.
- Conducting perspective-building workshops for community members (mainly CDF members) on institution building with a focus on vision, mission, goal, and leadership development.
- Support supervision of the ETP team and the community members in finalising their institution policies.

Details of Activities: Institution-building and policy development workshops

<table>
<thead>
<tr>
<th>SI</th>
<th>Activity</th>
<th>Participants</th>
<th>Method</th>
<th>Timeline</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Workshop on institution building: vision, mission, and goal mapping; finalising KPIs (aligning with PCEP’s Monitoring, Evaluation and Learning framework indicators)</td>
<td>ETP PCEP team (Programme Manager, MEL Officer, Programme Officers, and Community Mobilisers)</td>
<td>Hands-on: The workshop will be conducted centrally at Guwahati</td>
<td>July 2024 (1st/2nd week)</td>
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<td>2</td>
<td>Workshop on institution building: vision, mission, and goal mapping; finalising KPIs (aligning with PCEP’s Monitoring, Evaluation and Learning framework indicators)</td>
<td>Selected CDF members and Community Mobilisers. ETP project team to support the Resource Experts during the workshop</td>
<td>Hands-on: The technical partner agency in coordination with the ETP project team will conduct four workshops in different clusters for the four-five representatives of each of the 20 CDFs</td>
<td>July &amp; August 2024 (3rd/4th in July and 1st &amp; 2nd week of August)</td>
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<tr>
<td>3</td>
<td>Developing CDF policies (providing support to ETP team and CDF members)</td>
<td>ETP team and selected CDF members</td>
<td>Virtual: The technical partner agency will</td>
<td>September 2024 &amp; Mid-</td>
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Terms of Reference: PCEP- Work Package 3: Institution building and policy development workshops

Date: June 2024

etp-global.org
3. **Timeline**

The timeline of the consultancy assignment for the technical services will be for four months, starting July 2024 ending October 2024. This may be extended for a further month, upon mutual agreement between ETP and the Consultancy firm/agency- in case of any unforeseen circumstances.

<table>
<thead>
<tr>
<th>Activities</th>
<th>July '24</th>
<th>Aug '24</th>
<th>Sep '24</th>
<th>Oct '24</th>
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<tbody>
<tr>
<td>Workshop on institution building: vision, mission, and goal mapping; finalising KPIs (aligning with PCEP’s Monitoring, Evaluation and Learning framework indicators) – ETP project Team</td>
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<tr>
<td>Workshop on institution building: vision, mission, and goal mapping; finalising KPIs (aligning with PCEP’s Monitoring, Evaluation and Learning framework indicators) - CDF members &amp; Community Mobilisers</td>
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<td>Process document on the assignment institution-building and policy development workshops</td>
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4. **Key technical skills and knowledge required**

To undertake this assignment, ETP is looking for an established consultancy that has this set of expertise and skills:

- At least 10 years of expertise in multi-stakeholder community institution building.
- Prior knowledge on building community institutions’ capacity for preparing organisation development plans and policies.
Prior knowledge and experience in developing modules and guides for community members and other stakeholders.

Possess thorough understanding on participatory processes and have the ability to conduct sessions based on these methods.

Flexibility in adjusting timelines, given the project will be implemented within seasonal tea gardens.

An understanding of the social processes of marginalisation and exclusion, with a focus on Assam’s tea sector.

Excellent communication skills (in the Assamese/Hindi language).

Desirable to have knowledge and understanding of the nuances of the tea sector in India and the challenges of the sector.

Previous experience in working in the tea garden context in Assam would be an advantage.

**Please note:** On receiving the contract the consultancy cannot sublet to any other agency. In any such circumstances, the contract will automatically be terminated.

5. Submission of proposal

Consultants who meet the above requirements should submit a proposal not exceeding five pages that includes:

1. A capability statement (not exceeding one page), including a firm commitment to be available to undertake the entire assignment.
2. Profile of the consultancy firm/agency with a brief note on the lead experts.
3. Example of previous, similar work conducted by the agency.
4. A profile of the team who will be part of the assignment and their expertise in handling similar assignments.
5. The total budget for the technical assignment is EUR 7,000. A detailed budget breakdown must be submitted as per the activities mentioned under section C in this Request for Proposals.
6. The budget break-up should be inclusive of travel and accommodation costs for the consultancy. ETP will not bear additional cost unless agreed in writing in advance.

Proposals should be submitted to procurement@etp-global.org by 25th June 2024, with the subject line: Work package 3: Institution-building and policy development workshops.

**Disclaimer:** Any applications received after 25th June 2024 will not be accepted. ETP will not entertain any personal calls or emails regarding this Request of Proposal, and reserves the right to review, select, or disqualify any of the applications as per its understanding. Applicants will be informed on the status of the application in the form of an acknowledgement of acceptance or rejection.