



# TERMS OF REFERENCE FOR EXPORT CAPABILITIES STUDY

## 1. BACKGROUND

Arabica coffee farmers in the highlands of East Africa have been living in long-term poverty due to a number of factors: the vagaries of the futures markets and the volatility of coffee prices over recent decades have hindered adequate investment in productivity and processing. Moreover, unsustainable farming practices and climate change threaten to further exacerbate challenges of yield and quality. Insufficient access to extension and affordable finance (both at the individual farmer and cooperative level) coupled with inefficiency in the value chain has also hampered development.

Twin, through over 30 years of work with smallholder coffee farmers, has demonstrated that escape from this poverty cycle is possible, if farmers can realise the full potential of their coffee as a certified specialty product, strategically placed in international markets. Tackling quality, productivity, price risk management and access to finance are all essential to enable producers to take advantage of this opportunity.

Twin is currently implementing a two (2) year project funded by Trade Mark East Africa to strengthen export capabilities in the coffee sector. The project is being implemented in 20 cooperatives in Rwanda and Burundi with a specific focus on;

- Supporting cooperatives to attain certification and develop infrastructure in accordance to certification standards,
- Increasing access to the international speciality market,
- Improving quality of coffee produced by the cooperatives,
- Developing a traceability programme for coffee grown by women.

## 2. PURPOSE OF THE STUDY

Within the framework of the ongoing project, the outputs of this assignment will serve as an evidence base for future project interventions geared at addressing bottlenecks and inefficiencies in the supply chain with the aim of improving the export capacity and the profitability of the cooperatives. The consultant is expected to review the supply chain at the 20 coffee cooperatives from harvest at farm level to the port of exit as well including a market analysis on potential final destination for the green coffee. Under this study the following areas should also be addressed:

- A broad overview of the coffee sector in Rwanda and Burundi



- Identifying all the actors involved in the supply chain, analyse their linkages, role, and added value (both descriptive and as a supply chain map), with a focus on the capabilities at each stage.
- Analyse dynamics of processing, value creation and distribution along the chain.
- Cost benefit analysis for key points along the value chain with a focus on certification, the access to niche markets and gender.
- Identify and examine constraints and opportunities within the coffee supply chain and recommend interventions to overcome constraints and make use of opportunities to promote efficiency.
- Identify the underlying policy, institutional, and infrastructural issues that affect the competitiveness of the cooperatives with reference to the role of government and private sector in the regions. Also develop a matrix indicating areas of priorities for which public sector and other organisations can intervene.

### 3. DELIVERABLES

The consultant will be expected to submit the following:

1. An inception report for the study (maximum 15 pages) outlining the methodology and work plan. This report shall be submitted within 10 days of contract signing for review and approval by Twin & TMEA.
2. Draft report which shall be submitted no more than fifteen days (15) days after completion of the field work and shall be accompanied by any data sets and raw data collected.
3. Facilitate a meeting to disseminate the findings for the key stakeholders.
4. The final report shall be submitted no more than (5) days after the stakeholders' dissemination workshop and shall incorporate and stakeholders' inputs. The main body of the report should not exceed 30 pages. Background information should only be included when it is directly relevant to the report's analysis and conclusions. The authors should support their analysis with relevant data and state their sources in the annex.
5. The report should include recommendation and keys are of improvement to offset bottlenecks with the aim of improving the export capabilities and the profitability of the cooperatives.

The final report should be submitted by **31<sup>st</sup> of March 2018**.



## 4. SKILLS AND COMPETENCIES

- At least 10 years of experience in value/supply chain, sub sector analysis with a strong research background.
- Demonstrable experience working in the coffee sector internationally and in East Africa
- Demonstrate commodities value chain experience
- Understanding of speciality coffee market as a plus
- Availability of in country resource staff in both Rwanda and Burundi.
- Ability to write high quality, clear, concise reports and presentations

## 5. HOW TO APPLY

Interested organisations, consultancy firms or independent consultant(s) should send their applications to [jobs@twin.org.uk](mailto:jobs@twin.org.uk).

The application should be accompanied by the following:

- Technical proposal not exceeding 10 pages and should include; work plan, the firm's profile and staff profiles.
- Financial proposal.

**The deadline to apply is 10<sup>th</sup> of December 2017.**