



## Addressing Decent Work deficits in the tobacco sector of Zambia

### TERMS OF REFERENCE

#### Institutional and Needs Assessment of Cooperatives and Cooperative Support Organisations in the Tobacco Growing Communities in Kaoma and Nkeyema Districts Sector, Zambia

#### 1. Background

##### *Decent work deficits in the tobacco sector*

The International Labour Organization (ILO) is supporting implementation of the Integrated Strategy to Address Decent Work Deficits in the Tobacco Sector (2019-2022) through the project “Addressing Decent Work deficits in the tobacco sector of Zambia”. The project encompasses the following four objectives: i) policy coherence and support for decent work in the agriculture sector enhanced through appropriate regulations and monitoring; ii) social partners with strengthened capacity to promote social dialogue; iii) tobacco-growing communities are assisted to address decent work deficits, and to transition to alternative livelihoods; and iv) partnerships are promoted for a sustained implementation of the ILO integrated strategy to address decent work deficits in the tobacco sector.

The Strategy recognizes that decent work in tobacco-growing areas can make an important contribution to achieving the 2030 Agenda, and meeting the ambitions of the 2017 Buenos Aires Declaration on the sustained eradication of child labour. The Strategy also takes account of the obligations of member States who are State Parties to the Framework Convention on Tobacco Control (FCTC). At the same time Zambia ratified the FCTC and Parliament is currently discussing a law on tobacco control measures. Given the continued importance of the rural economy as a source of employment and income in tobacco-producing countries, it is urgent to tackle child labour and other marked decent work deficits are addressed.

##### *The cooperative advantage*

As values-based organizations, cooperatives play a key role in promoting decent work and advancing sustainable development goals. The ILO activities related to cooperatives are guided by the International Standard on Cooperatives, the ILO Promotion of Cooperatives Recommendation, 2002 (No.193). Recommendation No. 193 defines a cooperative as ***“an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise”***.

Cooperatives have a proven record of creating and sustaining employment and the ILO views them as important in improving the living and working conditions of women and men globally as well as making essential infrastructure and services available even in areas neglected by the state and investor-driven enterprises.

In Zambia, under the Ministry of Commerce, Trade and Industry (MCTI), the Department of Cooperatives is mandated to register, regulate and promote cooperative societies in accordance with the Cooperatives Societies Act No. 20 of 1998.

The Zambia Cooperatives Federation (ZCF) is the apex body of the Cooperative movement in Zambia and therefore a secretariat for the movement. ZCF is one of the organizations that enjoy a national representation through its affiliates up to the village level. ZCF's vision is to be an Apex organization supported by strong and industrious affiliates, engaged in viable economic activities able to uplift and sustain the living standards of members at all levels of the cooperative movement. Its mission is to effectively represent its members at both local and international fora on matters of cooperative development in Zambia while ensuring that the cooperative principles and values become part and parcel of cooperatives' existence.

According to the last cooperative survey conducted in Zambia, there were over 45,000 cooperatives on the cooperative register, most of which are agricultural based. However, the large number of cooperatives in Zambia are either underperforming or inactive which could be an indication that a lot of work needs to be done to strengthen the movement and turn it into a viable contributor to sustainable livelihoods and enterprise in the country.

In view of the aforementioned, the ILO Project Addressing Decent Work Deficits in the Tobacco Sector of Zambia and Tanzania in collaboration with the Ministry of Commerce, Trade and Industry aims at taking advantage of the cooperative model to address decent work deficits in tobacco growing communities in Kaoma and Nkeyema in Western Province, Zambia.

## **2. Cooperating out of child labour and other decent work deficits**

As a business model, cooperatives are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity.<sup>1</sup> This places them in a unique position to advance and advocate for fundamental principles and rights at work / decent work through various ways, including: members' economic participation, democratic decision-making, member education and training, and various services they offer to their members and communities at large. Cooperatives have a specific role to play in rural areas where agriculture is a dominant form of economic activity, and where public services are often limited.

Operating in most of the economic sectors where child labourers and other decent work deficits are found, particularly in agriculture, cooperatives' commitment to social responsibility can lend them naturally to play an important role to eliminate child labour and promote decent working conditions. The ILO has long drawn on the strength of the cooperative model in the fight against child labour and other decent work deficits. This was done, among others, by helping cooperatives at different levels to:

- Ensure that cooperative business operations and supply chains are child labour free;
- Engage in awareness-raising campaigns among their members and in the communities in which they operate;
- Improve productivity and incomes for adult members;
- Stimulate decent youth employment through training and education programmes;

---

<sup>1</sup> ILO: *Cooperatives and the Sustainable Development Goals, a contribution to the post-2015 development debate* (2014)

- Provide social protection through micro-insurance to protect families from failed crops, death of livestock, illness or loss of breadwinners, and ensure access to healthcare;
- Incorporate child labour issues in curricula of cooperative colleges and training programmes of cooperative support institutions;
- Engage in social dialogue with government, workers' and employers' associations, and other stakeholders; and
- Encourage national and multinational companies to adopt policies prohibiting child labour along the value chain.<sup>2</sup>

However, it is important to understand the constraints that cooperatives and their members face in responding to child labour and decent work deficits and what needs to happen to enable lasting reductions.<sup>3</sup>

### 3. Scope of Assignment

Under the supervision of the Project Manager of the project, and in close collaboration with ILO's Cooperatives Unit, ILO's Fundamental Principles and Rights at Work Branch and in collaboration with the Department of Cooperatives, the consultant is expected to conduct a thorough institutional and needs assessment of cooperative entities and other similar producers organisations<sup>4</sup>, as well as cooperative support organisations operating in Kaoma and Nkeyema (specifically those servicing tobacco growing communities).

The Consultant(s) will be required to undertake the following tasks:

- i. Conduct a desk review of relevant documents related to the cooperative movement including but not limited to ILO standards; current regulations on cooperatives; recent policy documents for rural development and cooperatives; agriculture related national statistics; and national studies such as the MCTI Cooperative Classification Survey conducted in 2018 with support from ILO;
- ii. Based on the literature review and field study, identify the strengths and weaknesses of cooperative entities and support organisations in terms of leadership, membership, infrastructure, participation in the markets, and their economic viability;
- iii. Develop two institutional and capacity needs assessment (CNA) questionnaires, one for cooperative entities and another for support organisations to facilitate data collection for organisations present in Kaoma and Nkeyema districts. The questionnaires will assess macro external factors that impact cooperative entities and support organisations. The former are cooperative organizations serving the interests of its members, whilst the latter are not necessarily a coop

---

<sup>2</sup> ILO: *Cooperative enterprises build a better world: COOPAfrica's contribution to the revival of African cooperative enterprises and their roles in fostering equity, empowerment, decent work, and secure livelihoods* (2012)

<sup>3</sup> ILO: *Child labour in the Tanzania tobacco industry: An analysis of the value chain* (2010)

<sup>4</sup> This refers to self-help organizations not registered as cooperative enterprises but operating along the same principles and values (including self-help, self-responsibility, democracy, equality, equity and solidarity)

organization aim at providing technical assistance to cooperatives and may include cooperative unions or federations, nongovernmental organisations or governmental organizations providing services to cooperatives. The questionnaire will rate the cooperative entities' and support organisations' key inherent strengths and weaknesses; assess external threats and opportunities impacting on the cooperative entities, examining them from the political, economic, social and technological perspectives identifying means of managing the threats and leveraging on these opportunities for effective performance. The analysis will use the following four aspects as a framework for the capacity assessment:

- a. Governance structure and core mandate;
- b. Programmes and services supported;
- c. Financial and human resource base; and
- d. Management Systems and Processes.

In addition, the questionnaire for cooperative entities will also assess the values and principles that characterize cooperatives. The consultant will access the Partner Capacity Assessment tools from the Department of Cooperatives for the ILO Cooperatives Unit to provide technical guidance on its suitability for adaptation for assessing the targeted cooperative entities. The consultant will develop an institutional and CNA questionnaire aimed at identifying the cooperative entities characteristics (leadership including gender dimensions and women's roles in leadership, size in terms of number of members or affiliated organizations and the their development phase/stage i.e. conception, newly established or fully established).

- iv. Conduct a pre-test of the two institutional and CNA questionnaires for refinement;
- v. Conduct an institutional and CNA of selected cooperative entities and support organisations using the final institutional and CNA questionnaires;
- vi. Provide a list of relevant service providers that support cooperative entities in the target areas, highlighting the services they are mandated to provide, actual services provided and inherent challenges affecting service provision;
- vii. Identify value chain sectors in tobacco growing communities with growth potential and comparative advantages in these communities, assessing concrete opportunities for cooperative development for producers, as well as economically viable alternative to address their need for labour thus preventing them from possible use of child labour;
- viii. Identify and analyse skills gaps and specific training needs for cooperatives, other producers' organizations, and cooperative support organizations, and review the potential of existing ILO tools in addressing these gap;

- ix. Provide recommendations on how cooperatives could use their existing and potential roles (e.g. service provision, membership support, member education, concern for community, training, etc.) to address child labour and other decent work deficits in the targeted value chains

For the purposes of this assessment the term cooperatives, herein referred to as “cooperative entities”, is inclusive and encompasses any organization present in Kaoma and Nkeyema district that works based on the principles of cooperation among them agriculture cooperatives, farmers’ associations, farmers’ organisations, cooperative support organizations and non-agricultural organizations, considering the importance of savings groups in rural areas. ZCF will be consulted to facilitate identification of some of these cooperative entities. The assessment seeks to understand the capacity needs of these cooperative entities and provide recommendations for support and capacity building they require.

#### **4. Methodology**

The methodology for the study shall include both desk review and field study:

- a. A desk review of relevant documents related to the selected value chains and cooperative development in the target districts in particular and in Zambia in general;
- b. Semi-structured interviews and focus group discussions with relevant stakeholders such as cooperatives organizations (incl. financial and producers’ cooperatives, producers’ organizations), government representatives (e.g. ZCF), cooperative support organizations, social partners, and NGOs, among others. The main objective of the interviews will be to gather in-depth information, including perceptions, views and factual information on the current situation and potential for cooperative development, potential for cooperatives to address child labour and other decent work deficits in their operations, and the integration of youth in existing cooperatives (as members of employees). The consultant should take specific measures to ensure the inclusion of women and youth as interviewees, and an interview/FGD plan as well as the draft interview guide should be included in the inception report.

A more detailed methodology will be defined by the consultant in collaboration with the Project Manager, providing detailed analytical and research tools to be used and details of the field work including the locations, interviews and focus group discussions to be conducted.

#### **5. Deliverables**

- i. Inception report including detailing the methodology to be used and the two Institutional and CNA questionnaires to be administered to cooperatives entities and support organisations
- ii. A first draft institutional and CNA report with recommendations
- iii. A second draft of the institutional and CNA report incorporating comments from ILO

- iv. Presentation of key findings and recommendations of the report at a validation workshop, outlining the key findings and recommendations of the report
- v. A final institutional and CNA report incorporating input from the validation workshop

## 6. Payment Schedule Payment Schedule

The following payment schedule will apply:

- i. 30% upon acceptance by the ILO of Inception report and CNA questionnaires
- ii. 40% upon acceptance by the ILO of institutional and CNA report Draft
- iii. 30% upon acceptance by the ILO final institutional and CNA report

## 7. Qualifications required

- i. Advanced University Degree in Finance, Rural Development, Economics, Social Sciences or other relevant field;
- ii. At least ten years of experience in the rural development, access to finance for rural and agriculture communities, social policy at national and/or international level, with specific reference to Sub-Saharan Africa, and preferably Zambia in particular;
- iii. At least ten years' experience in cooperative development including financial cooperatives;
- iv. Demonstrated experience in conducting institutional needs and capacity assessments to inform capacity building support;
- v. Experience in developing data collection tool and conducting primary qualitative research, particularly on issues relating to rural development, access to finance and labour markets and;
- vi. Excellent analysis and report writing skills including the ability to develop presentations and deliver them to national level stakeholders

## 8. Activity and implementation timeline

The study will be completed within **18** working days from start date of the contract.

Activity	Effective work days
Inception report and draft CNA institutional questionnaire	3
Literature review and field Research	10
Draft Report writing	3
Finalise report	2
<b>TOTAL</b>	<b>18</b>

## 9. Invitation to Potential Consultants

Interested consultants are requested to submit a technical and financial proposal covering the following format:

1. A letter of interest stating that you are eligible for the assignment;
2. Proposal of not more than five pages using the following format;
  - a. Introduction
  - b. Statement of the task
  - c. Outline of research methodology and instruments
  - d. Stakeholders to be consulted
  - e. Proposed work plan
3. Financial proposal indicative of all-inclusive costs for the assignment, including professional fees and
4. CV of the professionals to undertake the assignment including a summary of similar assignments undertaken previously and at least 3 references of previous mandate. If there is more than 1 consultant to undertake the assignment, please indicate the division of labour.

The ILO welcomes applications from service providers as well as individual consultants. The required qualifications and experiences may require two or more consultants to submit joint proposals. Submit your proposal by email to: **lusaka@ilo.org** addressed to the Director, ILO Country Office for Zambia, Malawi and Mozambique, Lusaka by **29<sup>th</sup> September 2019**.

Those who have already applied need not reapply

