

TERMS OF REFERENCE

Understanding the Situation of Coffee Farmworkers and Identifying Successful Cases of Labor Management on Corporate and Family Coffee Farms.

INTRODUCTION

The Specialty Coffee Association of America (SCAA) is a trade association made up of more than 2,500 members representing the coffee industry, whose objective is to promote coffee and coffee beverages of the highest quality. To this end, SCAA provides education on growing, processing, preparing, and trading specialty coffees. In addition, the association serves as a discussion forum for the industry, where its members can work together on issues of common interest.

From this perspective, the SCAA Sustainability Council is interested in gaining a better understanding of the situation of coffee farmworkers, so as to 1) identify threats and opportunities for the coffee industry based on the situation of field hands, and 2) document successful case studies of managing labor on both commercial and family-run coffee estates. Labor is a key factor for the success and viability of the coffee industry, yet farms are currently struggling to recruit and retain field hands due in part to urban migration and low incentives for performing rural work.

Notwithstanding these challenges, there are farms that have successfully solved the labor issue in different regions. Their experience can be highly valuable for those who are working towards solutions for the same problem.

In light of this context, we seek to contract consulting services to conduct the following study: "Understanding the Situation of Coffee Farmworkers and Identifying Successful Cases of Labor Management on Corporate and Family Coffee Farms".

OBJECTIVES OF THE CONSULTANCY

Constructed from focus groups and interviews with producers and workers, the consultant will

- 1) understand the situation of coffee farmworkers from the perspective of producers and workers,
- 2) identify threats and opportunities for the coffee industry based on the situation of farmworkers, and
- 3) document successful case studies of farm labor management.

The objective is to locate corporate and family farms that fit the characteristics typical of four regions of the country and provide successful cases of hiring and retaining farmhands while complying with related parameters for good social and environmental practices. The group of laborers should demographically represent coffee farm workers in terms of gender, temporary vs. permanent, migrants, and year-round vs. harvest workers.

The consultant will perform an analysis based on the following guiding questions:

How is the situation of field hands who work on coffee farms perceived by both producers and workers, taking into account such factors as labor conditions, wages (expectations vs. paid), dangerous work-related activities, housing conditions when they reside on the farm, compliance with labor laws, and understanding their contribution to coffee quality?

How distant is the actual situation of farmworkers from that stipulated by national labor requirements?

What are the main threats and opportunities that workers and producers see for the coffee industry in the current or future situation of farm workers?

What strategies do corporate and family farms employ to recruit and retain their labor?

What are the most common mistakes coffee estates make that lead to farmworker attrition (presenting the response from the perspectives of both the producer and the worker)?

What can the coffee chain do to support the retention and motivation of the workforce (presenting the response from the perspectives of both the producer and the worker)?

From the workers' viewpoint, what do they most value when deciding to keep working on a farm (presenting the response from the perspectives of both permanent and temporary workers)?

SCOPE

The analysis will focus on the coffee sector in Colombia and in a Central American country.

In the case of Colombia, the geographical range should cover at least four of the following coffee-growing departments: Huila, Antioquia, Cauca or Nariño, Santander, and Risaralda.

Two methodologies shall be applied to perform the study, depending on the type of farm business. In the case of corporate coffee estates, the testimonies of farmers and workers will be gathered directly on the farm. For family coffee farms, workshops will be held with producers, and with workers if possible, in the regions that have revealed success stories on this topic.

As a prerequisite to be hired, the consultant must have knowledge of successful cases for major producers and for family farming at the regional level.

The consultant must submit a proposal of the number of farms to visit and workshops to hold, according to the resources available.

METHODOLOGY

The consultant will propose a methodology, indicating the developmental stages of the analysis, the sources used, and the methods for processing and analyzing information. On a preliminary basis, the study is not inferential and is similar in concept to a case study, which can be supported by primary and secondary information. Consultants interested in participating should submit their proposed methodology as part of their application.

DELIVERABLES

- 1- Draft report, delivered at the halfway mark of the project timeline or progress made in the proposed methodology. The SCAA will provide feedback. The consultant must plan sufficient time for review and adjustments, if needed.
- 2- Final report
 - a. Audio or video testimony of those interviewed
 - b. Written report following the methodology used (approximately 10 pages)
 - c. Recommendations for future workshops
 - d. Overview in Power Point presentation (approximately 10 slides)

EXPERIENCE REQUIRED

- Knowledge of the coffee production chain
- Training in agricultural and/or social sciences
- Access to organizations that can refer success stories
- Organization of past workshops with farmers
- Experience with farmworkers (desirable)
- Preparation of case studies

PLANNING

The expected delivery date for the final report will be on March 11, 2016.

Nov. 23	Opening of the call for proposals
Nov. 30	Deadline for submitting proposals (proposed methodology and budget)
Dec. 7	Selection of the proposal and recommended modifications
Dec. 10	Submission of revised proposal
Dec. 14	Contract and start of activities
Feb. 19	Deliverable 1: Draft report
Mar. 11	Deliverable 2: Final report

BUDGET

The total budget is USD \$9,000, which includes all consultancy fees and activities.

Workshop expenses, such as venue rental and refreshments, will not be covered by the consultant.

APPLYING

Interested candidates (consulting firms or independent consultants) should submit their intention to participate and proposal to Ángela María Pelaez, a member of the Sustainability Council, at apelaez@expocafe.com.