

# Terms of Reference

Organisation and facilitation of a series of workshops on gender-based violence and harassment in the South African citrus supply chain.

## Background

### The need

Gender-based violence and harassment (GBVH) is a persistent and endemic salient risk within agricultural and fishery supply chains yet remains underreported and under addressed. The shortcomings of current tools, such as audits, to adequately identify issues generates risks for supply chain actors; reputational risks of media exposés and advocacy campaigns; litigation risks of cases brought by human right lawyers; financial risks arising from repetition of individual efforts to tackle GBVH; are overloading value chain actors with uncoordinated requests causing compliance without meaningful engagement. A collaborative and multi-stakeholder approach is needed to understand and implement sustainable interventions that address the root causes of GBVH.

### The initiative

ETI is driving efforts with its members and partners to address GBVH risks in commercial agriculture supply chains through a collective action initiative. To enable a unified approach by all stakeholders and resolve current inconsistencies, ETI will co-create a set of principles to address GBVH risks. ETI will develop principles in consultation with stakeholders from two supply chains, keeping in mind the applicability of the principles to global food, farming and fishery supply chains.

These principles will be developed through a series of workshops whereby companies (retailers, suppliers, producers), workers and their representatives, civil society, and thematic experts come to a shared understanding of what factors increase the risk of GBVH in supply chains and how they can be addressed. Furthermore, discussions will also explore the respective roles and responsibilities of each stakeholder group that are critical to ensuring victims and survivors are supported, and GBVH is reduced and eliminated from the workplace. See Figure 3 in the Appendix which elaborates this process.

Workshops will be held remotely and in-person with international and UK based supply chain stakeholders, facilitated directly/on behalf of the ETI secretariat. In-person workshops will be facilitated in Kenya and South Africa with locally based supply chain stakeholders.

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for better business**

## Purpose of assignment

We are seeking a consultant to drive the consultation process with supply chain stakeholders in South Africa through the organisation and facilitation of a series of in-person workshops. To date, ETI has undertaken considerable consultation with stakeholders as part of the project design process and can introduce the consult to several key stakeholder. However, the consultant is expected to bring their own network of contacts to this assignment or be able to identify and generate the connections required during the assignment.

The consultant will advise ETI in identifying the key stakeholders whose input is required to ensure the principles reflect the operating context and speak to the specific challenges stakeholders face in addressing GBVH. The consultant will liaise with stakeholders to secure their participation and input into the development of principles as participants in the workshop.

It is anticipated that supply chain stakeholders will need to be grouped into sub-groups to ensure a comfortable and “safe” space of discussion. These supply chain stakeholders envisioned to be workers and their representatives, producers/growers, packhouses, suppliers, NGOs, public officials, and academic/thematic experts. ETI envisions mixing stakeholders from citrus sectors and structuring workshops into two groups – public and civil society stakeholders and private stakeholders.



Figure 1 Stakeholder groups - \*non-exhaustive

It is envisaged that the principles will specify the roles and responsibilities of supply chain actors and broader stakeholders in the development and implementation of policy, risk identification, assessment, mitigation and remediation of GBVH. Consequently, as a skilled facilitator, familiar with the supply chain dynamics and social and cultural context, the consultant is expected to be sufficiently adept to structure workshops and discussions. It is expected that workshop methodologies will need to be adapted for each set of stakeholders and their context. ETI expects the consultant to propose the best approach to achieve the objective of each workshop and work collaboratively with ETI and other facilitators to ensure workshops remain in general alignment.

Workshop 1 objectives are to:

- present the purpose, objectives and intended benefits of the principles to the stakeholder group audience, to secure buy-in and support
- discuss challenges faced and good practice implemented by participating stakeholders to enable integration of and learning from existing experience and recognise ongoing efforts.
- obtain initial feedback on the feasibility of the principles and their design
  - o present a skeleton structure of the principles
  - o collectively discuss the structure and proposed content in the skeleton structure of the principles

Workshop 2 objectives are to:

- obtain feedback on the draft principles
- understand different stakeholders' views on contentious topics
- outline initial thoughts on roles and responsibilities of different stakeholders in enabling principle implementation

ETI envisions that to promote discussion and reflection workshop 1 and workshop 2 are best facilitated with private and public stakeholder groups separately as two workshops in each country, as depicted below. However, we seek advice from the facilitator as to the best way to structure engagement with categories of stakeholders.



Figure 2 Workshop structure

The perspective and experience of workers and survivors is of central importance to this process. In recognition of the difficult nature of GBVH, we seek a consultant who is able to advise on the best approach to ensure their views are included and their participation is done in a safe, respectful and survivor-centric manner. ETI requires advice and direction from the consultant as to the most appropriate way to do this in the specific country context, including working with civil society organisations which support survivors. To this end, if alternative formats such as focus group discussions are more suitable formats to workshops with specific groups, ETI welcomes such advice.

## Assignment activities

The process is envisioned to involve the following phases:

### 1. Scoping

- Stakeholder mapping (including expertise and potential role of each entity): expanding on existing stakeholder mapping done to date and engagement

- Workshop conceptualisation with ETI: the consultant will propose the design of workshops (number and size of workshops,<sup>1</sup> format (e.g. focus group), duration, location, proposed participant list) to achieve the workshop 1 and 2 objectives. The consultant will be responsible for logistical arrangements such as booking venues.
- Outreach and promotion to workshop participants, including bilateral stakeholder engagement to prepare participants and secure buy-in for the process ahead of workshops.

## **2. Workshop 1**

- Workshop design and preparation with ETI – observation of international workshops (held online), final preparation with ETI
- Arranging workshop logistics
- Workshop facilitation with different stakeholder groups

## **3. Reporting, debrief and input into draft principles**

- Debrief and reporting - summary of main points of discussion, including points of disagreement, examples of good practice, challenges raised by workshop participants, expert evaluation of feasibility
- Review and input into draft principles

## **4. Workshop 2**

- Outreach and promotion to workshop participants
- Workshop design and preparation
- Arranging workshop logistics
- Workshop facilitation with different stakeholder groups

## **5. Reporting, debrief and input into draft principles**

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<sup>1</sup> ETI has initially envisioned that each workshop should be divided into two smaller workshops.

- Debrief and reporting - summary of main points of discussion, including points of disagreement, examples of good practice, challenges raised by workshop participants
- Review and input into final principles

## Deliverables

- Safeguarding protocol to ensure a survivor centric approach and mitigates the risk of re-traumatisation and supports survivors to participate meaningfully. Safeguarding protocol for workshop delivery to ensure safe space and access to support for those who may need it during workshop participation.
- Stakeholder mapping – summary of those contacted and reasons/analysis for any stakeholder declining engagement
- One report issued two weeks following the first workshop series including summary of main points of discussion, including points of disagreement, challenges raised by workshop participants, expert evaluation of feasibility of principles, examples of good practice
- Updated report based on the first report issued two weeks following the second workshop series, including overview as per workshop 1 and highlighting key aspects of the discussion as they relate directly to structure and/or content of the proposed principles.

## Timings

The work will be carried out according to the following timeline:

<b>Milestone</b>	<b>To be completed by</b>
Submission of tenders	09:00 GMT 11 November 2024
Interviews	w/c 18 November 2024
Appointment of consultant	29 November 2024
Assignment commences	December 2024
Observation of international workshop	w/c 03 February 2025
Workshop 1	w/c 17 February to w/c 03 March 2025
Report	21 March 2025
Workshop 2	w/c 23 June 2025 to w/c 03 July 2025
Reporting	18 July 2025

Consultant should be ideally available to commence work in December 2024.

## **Budget**

Proposals will be evaluated based on financial competitiveness and best value for money. Budgets must cover all time allocated to the project for organising, facilitating and reporting, and activities required to engage with all stakeholders, including workers and survivors. Budgets should include expenses, including travel, venue hire, refreshments and other necessary arrangements to enable worker and survivor participation and safeguarding.

The consultant will be responsible for all taxes and statutory obligations. Please note that the maximum budget for this project is **£16,000**, inclusive of VAT, if applicable.

## **Criteria**

Applicants should consider the following criteria in assessing a potential application:

- Preferably based in South Africa.
- Local knowledge and understanding of the operating context.
- Strong networks and relevant stakeholder relationships.
- Facilitation expertise, primarily of diverse stakeholder groups and experience in navigating/aligning varied perspectives.
- Knowledge of GBVH, including survivor-centric approaches.
- Knowledge of South Africa's commercial agriculture, including the dynamics and stakeholders in the citrus sector.

## **Application and deadline**

Applicants should prepare and email the following to be considered for this opportunity (for organisations please include details for relevant project staff):

- CV(s)

- Example of previous similar assignments
- An approach paper (no more than 3-4 pages) including an activity workplan outlining number of days allocated per activity, an approach to safeguarding and proposal for structuring workshops to ensure the meaningful participation of all categories of stakeholders, specifically workers and survivors, and fees including estimated travel costs and other expenses.

Note that the successful candidate/s will require the relevant safeguarding checks / due diligence.

The **deadline** for applications is **09:00 am GMT, 11 November 2024** with interviews to be held via Teams/Zoom week commencing 18 November 2024

Please submit your application to [hr@eti.org.uk](mailto:hr@eti.org.uk) using the reference "South Africa facilitator proposal" in the subject line.



# Appendix

## Initiative objectives

As a result of the both the principles and the process by which they are agreed, the initiative seeks to achieve following objectives:

- GBVH is better monitored, addressed, and reduced in selected supply chains, including improved identification, mitigation, and remedy (where appropriate) of GBVH.
- Civil society - company collaboration is strengthened, with respect to tackling GBVH, in selected supply chains through facilitated partnership and dialogue.
- Unified, and tested, minimum standards are articulated through the Principles to be adopted in commercial agriculture other supply chain contexts.
- Roles, responsibilities, and challenges of supply chain actors in addressing GBVH are better understood.
- Companies and their supply chain partners can identify high-risk circumstances and co-design and implement gender responsive human rights due diligence (GRHRDD) mechanisms with the support of relevant stakeholders. Barriers to implementation and resistance to change are overcome through effective dialogue and trust building.

## Process to develop the principles

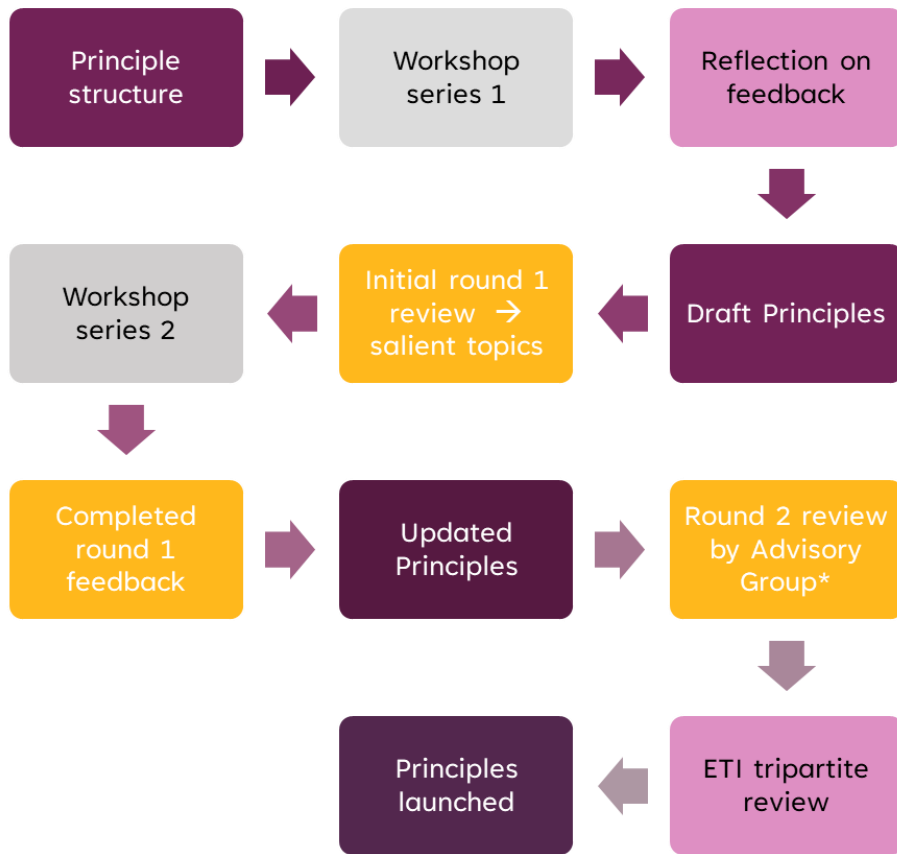


Figure 3 Principle development process