Request for Expression of Interest for Developing an Organic Cotton Programme in Tanzania

Introduction

C&A Foundation is a corporate foundation, affiliated with the global clothing retailer C&A. We are working to transform the apparel industry by helping to build more sustainable business models that respect the rights of workers, improve livelihoods and to conserve the environment. We work together with key partners to achieve the best results and greatest long term impact. From farmers to factory workers, we help build strong and resilient communities in all the countries we touch.

We catalyse positive, lasting change by:

- Demonstrating self-sustaining models and methodologies to transform businesses and supply chains
- Strengthening platforms and institutions to enable industry-wide change
- Advocating for policy and behaviour change though the value chain, from supplier to consumer

Our latest annual report sheds more light about the work of the Foundation and our achievements till date in the path to transforming the apparel industry.

C&A Foundation is now issuing a Request for Expression of Interest (REoI) to identify organizations that could develop a programme for scaling organic cotton production in Tanzania.

About C&A Foundation’s Organic Cotton Signature Programme

Cotton is the largest natural raw materials used in the apparel industry. It is majorly grown in developing countries; primarily by smallholder farmers. However, conventional cotton cultivation practices are largely unsustainable due to incorrect and under-regulated use of chemicals and poor water management. Smallholder farmers especially are vulnerable to both the health and environmental risks of unsustainable cotton farming practices as well as economic risks due to fluctuating cotton prices.

C&A Foundation’s Organic Cotton Signature Programme aims to addresses the aforesaid risks to farmers and the environment by supporting the expansion of organic cotton production. By adopting organic farming practices – using no Genetically Modified seeds (GMO), chemicals in cultivation – smallholder cotton farmers would not only adopt a far more sustainable cultivation method but also reduce the cost burden that they face due to the high costs of chemical inputs.

However, currently organic cotton accounts for less than 1% of the global cotton supply. This is due to many factors:

- Farmers lack the technical knowledge to adopt organic cotton cultivation
- Lack of availability of good quality inputs such as non-GMO seeds and bio-pesticides
- Lack of transparency in the supply chain which leads to unfair distribution of value and thus lack of incentives for farmers

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• Lack of an enabling environment including inconsistent policy and regulatory frameworks supporting organic cotton production

To address these challenges and with the overarching goal of transforming the current state of the organic cotton sector, C&A Foundation adopts multiple strategies. These include:

• Developing models that demonstrate the socio-economic and environmental case for organic cotton cultivation through funding partners for capacity building among farmers
• Supporting initiatives building capacity and leadership of women farmers in organic cotton
• Fostering an enabling policy and regulatory environment and strengthening institutions that support organic cotton
• Strengthening industry cooperation and sector governance

Currently the C&A Foundation supports capacity building programmes for over 40,000 cotton farmers across India, China and Pakistan. The capacity building programmes are designed according to the unique context of each of the geographies; but with the larger goal of supporting smallholder farmers in converting to organic cotton cultivation. Key elements of these programmes include supporting farmers with training on organic cotton cultivation practices; providing access to inputs for organic cotton cultivation; facilitating organic certification for the farmers and establishing supply chain linkages. Our scalable impact programmes are designed to include co-funding from other sources and a sustainable exit.

In addition to developing models of direct farmer support; the programme also works towards strengthening industry cooperation and fostering policy. C&A Foundation has incubated the Organic Cotton Accelerator (OCA) – a multi-stakeholder group -in collaboration with brands such as C&A, H&M, Inditex, Eileen Fischer, Kering and other key industry stakeholders such as Textile Exchange and Cotton Connect. The aim of OCA is to build a fair, robust organic cotton sector that benefits all, from farmer to consumer. It does so by creating more transparency whilst working to remove barriers that impede the production of organic cotton on the ground.

Another collaborative effort supported by the C&A Foundation is the Cotton 2040 initiative of Forum for the Future. Cotton 2040 works towards integrating and accelerating efforts for a systemic shift towards sustainability in the cotton industry.

As part of the efforts to fostering a policy and regulatory environment that supports organic cotton; the C&A Foundation supports all its partners in engaging in advocacy initiatives. The crux of this strategy is collaborative local ownership for embedding policy reform. This is reflected in our support to the Organic and Fairtrade Cotton Secretariat (OFCS), Madhya Pradesh – a collaborative working group of stakeholders including farm groups, policy makers, researchers, standards and certification bodies that work together at a local level to address the challenges that restrict the production of organic cotton. Thanks to participation of local stakeholders dialogues with the state government on a favourable and enabling policy environment have made substantial headway. A key step in this direction has been collaboration on non-GMO cotton seed-breeding with the state agricultural universities.
Building an Organic Cotton Programme in Tanzania

To transform the lives of smallholder cotton farmers; organic cotton production needs to be upscaled from its current level of less than 1% of the global cotton production. Tanzania holds special potential. Cotton has been a traditional cash crop in the country for close to a century with between 350,000-500,000 smallholder farmers engaged in its cultivation\(^1\). Tanzania has also been the top producer of organic cotton in Eastern Africa and the African continent as a whole in recent years\(^2\).

GMO seeds have currently not been introduced in Tanzania, thereby removing the risk of any contamination of transgenic seeds. Chemical pesticide and fertilizer use by farmers is also relatively low. Thus the farmers already have experience in cultivation with none to minimal chemical usage and conversion to organic practices will not be a dramatically different process.

To assess the feasibility of establishing an organic cotton programme in the country, C&A Foundation commissioned a research study by the Royal Tropical Institute (KIT). The study highlighted the fact that there is potential to develop a high impact programme in Tanzania i.e. adoption of organic cotton cultivation could result in higher yields for farmers as well as a potential of improvement in their overall income generated from cotton.

To validate the findings of the research by KIT, C&A Foundation established a small prototype with TechnoServe that is currently ongoing. In this prototype TechnoServe in partnership with a local ginner – Birchand – trained farmers in organic cotton cultivation practices in the Kakonko district of Tanzania. TechnoServe also helped in completing the organic cotton certification process for these farmers. The prototype is currently underway though early results show eagerness among the participating farmers to continue with organic cultivation.

Based on the research and prototype established; C&A Foundation is now keen to establish a multi–year and scalable organic cotton programme in the country.

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\(^1\) Organic Cotton Mapping Study Tanzania, KIT
\(^2\) Textile Exchange
\(^3\) Request for Expression of Interest for Building an Organic Cotton Programme in Tanzania
Expectations from Partner

In order to transform the organic cotton sector in Tanzania, C&A Foundation seeks a partner who shares the Foundation’s vision on market transformation. We would like to identify an organization that can build a holistic and market based model to upscale organic cotton production in the country.

The ideal partner would be an organization with experience in sustainable agriculture (preferably cotton) and a strong local team. The organization should have the ability to strategize and implement a holistic approach which includes a dialogue with the government / local institutions, planning for scale by attracting co-funders and thinking through an exit strategy whilst embedding the program locally and linking to markets. The key components of this programme should include:

- Identification of geographies and developing a multi-year plan
- Mobilization plan to engage and train farmers on organic cotton cultivation practices and farmer certification
- Plan for engagement with women farmers and identifying opportunities for promoting leadership opportunities for women farmers in the programme
- Identification of and a plan for engagement with supply chain partners and other stakeholders who can support access to markets for farmers
- Identification of co-funders for the programme - public donors, private philanthropic foundations, private sector stakeholders in the cotton value chain
- Engaging with the government / local institutions for a favourable policy to support extension and help create the enablers
- Strong plan for risk mitigation as well as a monitoring and evaluation and impact measurement plan

Key Partner Selection Criterion

The Expressions of Interest will be assessed based on the following criteria:

- Relevant experience in smallholder agriculture in East Africa
- Strength of the proposed team
- Strong network of key stakeholders in the cotton value chain in Tanzania
- Experience in fund-raising for sustainable agriculture/ market transformation programmes
- Experience in partnering on/ implementing advocacy/ policy reform programmes in East Africa
- Strong knowledge of monitoring and evaluation and impact measurement within the organization
- Existing ground presence in Tanzania with established local offices and teams
- Feasibility of the proposed approach in terms of timing, budget, ambition
### EoI Submission Process

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>5th August 2016</td>
<td>Deadline for applicants to submit clarifying questions to C&amp;A Foundation. Please send questions via email to <a href="mailto:i.sinha@candafoundation.org">i.sinha@candafoundation.org</a></td>
</tr>
<tr>
<td>12th August 2016</td>
<td>Answers to clarifying questions issued to all applicants</td>
</tr>
<tr>
<td>19th August 2016</td>
<td>- Deadline for EoI (5 pages maximum, not including budget) as per format in ANNEXURE 1:</td>
</tr>
<tr>
<td></td>
<td>- Expression of Interest should be sent to <a href="mailto:i.sinha@candafoundation.org">i.sinha@candafoundation.org</a> and clearly marked “Organic Cotton Programme in Tanzania: EoI” in the subject line of the email</td>
</tr>
<tr>
<td>24th August 2016</td>
<td>Shortlisted candidates notified</td>
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</tbody>
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ANNEXURE 1: EoI Format

Applicants: Please address the following in no more than 5 pages (not including annexes).

All grantees / partners are required to complete the table below as part of their EoI.

<table>
<thead>
<tr>
<th>Initiative title</th>
<th>Expected # of Direct Farmer Beneficiaries</th>
<th>Organisation Name &amp; Contact Details</th>
<th>Duration</th>
<th>Other Partners</th>
<th>Total Cost (in Euro)</th>
<th>Funding Request (in Euro)</th>
<th>Co-financing (in Euro)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td>Initiative start and end dates</td>
<td>Local partners or other cooperating organizations</td>
<td>Total estimated cost</td>
<td>Amount that you are requesting from C&amp;A Foundation (cash)</td>
<td>Resources to be provided by yourself and others in addition to C&amp;A Foundation support (cash &amp; in-kind)</td>
</tr>
</tbody>
</table>

Description (context and relevance)

- What is the problem/issue the initiative seeks to address?

  Please include description of the geographic area in which the initiative will focus – its relevance to cotton production in Tanzania; agro-climatic conditions and socio-economic conditions of cotton farmers in the area

Objectives & Key Activities

- What is the overall objective of the initiative and its linkage to the problem/issue stated above?

- What are the initiative activities?

  - How will the initiative scale organic cotton production in Tanzania and to what extent?
  - How will the initiative work towards improving the livelihoods of the participating farmers?
  - How will the initiative engage women farmers and provide them with access to leadership
  - How will the initiative facilitate building market linkages in the organic cotton sector in Tanzania?

Results and Sustainability

- What are the anticipated results (outputs / outcomes) and long-term impacts of initiative?

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- How many organic cotton farmers will be trained and certified as part of the initiative?
- What is the expected production of organic cotton (in MT) and the end of the initiative duration?
- What could be the potential increase in net farmer incomes through adoption of organic cotton over the initiative duration?

- How will the results be sustained after the initiative ends?

*Please provide a description of how proposed partners shall contribute to sustainability as well as potential of policy reform; private sector participation to take the programme forward*

Organizational background

- Who are the main implementing partners?
  - Please provide history in sustainable agriculture / cotton value chain in East Africa
  - Please provide experience in implementing field-level sustainable agriculture programmes and fund-raising for the same in East Africa
  - Please provide experience in partnering on/ implementing advocacy/ policy reform programmes in East Africa
  - CVs of members who will work on the initiative

- What are their respective roles in the initiative?

*Please provide a description of how each implementing partner shall contribute to achieving the overall objectives.*
Indicative costs and details about funding sources

- What financial support are you seeking from C&A Foundation?
- Please describe any additional sources of co-funding (potential or secured).

Additional Details

- Please provide legal registration status in Tanzania and a local office address
- Please provide financial history (balance sheet, income statement) of the past 3 years of operations
- Please include any additional information relevant to this EoI in annexures

Please submit the EoI via email i.sinha@candafoundation.org by August 19, 2016. The EoI will be evaluated against the listed criteria, cost-effectiveness and organizational capabilities. Shortlisted candidates will be contacted individually.