

## TERMS OF REFERENCE (ToR)

### **Organizational Development, Policy Advocacy, and Stakeholder Engagement Support for the Association of Cashew Processors Ghana (ACPG)**

**Lead Implementing & Financing Agency:** Ghana Private Sector Competitiveness Programme Phase II (GPSCP II)

**Collaborating Partner:** GIZ MOVE/ComCashew

#### **I. GENERAL INFORMATION**

**1. Background** The Ghana Private Sector Competitiveness Programme Phase II (GPSCP II) is leading an initiative to strengthen the institutional capacity of the Association of Cashew Processors Ghana (ACPG). This initiative is being implemented in technical collaboration with the GIZ Market-Oriented Value Chains for Jobs and Growth in the ECOWAS Region (MOVE/ComCashew) programme.

GPSCP II is an agricultural development programme established through a bilateral partnership between the Swiss State Secretariat for Economic Affairs (SECO) and the Government of Ghana. Coordinated by its Project Management Unit (PMU) in Accra, the programme directly enhances the competitiveness, productivity, and market access of enterprises within the cashew and oil palm value chains. As the lead sponsor of this assignment, GPSCP II drives technical interventions aimed at improving sector governance and local value addition.

GIZ MOVE/ComCashew collaborates technically on this assignment to leverage its regional experience in capacity development, policy dialogue, and value chain sustainability practices.

As the umbrella body representing cashew processors in Ghana, the Association of Cashew Processors Ghana (ACPG) plays a critical role in promoting local value addition, facilitating industry coordination, and advocating for policies that support the growth of the processing sector.

Through this partnership, GPSCP II (as the lead agency) and GIZ MOVE/ComCashew seek to sustainably build ACPG's institutional capacity, policy influence, stakeholder engagement, and operational viability as a credible, representative industry association.

**2. Context** The cashew industry is a strategic subsector in Ghana, contributing significantly to rural livelihoods, employment creation, women's economic empowerment, youth employment, and non-traditional exports. Despite the country's growth in the production of Raw Cashew Nut (RCN), local processing and consumption of cashew remain low. This challenge is further deepened by severe systemic gaps for local processors such as:

- Unreliable access to raw cashew nuts (RCN);
- Limited fiscal and regulatory incentives for local value addition;
- Low domestic consumption of processed cashew products;
- Fragmented engagement in policy discussions affecting the sector; and
- Limited institutional capacity within ACPG to effectively advocate for industry priorities.

To address these gaps, ACPG requires targeted institutional strengthening to improve its governance systems, member value propositions, and policy advocacy strategies.

**3. Purpose of the Assignment** The purpose of this assignment is to secure the services of a qualified consultant to strengthen ACPG's institutional effectiveness and long-term sustainability. This will be achieved through organizational development support, policy advocacy capacity building, stakeholder mapping, and the formulation of a comprehensive Policy Advocacy and Stakeholder Engagement Strategy.

#### 4. Objectives of the Assignment

The specific objectives of this consultancy are to:

- **Strengthen Systems:** Optimize ACPG's organizational systems, governance structures, and operational effectiveness.
- **Enhance Advocacy:** Build ACPG's capacity to undertake evidence-based policy advocacy, negotiation, and public-private dialogue.
- **Strategy Development:** Formulate a practical, implementable Policy Advocacy and Stakeholder Engagement Strategy alongside an Organizational Development Framework.
- **Boost Policy Visibility:** Improve the institutional and political visibility of the cashew processing sector's contributions to national employment, economic growth, and gender-inclusive development.
- **Ensure Sustainability:** Support ACPG in defining clear membership services, value propositions, and resource mobilization options to ensure financial independence.

## II. SCOPE OF WORK

### Task 1: Organizational Needs Assessment

The consultant shall:

- Conduct a comprehensive institutional assessment of ACPG's current governance, secretariat operations, financial models, membership management, and operational setups.
- Identify structural gaps, resource bottlenecks, and opportunities for institutional growth through interviews with ACPG executives, Board members, and association members.
- Develop and deliver a comprehensive Organizational Needs Assessment Report and a Gap Analysis & Recommendations Matrix to be validated by GPSCP II and partners.

### Task 2: Policy Advocacy Support and Capacity Building

The consultant shall:

- Design and deliver at least two (2) targeted technical capacity-building workshops for ACPG leadership and secretariat staff.
- Train members in effective policy advocacy, negotiation techniques, coalition building, and public-private dialogue.
- Integrate gender-responsive and youth-inclusive approaches into all advocacy modules.
- Develop a practical, user-friendly policy advocacy toolkit for ACPG members.

### Task 3: Policy Advocacy & Stakeholder Engagement Strategy Development

The consultant shall:

- Facilitate the drafting of ACPG's Policy Advocacy and Stakeholder Engagement Strategy.

- Conduct a comprehensive stakeholder mapping and develop an influence-interest matrix.
- Formulate a concrete institutional implementation roadmap, including a simple Monitoring & Evaluation (M&E) framework with clear indicators.

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#### **Task 4: Structural Advisory Support and Technical Backstopping**

The consultant shall:

- Provide strategic coaching, mentoring, and technical backstopping to the ACPG Secretariat during key policy engagement windows within the assignment period.
- Advise on optimized structural design, institutional performance monitoring, and resource mobilization frameworks.
- Assist ACPG in analyzing immediate policy windows and regulatory entry points within Ghana's agricultural governance framework.

**Task 5: Development of an Institutional Sustainability Plan for ACPG** The consultant shall develop a comprehensive sustainability plan for ACPG to ensure that the organization's strengthened capacity is sustained beyond the consultant's exit. The plan should focus on:

- Strengthening the Secretariat's operational and management systems.
- Developing a membership growth and retention strategy, including identifying key processors not yet registered with ACPG.
- Formulating institutional resource mobilization options to ensure long-term financial independence.

### **III. MILESTONES AND DELIVERABLES**

| <b>Task</b>                                   | <b>Timeline</b>    | <b>Deliverables</b>                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Organizational Needs Assessment               | August             | <ul style="list-style-type: none"> <li>• Inception and institutional assessment report provided</li> <li>• Organizational Capacity Gap Analysis and Recommendations Matrix submitted</li> <li>• Validated Organizational Needs Assessment Report</li> </ul>                                                                    |
| Policy Advocacy Support and Capacity Building | August - September | <ul style="list-style-type: none"> <li>• Reports for at least two advocacy and communication capacity-building workshops</li> <li>• Gender- and Youth-Responsive Advocacy Framework/Modules</li> <li>• ACPG Policy Advocacy Toolkit (validated and finalized)</li> </ul>                                                       |
| Strategy Development                          | August - October   | <ul style="list-style-type: none"> <li>• Final ACPG Advocacy, Communications, and Stakeholder Engagement Strategy submitted</li> <li>• Comprehensive Stakeholder Mapping Report, including Influence-Interest Matrix submitted</li> <li>• Institutional Implementation Roadmap outlining key activities, timelines,</li> </ul> |

|                                               |                    | responsibilities, and resource requirements                                                                                                                                                                                                                                |
|-----------------------------------------------|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Advisory Support and Technical Backstopping   | August – November  | <ul style="list-style-type: none"> <li>• Technical Advisory and Coaching Reports</li> <li>• Organizational Structure and Sustainability Recommendations</li> <li>• Resource Mobilization Framework</li> <li>• Policy Opportunity and Regulatory Analysis Report</li> </ul> |
| Development of a Sustainability Plan for ACPG | August – September | <ul style="list-style-type: none"> <li>• Detailed sustainability plan developed and submitted</li> </ul>                                                                                                                                                                   |

#### IV. CONTRACT DURATION AND LEVEL OF EFFORT (LoE)

The assignment will take place from **August 2026 to November 2026**. The total Level of Effort is set at **35 working days**, distributed logically across the core tasks as follows:

| PHASE/TASK                                                  | LOE            |
|-------------------------------------------------------------|----------------|
| Prep Desk Review, and Inception Report                      | 3 Days         |
| Field Execution and Institutional Assessment (Task 1)       | 7 Days         |
| Workshop Design, Facilitation and Toolkit (Task 2)          | 7 Days         |
| Stra5tegy Development and Stakeholder Mapping (Task 3)      | 8 Days         |
| Sustainability Plan and Financial Framework (Task 5)        | 5 Days         |
| Ongoing Advisory, Backstopping and joint TWG Edits (Task 4) | 5 Days         |
| <b>Total Level of Effort</b>                                | <b>35 days</b> |

#### V. REPORTING REQUIREMENTS

**1. Direct Reporting Line** The consultant will report directly to the GPSCP II Project Management Unit (PMU) / Team Leader. The consultant is also expected to coordinate on alignment points with the separately contracted Media/Communications Expert to ensure strategy cohesion.

#### VI. QUALIFICATION REQUIREMENTS

- **Education:** Minimum of a master's degree in organizational development, Public Policy, Agricultural Economics, Business Administration, Development Studies, or a closely related field. Professional certification in Organizational Development will be an advantage.
- **Professional Experience:** Minimum of ten (10) years of verifiable experience in organizational development, private sector advocacy strategy formulation, and institutional strengthening of Business Membership Organizations (BMOs) or industry associations.
- **Sector Knowledge:** Demonstrated understanding of agricultural value chains in Ghana; specific experience within the cashew or oil palm sectors is a distinct advantage.
- **Contextual Expertise:** Comprehensive familiarity with Ghana's agricultural regulatory environment, policymaking channels, and public-private dialogue platforms.
- **Language:** Native or business fluency (C1 level minimum) in written and spoken English. Additionally, proficiency in Twi or any other Ghanaian language is key.

## VII. BUDGET AND FINANCING

- **Financing Source:** This assignment is solely funded under the Development Partnership with the Private Sector (DPP) budget of the Ghana Private Sector Competitiveness Programme Phase II (GPSCP II).
- **Reimbursable Expenses:** Direct operational costs (approved travel outside Accra, venue hiring, and workshop logistics) will be managed directly by the GPSCP II PMU or reimbursed against actual receipts according to standard GPSCP II financial guidelines.

## VIII. PROPOSAL SUBMISSION REQUIREMENTS

Interested consultants must submit:

1. **Technical Proposal (Max 5 pages):** Outlining the implementation methodology, tools for institutional assessment, and work schedule.
2. **Curriculum Vitae (Max 4 pages):** Highlighting specific, verifiable assignments of similar scope.
3. **Financial Proposal:** A clean breakdown of the daily professional fee rate in GHS/USD

### Submission Deadline

Interested applicants should submit their proposals electronically no later than:

**Friday 3rd August 2026 to [dpp-gpscp2@niras.com](mailto:dpp-gpscp2@niras.com)**