

Terms of Reference

African Cashew Alliance

BUSAC FUNDS project

Partner Selection and Capacity Assessment

A. Introduction

1. The African Cashew Alliance (ACA) has been providing technical assistance to African cashew processors since 2006. Its organizational focus is to sustainably increase the quantities of raw cashew nut that are processed within Africa. The African Cashew Alliance's strategic goal through sector organization and advocacy component, is to effectively advocate for sector improvements and partnerships that support the emergence of a politically stable market and enhance a prosperous cashew value chain private sector in Africa. Therefore ACA has set specific objectives to (i) Be recognized as THE voice of the private sector and delivers at least 2 policy dialogues/forums and 2 Advocacy actions annually, of which at least 1 leads to policy change; (ii) actively engaged with national structures, in producing countries, to gather and disseminate Market data on cashew sector; (iii) strategic partnerships built in a minimum of 5 cashew producing countries, with cashew sector stakeholder platforms, organizations and governments.
2. The ACA/BUSAC Funds project's ultimate goal is to Identify Advocacy Needs for the Cashew Private sector Value chain in Ghana, which will create conducive business environment for value addition. The overall objective of this project is to develop, enact and implement a Policy that will provide the framework, which will govern and regulate the cashew industry in Ghana and also to provide the platform for information sharing among the private sector to help deliver globally competitive, value added products that will secure profitability for all actors. The major components of the project are:
 - Advocacy Training
 - Research in cashew trade policies and enabling environment
 - Sensitization of stakeholders in the value chain
 - Stakeholders dialogue and post dialogue stage

- Trade Enabling Environment and Value Chain Development
- Administration and Management, Capacity Building, Communications

B. Background information on the African Cashew Alliance (ACA).

The African Cashew Alliance was initiated in June 2005 by more than 20 organizations interested in becoming actively involved in building a public private partnership to promote African cashew. The alliance was formed against the background of Africa's huge and growing cashew production on the one hand - fourteen African countries produce more than half of the world's cashews; and low processing activities on the other hand - for years, African raw cashews have been exported to India and Vietnam for processing before being shipped to final destinations like Europe and America. Today, African processing capacity is growing with a current 11% processed of the total 1.2 million metric tons produced. Cashew processing in Africa is an important means to create employment and increase economic growth.

ACA supports the cashew sector to increase farmer income, export of cashew kernels and economic growth of the cashew value chain by:

- Training cashew processors in East and West Africa to improve processing efficiencies and raise capacities
- Linking stakeholders across countries to share information and create synergies
- Promoting the African cashew in the global marketplace
- Facilitating companies and donors to increase funding of initiatives in the sector
- Leveraging knowledge and capacity
- Prioritizing and stimulating interventions to increase competitiveness

ACA's **vision** is a globally competitive African cashew sector which it is aiming to achieve by being the African cashew industry's platform and facilitator for advocacy, information exchange, investment promotion and market linkages.

C. Objectives

This assignment will identify the bases for collaborative partnership with the identified partners. It will define institutional capacity strengthening needs, and provide information for upgrading options and plans for enhancing revenue and sustainability of cashew stakeholders businesses through the development of the cashew industry policy framework and the establishment of the cashew Board of Ghana.

Specific Objectives

1. Introduce the African Cashew Alliance, the proposed interventions and targets, and establish alignment with partner associations' mandate and goals.
2. Map and organize the adequate segments of the value chain within Ghana
3. Identifying strengths and weaknesses to help ACA design suitable course of action and to build relations with the national actors
4. Initiate a stakeholder platform that identifies and supports individuals from each value chain segment as future industry champions
5. Develop updated profiles of each partner association. Profiles will identify strengths and weaknesses, and establish a baseline for measuring progress in institutional capacity resulting from ACA support
6. Define initial capacity building needs, and proposed interventions that will inform ACA capacity building work planning.

D. Approach and Methodology

The ACA will partner with and strengthen capacities of national cashew private sector associations; business services providers (finance, market information, etc.), and public sector agencies as well as government through Ministries. Selected associations will have the ability and interest to work in collaboration, align their efforts with the aims to contribute to the Trade regulation and value addition issues advocacy needs for the cashew private sector in Ghana.

As a first activity the project will perform a field assessment to evaluate the different actors that are active in the industry. The field advisor will make sure to adequately define their roles within the existing network and identify resources in conjunction with their ability to participate in a future professionalization of the industry.

Results from his/her assessment will be presented in a SWOT analysis, mapping out the status quo of the industry and providing recommendations for the future focus of the intervention. Additionally some private sector issues to be addressed are:

- (i) Creation of regulatory body,
- (ii) Advocacy for export levy on RCN,
- (iii) Addressing competitiveness of processing, and

- (iv) Good governance of the sector; will be addressed via services such as Public-Private Dialogues, Dissemination of Private sector views, Reform of businesses regulatory framework etc.

Following the stakeholders mapping and cashew industry association capacity assessment; facts, findings and recommendations; ACA will organize a set of individual meetings to sensitize and strengthen each value chain segment association (producers, processors, traders, and public services), where it is relevant. An annual road map for the industry will be created and will serve as a foundation for further interventions. At the end of the workshop, ACA will identify industry champions from each segment who will serve as future ACA ambassadors to collect information about the status of the industry and maintain a stakeholder platform that meets for regular reviews of the road maps and industry targets.

The ACA Capacity Building team, in collaboration with the consultant team, will conduct assessments of the initial choice of partners; including four associations (producers, traders, processors and exporters) linked to the value chains. The present assignment will be focused on the following associations and partners.

- Producers Association of Ghana
- Processors Association of Ghana
- National Exporters Association
- Cashew Industry Association of Ghana

E. Education and required experience of consultant

The consultant must possess the following:

- Minimum of a BSc degree in a field relevant to the assignment
- Minimum of 3 years' experience working with West African or international private businesses in the cashew value chain or in commerce or trade development activities
- Technical knowledge of or direct experience working in the cashew value chain – whether in production, marketing, advocacy, cashew trade policies and overall value chain development
- Experience in training of large groups

- Experience working with or familiarity with industry private sector trade associations, national exporters associations, and cashew related regulatory bodies

The consultant must possess the following skills

- Ability to multitask and work under pressure, able to meet deadlines
- Fluent in English(writing-speaking)
- Ability to travel frequently and remotely
- Self-starter and innovative.
- Sound knowledge of and experience in using MS Word, Power Point, Excel and other Microsoft office software programs.

F. Reporting arrangements

African Cashew Alliance will have oversight of the consultant's work, while ensuring that deadlines are met. The consultant's point of contact within ACA will be the ACA's Managing Director and will directly report to him. He will have oversight of all activities under this part of the BUSAC project.

G. Travel

The operating costs which will include the cost of travel, accommodation, venues, and facilities will be administered using ACA's accounting and administrative procedures.

H. Project plan

A comprehensive project plan with clear deliverables will be worked out with the selected service provider.

I. Fees and Payment arrangements and variation

The consultant shall propose a budget indicating his/her fees for the assignment, and based on the proposed schedule in Section L below.

The payment terms shall be negotiated with the ACA. Depending on the quality of the deliverables, the ACA reserves the right to limit the scope of work or terminate the assignment at any stage.

The compensation of the appointed consultant will be outcomes and milestone based. At the point of contracting, the ACA and the appointed consultant will negotiate and agree on the outcomes and milestones and the associated percentage of total remuneration against each achievement.

J. Deliverables

The key deliverables will include:

- Snapshots of partner associations. Each profile should include information about the association’s present mandate, competencies, current activities in their focus segment of the value chains, major achievements and challenges, and areas for ACA / BUSAC FUNDS Support.
- A draft partner assessment report for each of the initial partners will be submitted to the ACA Managing Director for review and approval.
- A revised final report will be submitted to BUSAC FUNDS after review.
- Tentative plans and dates for conducting in-depth interactive workshops with the leadership and member organizations of each value chain association, to share and verify findings from the initial assessments, and prioritize capacity building needs and proposed interventions.

K. Duration

The task is expected to be completed within a twenty (20) day period. The consultant is expected to submit a copy in electronic format of each of: (i) an inception report, (ii) interim (draft) report, and five (05) hard copies and a copy in electronic format of (iii) the final report of the assessment to ACA.

Proposed schedule:

Task	Date	LOE
Research/information collection: <i>assessment team members</i>	April 26-May 10	
Analyses of findings, drafting report	May 17	
Draft partner and industry champions selection report submitted for review	June 6	
Final report to ACA/BUSAC Funds	June 15	
Total		20