

TERMS OF REFERENCE – PART A

Ghana Joint Programming 2021-2027 identification and formulation

Result 2: Sustainable and inclusive agribusiness value chains

1 BACKGROUND INFORMATION

1.1 Focus of these ToRs

The EU-Ghana Joint Programming 2021-2027 is built around three priority areas. The focus of these ToRs is exclusively on priority area 1 - “*Green growth for jobs*” which aim at supporting Ghana in its transition to a digital, green and circular economy; and in particular specific objective 2: “*Support sustainable and inclusive agribusiness value chains with a particular focus on the cocoa sector*”.

The Joint programming specific objective 2 targets SDG 1, 2, 10, 12, and 13. It has three expected results which have been defined as follow.

Result 2.1: Sustainable agribusinesses’ growth is increased with more efficient value chains and increased exports

Support will aim for more sustainable and inclusive value chains in the agribusiness sector, including by increasing the productivity of agriculture, husbandry and fisheries, and by improving transformation, commercialisation and export of products. It may also include the adoption of reforms for a sustainable use of land and natural resources in general, infrastructure, services and markets, promoting in particular circular economy approaches. Activities will be complementary and articulated with the Neighbourhood, Development and International Cooperation Instrument (NDICI) Regional programme for Sub-Saharan Africa.

Result 2.2: Cocoa production is more sustainable leading to decent living income for farmers, and decreasing deforestation and use of child labour

A structured policy dialogue on cocoa production will continue following the Cocoa talks initiated in 2020. The strengthened policy dialogue and interventions on institutional, legal and regulatory capacities will aim for decent living income for cocoa farmers via increased productivity and diversification of revenues, target deforestation and child labour, and foster gender balance. Support will also include the adoption of sustainable practices by the private sector, improved traceability and transparency mechanisms to support the sustainability of the cocoa value chain, including through digitalisation.

Result 2.3: Farmers’ organizations are strengthened and participate to the agro-ecological transition of the country

Support will notably strengthen farmers’ organisations’ capacities to promote the agro-ecological transition and their advocacy vis-à-vis institutional and private actors (e.g. Farmers to Business and Farmers to Government dialogues).

1.2 The vision

The EU-Ghana Joint Programming results 2.1-2.2-2.3 will target interventions towards agriculture value chains prioritised by the Government of Ghana by boosting local production, value addition and export potential. A private sector approach respecting sustainable agriculture practices to support climate change adaptation will be favoured.

The aim of the planned actions is to raise farmers' revenues, develop local processing capacity, create jobs, particularly for women and youths, and increase export revenues. Simultaneously, the actions will foster social and environmental sustainability.

Selection of value chains will be guided by a set of criteria (to be defined), including, where appropriate, the socioeconomic and security context in the different regions of Ghana. The contractor must also take into account value chains supported by other Development Partners, including the EU and its member states (e.g. Team Europe Initiative), to maximize synergies and minimize duplication.

With regard to Farmers' Organizations, their strengthening will be instrumental in providing smallholders the most needed quality inputs, customized training and access to finance. Support, for instance, could be channelled via both cooperatives and aggregators. Both these entities could effectively contribute to the transformation of the sector, via the service they provide to individual farmers.

As foreseen in the EU-Ghana Joint Programming 2021-2027, intervention modalities under specific objective 2 will be a mix of traditional cooperation programmes, projects (technical assistance), and if relevant, could include complementary instruments such as Twinning and TAIEX, as well as blending operations. Possible use of blending and guarantees for investment could be envisaged under EFSD+, supporting notably the private sector.

1.3 Stakeholders

The specific objective 2 of the EU-Ghana Joint Programming targets a wide spectrum of stakeholders including the Government of Ghana, private sector and its representative institutions, Farmers organisations, civil society, research institutions, and development partners.

The stakeholders of the Government of Ghana under the specific objective 2 include the Ministry of Finance, The Ministry of Food and Agriculture, the Ghana Cocoa Board (COCOBOD), the Ministry of Trade and Industry, the Ministry and Lands and Natural Resources, the Forestry Commission, the Ministry of Employment and Labour Relations, and the Ministry for Fisheries and Aquaculture Development.

1.4 Context

Ghana's Agriculture contribution to GDP has decreased over the past decades: 40% of GDP from 2001 to 2005, 30% in 2010, and 17% of GDP in 2019. In the policy document "Investing for Food and Job (IFJ): An Agenda for Transforming Ghana's Agriculture" (2018-2021), the Government of Ghana recognises the importance of modernising the agri-food system to consolidate the country's middle-income status. Furthermore, with agriculture strongly affecting water usage and biodiversity, while being a major victim of the impacts of climate change, proper management of natural resources such as forests, pastures, soil and water is crucial for sustainable agriculture production.

About 70% of cocoa production worldwide originates in Côte d'Ivoire (2/3) and Ghana (1/3), and over 60% of their cocoa production is exported to the EU. Cocoa is a key resource for the Ghanaian economy, accounting for 17.4% of exports (2019), and contributes to the livelihood of 0,8 million farmers. It is by far the largest exported crop. Cocoa also has the largest land-use conversion footprint of all crops in Ghana. Poverty is still a daily reality for most smallholder cocoa farmers in Ghana and gender inequality remains the rule rather than the exception. The sector experiences important incidences of labour right abuses, including child labour, deforestation and land degradation. The Ghanaian strategy for the sector, the Productivity Enhancement Programmes (PEP), is implemented by the Cocoa Board (COCOBOD). The strategy focuses on productivity, targeting in priority rehabilitation of farms at large, and the promotion of domestic processing.

1.5 The 11th EDF - Agricultural Programmes

Lessons learnt will be drawn from the relevant on-going support programmes to the sector, including the EU Agriculture Programme in Ghana – EUGAP. This programme contributes to higher annual incomes for smallholder farmers' households and secured permanent jobs along the supported value chains. To do this, EUGAP seeks to increase agricultural productivity, protect natural resources, improve access to markets, to essential infrastructure and to capital.

It is implemented in the Upper West, Savannah and North East Regions, with some specific activities covering the five northern regions. The supported value chains are: cashew, groundnut, mango, rice, sorghum, soybean and vegetables. The EUGAP has three components:

1- Value chain development: MOAP (EUR 25M). The Market Oriented Agriculture Programme intervenes at different levels along the value chains (farms and enterprises, processors, associations, service providers, local government) with the aim of increasing agricultural incomes and assisting smallholder producers to satisfy market demand. It stimulates community and other private investments into production, service provision and value addition, in particular economic activities with positive impact young adults and women. In addition, MOAP ensures readiness of the communities to use and maintain the productive infrastructure. GIZ implements the programme.

2- Environmental sustainable practices: REACH (20M). The Resilience Against Climate Change programme focuses on the protection of natural resources (forest, pastures, soil and water). It restores the river banks by re-vegetating and establishing new cover through planting of drought resistant trees, construction of windbreaks/shelterbelts to reduce evapotranspiration and thus optimising the use of irrigation. The programme promotes practices more suited to smallholder agriculture, by maintaining and building on existing agroforestry, mixed cropping and diverse systems, which are more resilient under changing conditions. GIZ and International Water Management Institute (IWMI) implement the programme.

3- Infrastructure and investment: The Productive Infrastructure Investment Programme benefits from and supports MOAP and REACH. By developing irrigation infrastructure (42M), it will lead to increased production, not depending on the rainfall, and therefore provide an additional, reliable, climate-resilient source of incomes for smallholder farmers. In parallel, the construction of feeder roads and farm tracks (35M) will improve access to markets and ensure a physical link between farmers and buyers. Finally, the programme provides capital to increase value addition and boost private investments in agriculture (10M).

1.6 The 11th EDF - Competitiveness programme

Lessons learnt will also be drawn from other relevant programme, such as the West Africa Competitiveness Programme, WACOM - Ghana Component (EUR 6.2 million). The programme aims at strengthening the export competitiveness of the Ghanaian economy through enhanced value-added, low carbon, sustainable production and processing and an increased access to regional and international markets. The project focuses on three value chains (i) Cassava, (ii) Fruits (mango and pineapple) and (iii) Cosmetics.

It is complemented by two Grants to the Ghana Investment Promotion Centre (GIPC - EUR 147,600) and the Ghana Export Promotion Authority (GEPA - EUR 221,400). The objective of these grants is to strengthen the export competitiveness of the Ghanaian economy through the growth and performance improvement of the value chains cited above. The grants also support related services by stimulating their contribution to industry, regional trade, exports and job creation.

WACOM "Compete Ghana" – also provides some Technical Assistance to the Ministry of Trade and Industry in the implementation of the Stepping Stone Economic Partnership Agreement (iEPA) and Related Accompanying Measures (EUR 2,080,000). The overall objective of WACOM, in the

context of the Ghana beyond aid vision, is to improve the economic governance and business environment and to maximise the benefits of the EPA for Ghana.

1.7 The 11th EDF Ghana Employment and Social Protection (GESP) programme

Lastly, it will be interesting to gain experience from the the GESP programme and particularly from the Investment promotion and business linkages project implemented in partnership with the Association of Ghana Industries (AGI) (EUR 2.9 million). The Project has been contributing to inclusive growth in Ghana by helping to create formal jobs in across the agri-business value-chain. The focus on the agri-business value chain reflects the importance of the agriculture to Ghana in terms of output and employment and to reducing poverty and increasing living standards.

The project has 3 main components: i) Investment Promotion; ii) Business Linkages; iii) Exports to ECOWAS. Working around these 3 components, the project is promoting investment in Ghanaian agribusiness value chains, it is fostering collaboration between large agri-processing businesses and suppliers and, finally, support the development of market linkages to increase exports to ECOWAS.

1.8 Sustainable cocoa dialogue in Ghana

The EU Delegation in Ghana initiated a local dialogue on sustainable cocoa early 2021. It was triggered by the CocoaTalks lead by Brussels together with Cote d'Ivoire and Ghana which started in September 2020. The first round of dialogue in Ghana consisted of five events, including three thematic roundtables on deforestation, child labour and sector coordination. The Ghana Sustainable Cocoa Dialogue reached its climax at the High-level conference on 30 June 2021 and aimed at drawing conclusions from the local dialogue.

Each of event attracted a large audience in terms of numbers and representation, bringing together the full spectrum of the sector actors; the Government of Ghana and representatives of the dialogue partners, civil society, the industry and farmers.

The EU has become the main driving force of the dialogue on cocoa sustainability in Ghana. All stakeholders are in high-demand for the dialogue to continue. There is a strong momentum to build upon to continue the multi-stakeholder policy dialogue, and to start supporting the sector under the EU-Ghana Joint programming 2021-2027.

Ghana will soon benefit from an allocation of EUR 8 million under a large sustainable cocoa support programme for Ghana, Cote d'Ivoire and Cameroon to be implemented by the FAO, GIZ, the Joint Research Centre (JRC) and the European Forest Institute.

This 4 years programme will start Q4 2021 and include support for the local dialogue in Ghana and the provision of technical assistance to (i) strengthen relevant institutional, legal and regulatory frameworks and (ii) empower the private sector – including farmers and cooperatives – to improve agricultural practices and comply with sustainability standards.

2 OBJECTIVE, PURPOSE & EXPECTED RESULTS

➤ Global objective

The overall objective of this assignment is to define how best the EU can support Ghana in developing sustainable and inclusive agribusiness value chains under the EU-Ghana Joint Programming 2021-2027.

This Contract will support exclusively the identification and formulation of interventions under the specific objective 2 - “*Support sustainable and inclusive agribusiness value chains with a particular focus on the cocoa sector*” and its three related sub-results 2.1, 2.2 and 2.3 described in section 1.

The Contract will provide expert advisory services to the EU Delegation in Ghana in this endeavour. More specifically, the expert advisory services shall achieve the following two specific objectives.

➤ **Specific objectives¹, requested services, including suggested methodology²**

Specific objective 1 – Identify the areas of interventions where the EU has a comparative advantage to provide support under the NDICI results 2.1-2.2-2.3.

The expert advisory services will start reviewing all the relevant initiatives in Ghana, including from the EU and its members states. The EU members states initiatives analysis will aim at identifying possible Team Europe Initiative to be co-supported by the EU and its member states together with their respective development banks and or development agencies.

Following this analysis, the expert advisory services will widely consult the relevant stakeholders to identify and propose options for interventions. The EU unique advantage will have to be demonstrated to support these interventions. These options will then be validated by the sector stakeholders. In other words, the expert advisory services will facilitate the consultations, assist with the selection and validation of the proposed interventions under the 3 sub-results.

Deskwork only should be foreseen during the desk phase. Specific Objective 1 will entail a desk review and a field trip, as well as one to two validation workshops (online). One workshop might combined result 2.1 and 2.3; another workshop could be specific to the cocoa value chain result 2.2. Specific Objectives 1 is at the core of this assignment. It is expected to feed Specific Objectives 2 with factual, contextualised content and agreed way forward (consensus reach with the stakeholders).

Specific Objective 2 – Draft two to three action documents (one for each sub-results or combined sub-results).

The drafting exercise will include the definition of the best modalities for the selected interventions, their related budget allocation and timeframe, as well as their outcomes and outputs. In terms of modalities, all options will be considered including the combination of traditional support programme and the provision of technical assistance, with the use of EU innovative financial instruments such as blending facilities and guarantees. In terms of budget allocation, the expert advisory services will also analyse the business environment pre-conditions for the selected interventions to make sense. To ensure complementarity, interventions will be complementary and articulated with the Regional programming 2021-2027 for Sub-Saharan Africa.

Specific Objective 2 will entail deskwork only to draft the actions documents and relevant annexes.

The expert advisory services must ensure sufficient flexible implementation arrangements in relation to the changing COVID-19 protocols in Ghana, when relevant through greater reliance on locally based expertise; and via consultations and validation activities online – this communication means has proven to yield greater results on some occasions.

¹ The global and specific objectives shall clarify that all EU funded actions must promote the cross-cutting objectives of the EC: environment and climate change, rights based approach, persons with disability, indigenous peoples and gender equality.

² Contractors should describe how the action will contribute to the all cross cutting issues mentioned above and notably to the gender equality and the empowerment of women. This will include the communication action messages, materials and management structures.

The bidders should include in the methodology some concrete and sound mitigation measures in order to fully achieve Specific Objective 1 even in the event of stringent COVID-19 directives impeding travels to or organising meetings in Ghana.

➤ **Required outputs**

The Contractor is expected to deliver high quality and timely services to achieve the following outputs:

Specific objective 1 – conduct desk review and produce a short inception report and a desk review report, conduct field consultations (including online) and produce a field report, organise validation workshop(s) and produce short validation workshop report(s)

Specific objective 2 – draft the Action Documents (AD) and relevant annexes, revise the drafts produced if needed

➤ Language of the Specific Contract

English

➤ Management team member presence required or not for briefing and/or debriefing

Presence could be foreseen, if deemed relevant. Presence via online means will be sufficient.

3 LOGISTICS AND TIMING

Please refer to Part B of the Terms of Reference.

4 REQUIREMENTS

Please refer to Part B of the Terms of Reference.

5 REPORTS

Please refer to Part B of the Terms of Reference.

6 MONITORING AND EVALUATION

➤ Definition of indicators

The indicators for monitoring and evaluation of this contract will be established jointly by the Contractor and the Contracting Authority within the inception report. They will be chosen to provide valid, useful, practical and comparable measures of progress towards achieving expected results.

Possible indicators will include:

- Timely submission and revision(s) of the documents to be produced under this contract: inception, desk, field, workshop reports, and ADs
- Number of consultations conducted (by categories of stakeholders, or by means: in-person, online, email, phone calls)
- Timely organisation of the validation workshops and satisfactory attendance
- Timely submission and revision of the draft ADs and related annexes
- The quality of the advisory services and technical reports produced is satisfactory according to assessment by final beneficiary and contracting authority

7 PRACTICAL INFORMATION

Please address any request for clarification and other communication to the following address(es):

DELEGATION GHANA CRIS FWC OFFERS delegation-ghana-cris-fwcoffers@eeas.europa.eu

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TERMS OF REFERENCE – PART B

BACKGROUND INFORMATION

1. Benefitting Zone

Ghana

2. Contracting authority

The European Union, represented by the European Commission, B-1049 Brussels, Belgium.

3. Contract language

English

LOCATION AND DURATION

4. Location

- **Cocoa Value Chain Specialist:**
 - Normal place of posting of the specific assignment: Accra
 - Mission(s) outside the normal place of posting and duration(s): 1-2 field consultation trips within Ghana of 2-3 days each could be envisaged if deemed relevant (and combined whenever possible with online meetings/interviews to reach out to up-country districts and expand the consultation). These consultation trips will support the collection/verification of background information which will feed into this identification/formulation assignment.
- **Team Leader:**
 - Normal place of posting of the specific assignment: Accra
 - Mission(s) outside the normal place of posting and duration(s): 1-2 field consultation trips within Ghana of 2-3 days each could be envisaged if deemed relevant (and combined whenever possible with online meetings/interviews to reach out to up-country districts and expand the consultation). These consultation trips will support the collection/verification of background information which will feed into this identification/formulation assignment.
- **Agribusiness and Value Chain Specialist:**
 - Normal place of posting of the specific assignment: Accra
 - Mission(s) outside the normal place of posting and duration(s): 1-2 field consultation trips within Ghana of 2-3 days each could be envisaged if deemed relevant (and combined whenever possible with online meetings/interviews to reach out to up-country districts and expand the consultation). These consultation trips will support the collection/verification of background information which will feed into this identification/formulation assignment.

- **Environment and Socioeconomic Specialist:**

- Normal place of posting of the specific assignment: Accra
- Mission(s) outside the normal place of posting and duration(s): 1-2 field consultation trips within Ghana of 2-3 days each could be envisaged if deemed relevant (and combined whenever possible with online meetings/interviews to reach out to up-country districts and expand the consultation). These consultation trips will support the collection/verification of background information which will feed into this identification/formulation assignment.

5. Start date and period of implementation

The indicative start date is 01/12/2021 and the period of implementation of the contract will be 210 days from this date (indicative end date: 29/06/2022).

REQUIREMENTS

6. Expertise

For this assignment, one individual expert must be proposed for each position.

The expertise required for the implementation of the specific contract is detailed below.

- **Cocoa Value Chain Specialist:**

- General description of the position: This specialist will be supporting the identification and formulation assignment with expertise on sustainable cocoa value chain development.
- Expert category: Cat. II (>6 years of experience)
- Qualifications and skills required: At least a Master's Degree or equivalent professional experience of 6 years in one of the fields relating to the area of work of this position. Proven experience in conducting consultations. Good oral and written communication skills.
- General professional experience: At least 6 years of relevant professional experience related to the area of work of this position. Working experience in developing countries.
- Specific professional experience: At least 5 years of relevant experience in supporting the identification and formulation, or implementation, of support programmes in the agriculture sector. Working experience in the cocoa sector and in West Africa or Ghana would be an advantage.
- Language skills: English
- Minimum number of working days: **40** days

- **Team Leader:**

- General description of the position: The Team Leader will oversee the work of the team. S/he will be responsible for the implementation of the assignment, e.g. the identification

and formulation of interventions under the Ghana Joint programming results 2.1-2.2-2.3. This expert will make sure that the outputs of the team are delivered timely and with the highest quality.

- Expert category: Cat. I (>12 years of experience)
- Qualifications and skills required: At least a Master's Degree or equivalent professional experience of 10 years in fields relating to this assignment. Excellent analytical skills. Excellent oral and written communication skills.
- General professional experience: At least 12 years of relevant professional experience related to the areas covered by the 3 sub-results, including but not limited to economics, value chain development, agribusiness, sustainable business development, sustainable agriculture, and food systems. Working experience in developing countries. Proven experience in leading a team of Technical assistants.
- Specific professional experience: At least 6 years of relevant experience in identifying and formulating support programmes in the agriculture sector. Experience with the EU innovative financial instruments (blending, guarantees) would be an advantage. Experience in conducting consultations and consensus building. Experience in Africa would be an advantage.
- Language skills: English
- Minimum number of working days: 44 days
- **Agribusiness and Value Chain Specialist:**
 - General description of the position: This specialist will be supporting the identification and formulation assignment with expertise on sustainable agribusiness and value chain development.
 - Expert category: Cat. II (>6 years of experience)
 - Qualifications and skills required: At least a Master's Degree or equivalent professional experience of 6 years in one of the fields relating to the area of work of this position. Proven experience in conducting consultations. Good oral and written communication skills.
 - General professional experience: At least 6 years of relevant professional experience related to the area of work of this position. Working experience in developing countries.
 - Specific professional experience: At least 5 years of relevant experience in supporting the identification and formulation, or implementation, of support programmes in the agriculture sector. Working experience in West Africa and Ghana would be an advantage.
 - Language skills: English
 - Minimum number of working days: 40 days
- **Environment and Socioeconomic Specialist:**

- General description of the position: This specialist will be supporting the identification and formulation assignment with expertise on environment and socioeconomics.
- Expert category: Cat. II (>6 years of experience)
- Qualifications and skills required: At least a Master's Degree or equivalent professional experience of 6 years in one of the fields relating to the area of work of this position. Proven experience in conducting consultations. Good oral and written communication skills.
- General professional experience: At least 6 years of relevant professional experience related to the area of work of this position. Working experience in developing countries.
- Specific professional experience: At least 5 years of relevant experience in supporting the identification and formulation, or implementation, of support programmes in the agriculture sector. Working experience in West Africa would be an advantage.
- Language skills: English
- Minimum number of working days: **40** days

7. Incidental expenditure

No incidental expenditure provided for in this contract.

8. Lump sums

No lump sums provided for in this contract.

9. Expenditure verification

No expenditure verification report is required.

10. Other details

1 - At least one mission in Northern Ghana for consultations of stakeholders active in the agriculture sector, including implementing partners and beneficiaries of EU-Ghana Agriculture Programme. The scope of such mission will confirmed during the inception phase.

Minimum quantity (if applicable): 1

2 - At least one mission in Southern Ghana for consultations of stakeholders from the Cocoa value chain.

Minimum quantity (if applicable): 1

REPORTS AND DELIVERABLES

11. Reports and deliverables requirements

Title	Content	Language	Submission timing or deadline
Inception report	a 5 pages maximum report to present how the team of experts will concretely proceed with their assignment (methodology), including the division of labour, provisional list of stakeholders to consult, and list of relevant support programmes to be looked into to capture lessons learnt.	English	Within 5 Day(s) After the project start
Desk report	a 10 pages maximum report to present the conclusions of the desk review and initial set of ideas about the possible interventions that the EU could perhaps support. This report will present the first analytical work of this assignment, to be verified during the field trip. It will explain the reasoning for selecting the proposed interventions (theory of change).	English	Within 1 Month(s) After the project start
Field trip/ consultation report	a 20 pages maximum report to explain the consultations done, the verification of ideas developed in the previous phase, the identifications of new ideas/support projects, and a recap of the proposed interventions and how they fit together.	English	Within 3 Month(s) After the project start

Title	Content	Language	Submission timing or deadline
Validation Workshop(s) report(s)	a 5 pages maximum report to present the feedback conclusions from the online validation workshop.	English	Within 4 Month(s) After the project start
Draft Action Documents	Draft 2-3 Action Documents + annexes such as the indicative Logical Framework	English	Within 5 Month(s) After the project start
Action Documents	Action Documents + annexes such as the indicative Logical Framework	English	Within 7 Month(s) After the project start