



## TERMS OF REFERENCE

### INSTITUTIONAL STRENGTHENING PARTNER AND INSTITUTIONAL STRENGTHENING OF GLOBAL SHEA ALLIANCE FOR MASTERCARD FOUNDATION PROJECT, SHEA BUSINESS EMPOWERMENT PROGRAM SCALE UP

**Project Location: Benin, Burkina Faso, Ghana, Nigeria and Senegal**

**Start Date: June 2026**

#### 1.0 BACKGROUND

Established in 2011, the Global Shea Alliance (GSA) is a non profit industry association based in Accra, Ghana. GSA currently has 901 members from 39 countries, including food and cosmetic brands, suppliers, women's groups, non profit organisations, affiliates and national associations. The GSA's mission is to design, develop and deliver strategies that drive a competitive and sustainable shea industry worldwide, improving the livelihoods of rural African women and their communities.

Through public private partnerships, the GSA promotes industry sustainability, quality practices and standards and demand for shea in food and cosmetics. We implement the following activities:



- Quality trainings for women's groups on kernel collection, processing, and storage.
- Implementation of kernel quality standards in collaboration with members and national/regional standards bodies.
- Small business trainings including accounting, marketing, packaging and formulation workshops.



- Annual international conferences in West Africa, Europe, and the United States.
- Annual African cosmetics brand exhibition.
- International policy analysis and advocacy to remove trade barriers.
- Research on shea benefits in food and cosmetics.
- African national association development.
- International consumer and industry media engagement.



- Implementation of multi-stakeholder guidelines for sustainable business practices.
- Large-scale development projects including warehouse construction, business development trainings, health and safety initiatives, parkland management, improved planting materials, and conservation pilot projects.



Over the past 14 years, the GSA has implemented programs in 11 African countries, supported by a combination of donor funding and private sector investment. During this period, the organisation has successfully managed over USD 63 million in grants and private contributions, resulting in a 45% increase in income for 500,000 women, the restoration of 34,461 hectares of degraded parklands and support to 2,500 Small and Medium sized Enterprises (SMEs), which have collectively recorded a 30% increase in sales amounting to USD 250 million. GSA results and M&E system were assessed as “best in class” by the Mastercard Foundation during its Ghana Strategic Review.

The GSA is supported by a robust bilingual project management team with a combined 60 years of experience in implementing initiatives to empower marginalised populations in Africa, promote natural resource conservation and foster the growth of SMEs across the continent. The organisation maintains strong internal control systems governing project management, procurement, accounting, audits and stakeholder feedback mechanisms, ensuring transparency, accountability and effective delivery of results. Financial accounts are audited every year by one of the three major audit firms (Deloitte, KPMG or PWC) on a rotating basis, alongside project specific financial audits.

The GSA has received funding from the Mastercard Foundation to implement a project aimed at providing over 374,865 job opportunities for young people in Benin, Burkina Faso, Ghana, Nigeria and Senegal. The project is for five years, starting in April 2026. As part of program implementation, GSA will be working with an Institutional Strengthening Partner (ISP) to provide support and the needed capacity for implementing the project.

## **2.0 SCOPE OF WORK**

The ISP scope of services will be to (i) undertake an organisational gap analysis/capacity assessment, (ii) develop a capacity building plan, (iii) provide technical assistance to build capacity across functions and (iv) build capacity in various areas such as program governance, financial and risk management, project management, systems and processes, financial sustainability, finance management and capacity strengthening. The ISP will develop procedures to ensure effective financial management oversight, including financial recording and reporting, banking arrangements, program budget management, contract compliance, procurement, fixed asset management, recruitment of any additional program finance personnel and review of financial reports before submission to the Foundation, among others. The ISP will also work closely with the Program Management Unit (PMU) to build capacity in respect of the PMU systems and processes.



The following are the details of the roles and services to be provided by the ISP:

## **2.1 PROGRAM MANAGEMENT AND CO-ORDINATION**

- Provide co-ordination support to GSA and project implementing partners
- Ensure seamless plans for the delivery of projects in partnership with the GSA
- Conduct status updates and review of projects to ensure they are on time and there are no discrepancies
- Develop and monitor a program contract compliance checklist for the Foundation and subpartners
- Review and improve the existing due diligence assessment framework for sub partners and ensure periodic assessments are conducted

## **2.2 MONITORING: (MONITORING & EVALUATIONS)**

- Provide backstopping and quality assessment of project implementation
- Monitor Governance & Risk Management in collaboration with the Management of GSA to ensure seamless monitoring of projects

## **2.3 TECHNICAL SUPPORT**

- Support GSA in managing the different workstreams of the implementing partners
- Establish a baseline for any gaps identified within GSA and develop a strategy to close out these gaps
- Identify and analyse program risks flagged by the team and provide support to mitigate them

## **2.4 INSTITUTIONAL STRENGTHENING**

- Identify external key personnel to support various departments that need to be strengthened
  - Finance Department
  - M&E Department
  - Project Implementation Department
- Recommend tools and systems to support the delivery of programs to strengthen the institution
- Build the financial capacity of staff to strengthen GSA

## **2.5 GOVERNANCE AND RISK MANAGEMENT**

- Review the adequacy of GSA's Risk Management framework and align it with leading practice.
- Review the adequacy of the GSA's internal control framework and implement improved performance and compliance
- Prepare and implement guidelines, framework and policies for review by the GSA aimed at addressing gaps, lapses and weaknesses

## **2.6 Systems and Technology**

- Review the adequacy of information security and business continuity policies to protect information assets and minimise business interruption in the event of a disaster or system failure
- Provide recommendations and implementation support for the mitigation and elimination of identified risk factors

## **2.7 PROCESS REVIEW AND RE-ENGINEERING**

- Review the adequacy of the key business processes and systems for the GSA's departments, including but not limited to:
  - Information and Communication Technology (ICT)
  - Human Resources (HR)
  - Finance
  - Research, Monitoring and Evaluation
  - Procurement
  - Internal Audit
  - Operations (Project implementation unit)
  - Fundraising
  - Member services
- Update and design streamlined business processes that address the issues identified and align with leading practice

## **2.8 ORGANISATIONAL AND PEOPLE TRANSFORMATION**

- Review and recommend policies and procedures to govern the organisation's departments and units and align for effective implementation
- Review and recommend manpower planning norms to facilitate efficiency in the deployment of human capital
- Review the performance management system of the GSA and make recommendations, as well as implement, to efficiently aid the GSA in establishing a strong performance culture
- Review and confirm the adequacy of the capacity and skills mix of the staff of GSA to deliver on its core mandate
- Review and provide recommendations on staff training and development
- Recommend changes to address challenges identified in the review
- Develop an implementation plan detailing a change management strategy with timelines

## **2.9 IMPLEMENTATION SUPPORT**

- Train and build the capacity of staff on the new policies, systems and procedures
- Provide backstopping support and on the job skills transfer to GSA staff to facilitate the mainstreaming of new policies and procedures across the institution and support the development of SMEs in the shea ecosystem
- Implement a safeguarding management function to ensure a safe and supportive environment

## **3.0 END OF YEAR ONE IMPLEMENTATION REPORT**

- Provide an assessment report to the Mastercard Foundation on GSA's capability to move the program into the second phase. This report is expected from the ISP not later than 1 month to the end of the first year of program implementation

## **4.0 REPORTING**

- The ISP will report directly to the GSA and have a dotted line with the Mastercard Foundation. The ISP shall be responsible for advising both Mastercard Foundation and the GSA promptly of any material issues or circumstances affecting the delivery of the Program
- Document and share best practices to support the reporting and sustainability of the program

#### **4.1 DELIVERABLES**

The following deliverables are expected:

- A comprehensive assessment report for each area of focus, including recommendations for improvement
- A detailed implementation plan that outlines the steps required to implement the recommendations
- Regular progress reports provide updates on the implementation of the recommendations and any issues that arise
- A final report that summarises the results achieved and outlines any outstanding issues that require further attention
- Attending and providing regular meeting minutes

#### **5.0 DURATION OF SERVICES**

The ISP's assignment is expected to be implemented over 3 years.

#### **6.0 FIRM QUALIFICATIONS**

The firm shall be a category A1 consulting firm in Ghana, recognised by the Institute of Chartered Accountants, Ghana (ICAG), with physical presence in most of the implementing countries. This is a multi country project that requires fluency in both English and French.

#### **7.0 CONFIDENTIALITY**

All information provided to the consulting firm during this engagement will be treated as confidential and will not be disclosed to any third party without prior notice and approval of the Foundation.

To apply, please send the complete proposal (technical and financial) to [msakyi@globalshea.com](mailto:msakyi@globalshea.com) not later than 5 pm, 29 May 2026.