



TERMS OF REFERENCE

SHEA BUSINESS EMPOWERMENT PROGRAM ASSESSMENT

1. BACKGROUND AND CONTEXT

The Global Shea Alliance (GSA), in partnership with the Mastercard Foundation, implements the Shea Business Empowerment Program (SBEP). A 3 year program to transform informal and ad hoc activities of women's work in Shea into dignified and fulfilling work by strengthening co-operatives and SMEs in the Shea value chain. The program aims to reach 90,000 women shea collectors in northern Ghana, with 30,000 being young women in shea processing, by providing access to capital, critical skills development and leveraging digital technology to access new markets.

To achieve these objectives, the GSA anchored the program on the following three pillars:

- (i) Facilitate access to finance for shea co-operatives and SMEs
- (ii) Provide business coaching and entrepreneurship support
- (iii) Leverage digital technologies for traceability and market linkages

Established in 2011 in Accra, Ghana, the GSA is a non profit industry association with 849 members from 36 countries, including women's co-operative groups, brands and retailers, suppliers and NGOs. Through public private partnerships, the GSA promotes industry sustainability, quality practices and standards and demand for shea use in food and cosmetics.

Based on the SBEP interventions and results so far, the GSA intends to scale the program as a successful model for attracting more young women into the shea value chain and securing dignified and fulfilling work opportunities. The scaling activities will also provide an opportunity for young people to start sustainable businesses, strengthen partnerships between co-operatives, private sector companies and financial institutions and modernise the image of Shea.

The GSA is seeking the services of a suitable organisation to undertake a final evaluation of the SBEP and advice on the organisational capacity to undertake a large scale project.

2. OBJECTIVES OF THE ASSIGNMENT

The assignment will examine the following:

- Analyse key achievements for the SBEP to identify successful areas to scale
- Identify and evaluate risks that could hinder the scaling of SBEP, including external risks (political, economic and environmental) and internal risks (capacity, governance, resource constraints).
- Assess whether the impact of SBEP relating to women's empowerment and sustainable shea collection practices can be sustained over time
- Assess the interests and needs of young people particularly women in areas considered for a scale up
- Review the organisational/operational capacity in delivering the program including MEL systems, allocation and management of resources

3. SCOPE OF WORK

The assignment will include, but is not limited to, the following activities:

a. Review of Program Documentation

- Conduct a thorough review of SBEP reports, including internal and external reports
- Analyse data on the program's outcomes and lessons learned

b. Stakeholder Consultations

- Engage with key stakeholders including women shea collectors, program staff, community leaders and program partners to gather insights on the impact and scalability of the program
- Assess stakeholder perceptions of risks and challenges, as well as suggestions for improving program delivery

c. Organisational and Operational Review

- Assess GSA's organisational structure, including decision-making processes, communication channels and leadership capacity to manage a larger program
- Evaluate the current MEL systems for tracking progress, collecting data and generating insights, identifying areas for improvement
- Examine financial management systems and resource allocation practices to assess their adequacy for the program

d. Risk and Sustainability Assessment

- Identify key risks related to scaling the program, including those related to market demand, environmental sustainability, political or economic instability and resource availability

- Evaluate the sustainability of SBEP, particularly regarding the continued economic empowerment of women shea collectors and environmental conservation practices.
- e. **Recommendations**
- Validate the report from the co-creation youth dialogue undertaken by the GSA on proposed interventions to scale
 - Offer guidance on resource allocation and management to optimise efficiency for the scale up.

5. METHODOLOGY

The scoping study will adopt a mixed methods approach, combining qualitative and quantitative data collection and analysis. The methodology will include:

- **Desk Review:** Analysis of existing program documentation, MEL reports and financial data
- **Interviews and Focus Group Discussions (FGDs):** Conduct interviews with key stakeholders, including GSA staff, program participants, donors and local partners
- **Field Visits:** Conduct site visits to selected project areas to observe program activities, assess sustainability efforts and engage with beneficiaries
- **Data Analysis:** Utilise both qualitative and quantitative data analysis techniques to assess program scalability, risks and sustainability

6. DELIVERABLES

The consultant/team will provide the following deliverables:

- **Report:** A comprehensive report including findings, risk assessments and recommendations for scaling, sustainability and organisational capacity
- **Presentation of Findings:** A Powerpoint presentation summarising the key findings and recommendations, to be delivered to GSA and relevant stakeholders

SUBMISSION DEADLINE:

Proposals should be submitted electronically to Michael Sakyi (msakyi@globalshea.com) not later than 9 October 2024.