

TERMS OF REFERENCE AND TECHNICAL SPECIFICATIONS

I. General information

Assignment name	Consultancy Services for the Provision of Organisational development support for Selected Private Sector Institutions
Beneficiary	Private Sector Associations
Country	Ethiopia
Total estimated number of days	30 Working Days (Estimated)

II. Context and justification of the need

The ECOTRADE Project adopts a private-sector led value chain development approach to boost intra-African trade, promote greater economic integration, foster sustainable growth, and employment.

The operationalization of the AfCFTA offers a transformative opportunity for Ghanaian businesses to expand into new markets and strengthen their competitiveness. To achieve this, both the private and public sector need to be abreast with current trends, information and practical tools to fully harness the potential the AfCFTA presents. Private sector representation is often fragmented across umbrella bodies, chambers of commerce, and sector-specific associations (e.g., agriculture, manufacturing, logistics, women entrepreneurs). OD support creates structured coordination mechanisms (e.g., Joint Technical Working Groups or Secretariats).

Organizational development (OD) support for private sector member-based associations (MBAs) within the AfCFTA framework is designed to transform isolated trade advocacy groups into a cohesive, coordinated network capable of helping businesses trade under the agreement.

Currently, Expertise France seeks the services of a consultant to provide yet to be defined Organizational Development Support to selected private sector institutions.

III. Objectives and desired results

1) General objective

The overall objective of this assignment is to provide organizational development support focused on improving the coordination amongst key private sector in Ethiopia

IV. Description of the assignment

To achieve this objective, the contractor is responsible for providing the following services:

Phase 1: Inception & Institutional Assessment

- Inception Report & Work Plan: Outlines the detailed methodology, stakeholder engagement strategy, timeline, and data collection tools (e.g., organizational capacity assessment frameworks tailored for trade associations).
- Organizational Capacity Assessment (OCA) Reports: Individual diagnostic reports for each of the 4 associations evaluating:
 - Governance, leadership structure, and administrative procedures.
 - Technical capacity to analyse AfCFTA protocols and deliver trade facilitation services to members.
 - Membership management, revenue sustainability, and communication channels.
- Coordination Gap Analysis: A synthesis report mapping existing private-sector coordination mechanisms, identifying overlaps, communication silos, and friction points among the 4 associations and key public stakeholders (e.g., National AfCFTA Coordination Committee, Ministry of Trade, Customs).

Phase 2: Strategic Roadmaps & Coordination Frameworks

- Tailored Institutional Development Plans (IDPs): Customized 2–3-year roadmaps for each association detailing prioritized action plans for internal governance, financial sustainability, and service diversification.
- Joint Private-Sector Stakeholder Coordination Framework: A standardized Charter, Terms of Reference (ToR), or Memorandum of Understanding (MoU) establishing a formal joint coordination platform (e.g., a Joint AfCFTA Technical Working Group) to consolidate policy positions across all 4 associations.

Phase 3: Operationalization, Capacity Building & Sustainability

- Targeted Capacity Building & Operational Toolkits:
- Standard Operating Procedures (SOPs) or manuals for association secretariats covering policy advocacy, data collection, and member service delivery.
- Training modules and workshops delivered to association executives and secretariats on change management, stakeholder facilitation, and resource mobilization.
- Resource Mobilization & Sustainability Strategy: A framework outlining revenue-generation strategies (e.g., premium AfCFTA advisory services, specialized events, fee-based training) to ensure financial independence post-consultancy.

Final Assignment Report & Monitoring Framework: A comprehensive final report detailing achievements, lessons learned, and an M&E framework with key performance indicators (KPIs) to track ongoing coordination and institutional growth

1) Anticipated deliverables (not exhaustive)

Deliverables	Description
1. Inception Report	Detailed roadmap outlining assignment timelines, data collection tools, and the customized Organizational Capacity Assessment (OCA) framework tailored for private sector trade associations.
2. Institutional Capacity Assessment Reports	Comprehensive diagnostic evaluations for each association detailing existing strengths, institutional gaps, technical capacity regarding AfCFTA protocols, and financial sustainability mechanisms.
3. Stakeholder Mapping & Coordination Gap Analysis	Comprehensive mapping report identifying existing silos, overlapping mandates, and communication gaps among the 4 private sector associations, civil society, and key public sector implementers.
4. Customized Institutional Development Plans	Actionable 2–3 year strategic growth plans for each association featuring clear performance targets, governance improvements, and member service delivery enhancements.
5. Secretariat Standard Operating Procedures (SOPs) & Toolkits	Practical manuals covering policy advocacy, data collection, trade policy analysis, and event management to institutionalize key secretarial functions.
6. Capacity Building Workshops & Training Materials	Delivery of tailored training modules and change-management workshops for leadership and secretariat staff on policy advocacy, stakeholder facilitation, and resource mobilization.
7. Resource Mobilization & Sustainability Strategy	Operational blueprint outlining fee-for-service models, grant management processes, and membership retention strategies to ensure long-term association viability.
8. Final Report	Final report synthesizing results, lessons learned, and a Monitoring & Evaluation (M&E) matrix with specific Key Performance Indicators (KPIs) to track ongoing coordination impact.

Note:

1. The above Deliverables are indicative.
2. Specific Deliverables with actual deadlines will be indicated in respective Purchase Orders that will be issued.
3. All deliverables must be submitted in English

2) Coordination

- The service provider shall designate a contact person for project implementation purposes.
- The expert will work under the direct supervision of an assigned official from the ECOTRADE Project.
- Coordination with specific stakeholders may be required

V. Place, duration and terms of performance

- 1) **Location: Addis Ababa, Ethiopia**
- 2) **Implementation period: Indicative start date for Nov 2026. Specific work periods will be indicated in respective Purchase Orders to be issued**

VI. Required expertise and profile

- 1) **Number of expert positions: 1 Individual Consultant.**

2) Profile of the designated expert(s) responsible for contract execution

- Education: Advanced university degree (Master's or equivalent) in Organizational Development, Business Administration, Public Administration, Strategic Management, Industrial/Organizational Psychology, or International Trade/Development.
- Overall Professional Experience: Minimum of 8–10 years of professional experience leading institutional capacity building, organizational restructuring, or strategic planning initiatives.
- Demonstrated track record (at least 5 years) working directly with private sector member-based associations, business councils, trade associations, or chambers of commerce.
- Proven experience conducting Organizational Capacity Assessments (OCAs), functional reviews, and designing Institutional Development Plans (IDPs) or strategic roadmaps.
- Hands-on experience designing and delivering interactive workshops, change management interventions, Standard Operating Procedures (SOPs), and training modules for senior executives and secretariat staff.
- English required; Amharic an asset.