



TERMS OF REFERENCE

Consultant
CBI Ghana Country Programme
125338

1. Background

CBI is the centre for the promotion of sustainable production and trade between low- and middle-income countries and the Netherlands/Europe. CBI partners with small and medium-sized enterprises (SMEs) and their ecosystem to strengthen their social and environmental sustainability.

CBI is part of the Netherlands Enterprise Agency and commissioned by the Ministry of Foreign Affairs of the Netherlands.

2. Introduction and definition of the project

CBI is implementing a country programme in Ghana. This programme will not only focus on activities *within* the individual export value chains but also more actively foster collaboration and synergies *between* the existing and future projects. By doing so, it seeks to enhance both efficiency and effectiveness. Beyond the supported value chains, the new country programme aspires to take an even broader approach: empowering market actors to develop innovative solutions that address barriers to youth employment across the *wider market system*.

In order to reach these objectives effectively, CBI wants to work with a Ghanaian Country Lead that is motivated to find solutions to the youth employment challenge and is capable of guiding CBI on where CBI's expertise and connections can be of most value in the Ghanaian ecosystem.

3. Objective of the assignment

CBI is looking for a company or person to coordinate the experimental country programme and is ready to advise CBI on critical decisions in all phases of the design and implementation of this programme from February 2027 till December 2027. The requested profile is included in Annex 1.

4. Deliverables

- Strategic programme design: Strategic and operational plans.
- Fostering partnerships and collaboration: Mapping of actors in youth employment projects.
- Innovation and experimenting: Overview of opportunities for CBI for innovative projects on youth employment.
- Project management: Submit a progress report every 6 months.

5. Implementation period

The contract is from February 2027 till December 2027.

6. Budget

Available budget for this contract: € 110,000.- – € 135,000.-.



Annex 1:

Terms of Reference

Consultant (individual or company) **CBI Country Lead- Ghana**

1. Background

CBI is part of the Netherlands Enterprise Agency and is commissioned by the Netherlands Ministry of Foreign Affairs. Our mission is to *Transform Trade Together* and support the transition towards inclusive and sustainable economies. CBI strengthens the social, economic and environmental sustainability of SMEs in partner countries by connecting them to European markets.

CBI:

- *Promotes and creates decent jobs.* CBI pays special attention to women and youth. This means creating decent jobs for women and young people, as well as supporting women in management positions. Moreover, it is CBI's ambition to support female entrepreneurs.
- *Stimulate economically, socially and environmentally sustainable trade and production* through exports by local SMEs to Europe and to regional markets by stimulating effective sector alignment and contributing to supporting and regulatory functions.

Through projects, CBI aims to contribute to systemic change. Using a **systems approach** entails identifying and tackling underlying causes of problems within a system. This includes starting from a clearly and jointly defined system at the beginning of the project, as well as establishing what a locally shared vision of what a well-functioning, future-proof system would look like. Another important element of what a systems approach is, is to avoid (ultimately) becoming part of the system, which means working with an exit strategy from the very start.

2. Background of this assignment

CBI is currently implementing projects within the Processed Fruits and Vegetables (PFV) and IT Outsourcing (ITO) value chains in Ghana. Two new projects are currently being developed in the Fresh Fruits and Vegetables and Cocoa sectors. All initiatives aim to create more decent employment opportunities for youth by using exports as a catalyst for impact. The overarching goal is to achieve a lasting, systemic improvement in youth employment.

In addition to these projects, CBI recently started a country programme in Ghana. This programme will not only focus on activities *within* the individual export value chains but also more actively foster collaboration and synergies *between* the existing and future projects. By doing so, it seeks to enhance both efficiency and effectiveness. Beyond the supported value chains, the new country programme aspires to take an even broader approach: empowering market actors to develop innovative solutions that address barriers to youth employment across the *wider market system*.

In order to reach these objectives effectively, CBI is looking for a Ghanaian Country Lead who is motivated to find solutions to the youth employment challenge and capable of guiding CBI on where CBI's expertise and connections can be of most value in the Ghanaian ecosystem.

3. Objective of the assignment

The objective of the CBI Ghana Country Lead role is to ensure that CBI has an anchor point, representing CBI's interests in Ghana. The role will be key to position CBI within the wider Private Sector Development (PSD) and (youth) employment ecosystem by fostering strategic partnerships and ensure a presence and effective participation of CBI at the right fora. The Country Lead will also ensure that CBI's country-level interventions are both relevant and responsive to local needs. In addition, the Country Lead is responsible for identifying new opportunities for CBI interventions—both within the export value chains in which CBI is currently active, in new sectors, and across the broader ecosystem.

4. Areas of responsibility

The activities of the Country Lead can be grouped into 4 main categories, as follows;

- *Strategic programme design;*
Building on (a) a clear understanding of CBI's ambition and strategy, (b) opportunities to address the root causes of youth unemployment, and (c) the expertise, experience, and network that CBI brings, the Country Lead will assess where CBI can add the most value in the coming years—both within export value chains and at the wider market system level to develop innovative



solutions that address barriers to youth employment. This will result into a strategic and operational plan for the experimental country programme.

- *Fostering partnerships and collaboration;*
By leveraging her/his existing network, the Country Lead will map the landscape of organisations and associations supporting youth employment. Within this landscape, CBI's unique niche and added value will be defined, and strategic partnerships established. Through this process, CBI will secure buy-in from key actors for its role in supporting youth employment within export value chains. This includes partners all along the supply chain, including buyers in the Netherlands/Europe by working with actors that are open to co-develop and pilot interventions we will achieve collaborative learning.
- *Innovation and experimenting;*
By ensuring strong local representation, the Country Lead is well positioned to capture first-hand insights from stakeholders, identify emerging trends, and spot unmet needs in the employment and export ecosystems. This local intelligence provides the foundation for piloting innovative approaches and testing new ideas.
- *Project management;*
The role involves managing the implementation of defined country level project activities while ensuring that the overall objectives are achieved. It includes maintaining strong relationships with project partners and regularly reporting to the CBI Programme Manager on progress against activities and KPIs. Roles and responsibilities of the Country Lead and other CBI project teams will be jointly clarified at the start of the assignment. Project plans will be adjusted to local circumstances and any issues arising during project implementation must be promptly communicated to the Programme Manager.

The Country Lead will be part of the Ghana country programme team and will report to the Ghana country Programme Manager at CBI HQ.

The Ghana programme team further consists of members based at CBI HQ in The Netherlands as well as national and international experts working on the ongoing projects. The team in Ghana may be further expanded based on the needs of the country programme and in collaboration with the Programme Manager. Project support from HQ is available including on Monitoring Evaluation & Learning (MEL), Market Intelligence, CSR and communications.

5. Required qualifications and competencies:

- Strong affinity with youth empowerment and employment, gender and social inclusion, and decent work;
- Strategic thinking, innovative and entrepreneurial mindset;
- Pro-active mindset, diplomatic skills and experience with intercultural collaboration;
- Strong business acumen and understanding of market system development (MSD) and/or market system transformation concepts;
- Higher education degree in economics, environmental science, business administration or a related field;
- Demonstrated working experience in project management;
- Existing network of relevant partners in the Private sector development and youth employment sphere in Ghana;
- Good organisational and planning skills and sound problem-solving and decision-making skills;
- Ability to work autonomously and as part of a remote central team;
- Must be based in Ghana;
- Excellent written and verbal communication skills in English (C1).

6. Implementation period and expected level of effort

This role concerns a full-time assignment (36 hours per week). The suitable candidate is based in Accra, with willingness to travel (up to 30% of time) CBI office in the Netherlands.