

Terms of Reference for Short Term Experts / Consulting Firms

Client (contracting entity): IHK Giessen-Friedberg	
Project: Chamber Partnership between German Chamber of Industry and Commerce at Gießen-Friedberg (IHK) and the Nigerian Association of Chambers of Commerce, Industry, Mines, and Agriculture (NACCIMA) as well as selected member organizations, abbreviated: KVP Nigeria / 2. phase	sequa-No.: 1165
Country of assignment: Nigeria	Implementation period (month/year): 06.2026 – 03.2027.
It is planned to assign a short-term expert (STE) / consulting firm as follows:	
<input type="checkbox"/> internal STE - or - <input checked="" type="checkbox"/> external STE or consultancy firm	
Client's contact person for the STE: Sherif Olaleye, Organisation Development Manager, Victor Adegoke, Project Administration Manager, and Matin Straehle, Interim Project Coordinator	

1. Preamble

The project is financed by the German Federal Ministry for Economic Cooperation and Development (BMZ) via sequa. The client named above is responsible for the implementation of the project.

The second phase of the chamber and association partnership between the Chamber of Industry and Commerce (IHK) Gießen-Friedberg and the Nigerian Association of Chambers of Commerce, Industry, Mines, and Agriculture (NACCIMA) as well as selected member organizations will start on 01.01.2026 and will end on 30.06.2028.

Chamber and Association Partnerships (KVP) and Vocational Training Partnerships (BBP) are support programs of the German Federal Ministry for Economic Cooperation and Development (BMZ). Their aim is to promote sustainable economic development (and thus contribute to poverty reduction) in partner countries by (1) mobilizing the experience and know-how of the German economy organised for development cooperation, (2) enabling direct cooperation between non-governmental organisations and (3) supporting private sector initiatives.

In both programs, the German chambers and associations act as project promoters and implement projects independently but according to the jointly developed project log frame. The staff of the German partner as well as other German, local and international experts are involved. sequa is responsible for the coordination and management of the programs. Applications, planning, reporting and financial management of the KVP and BBP projects are carried out by sequa.

In addition to NACCIMA, local project partners are the Lagos Chamber of Commerce and Industry (LCCI) (based in two locations in Lagos), Odu'a Chambers of Commerce, Industry Mines and Agriculture (ODUACCIMA) (based in Ibadan, Oyo State) and Abeokuta Chamber of Commerce, Industry, Mines and Agriculture (ABEOCCIMA) (based in Abeokuta, Ogun State).

The project objective is defined as follows:

NACCIMA and selected member chambers are strengthened as an integrated South-Western chamber system and provide improved services according to their respective mandates.

The project objective is to be achieved through actions in four areas, for which the following results have been agreed:

This present project builds up on the 1st phase of the KVP project (1st January 2023 to 31st December 2025), as well as a previous BBP project between IHK and two of the local partners (namely LCCI and OGUNCCIMA) that underwent two phases (end of 2012 to end of 2018). The successful implementation of these projects created a good basis for continued partnership and the orientation towards organizational development. The KVP project, phases 1 and 2 aim to contribute to improving

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the competitiveness of SMEs and a diversified economic development in Nigeria.

Project objectives and proposed impact's

Overall objective:

"The competitiveness of Nigerian SMEs has improved and contributes to diversified economic development in Nigeria." Project objective:

The project objective is defined as follows:

NACCIMA and selected member chambers are strengthened as an integrated southwestern chamber system and provide improved services in line with their respective mandates.

The project objective is to be achieved through activities in four areas, for which the following results have been agreed:

Project Results (Outcomes):

Project Result 1: NACCIMA is strengthened as an effective advocate for the Nigerian economy and drives the further development of its member chambers.

Project Result 2: ODUACCIMA acts as an effective catalyst for the dissemination of selected good practices within the southwestern Nigerian chamber system.

Project Result 3: LCCI has expanded its service offerings for SMEs in a demand-oriented manner.

Project Result 4: ABEOCCIMA is strengthened as an organization and has expanded its service offerings for SMEs in a demand-oriented manner.

To ensure the sustainability of the project results, particular attention must be paid in the second phase to ensuring that the improvements and processes achieved can be implemented independently and permanently by the local partners.

The service assignment described below is part of the above-mentioned project (under project result 1).

2. Subject of the Assignment

IHK Gießen-Friedberg as German project partner within the framework and for the above-mentioned project, is seeking the services of an experienced and motivated consultant or consulting firm to work with NACCIMA as a Short-Term Expert to strengthen the institutional systems and operational practice required for evidence-based advocacy and structured public-private dialogue.

The consultant will support NACCIMA in three mutually reinforcing areas:

- Monitoring of the NACCIMA Strategic Plan as a practical management and accountability tool.
- Strengthening of the Research Department for fact-based advocacy, policy analysis, stakeholder mapping, and strategic research support.
- Development and piloting of formats for public-private dialogue, including support to implementation and monitoring on the selected advocacy topics.

The assignment is expected to generate institutional tools, advocacy products, and practical dialogue formats that will strengthen NACCIMA's internal capacity while also producing models that can inform and support member chambers.

Objectives of the Assignment

The objectives of the assignment are to:

- Support NACCIMA to operationalize and monitor relevant aspects of its strategic plan.
- Strengthen the Research Department's mandate, workflow, and capacity for evidence-based advocacy.
- Develop advocacy products and implementation approaches on the three selected policy topics.
- Design and pilot practical formats for structured public-private dialogue.
- Support NACCIMA and relevant partners during implementation, follow-up, and documentation of results.

3. Scope of Work/Tasks

The consultant shall carry out the following tasks in close collaboration with NACCIMA leadership, the Research Department, the KVP project team, and other designated focal persons.

Task 1: Strategic Plan Monitoring Support

- a) Review the NACCIMA Strategic Plan and identify the relevant priorities linked to advocacy and member-chamber development;
- b) Develop a practical strategy monitoring framework, including milestones, indicators, reporting formats, and responsibilities;
- c) Set up a simple tracker/dashboard for monitoring progress;
- d) Facilitate periodic strategy review sessions and document progress, challenges, and corrective actions.

Task 2: Institutional Strengthening of the Research Department

- a) Assess the current mandate, workflow, outputs, and operational needs of the Research Department;
- b) Propose an improved functional framework for the department, including mandate, tasks, outputs, methods, and internal workflow;
- c) Deliver capacity building sessions on fact-based advocacy, policy analysis, evidence synthesis, stakeholder mapping, and issue tracking;
- d) Develop practical templates and tools for policy briefs, advocacy notes, stakeholder maps, issue trackers, and chamber intelligence outputs;
- e) Provide mentoring/coaching support to help the department apply the tools developed.

Task 3: Development of Evidence-Based Advocacy Strategies

- a) Support the validation and refinement of the three priority advocacy topics;
- b) Conduct or support evidence gathering, desk review, and issue analysis for each topic;
- c) Conduct stakeholder mapping for each topic, including public institutions, private sector actors, development partners, and relevant intermediaries;
- d) Prepare one issue paper or policy brief per topic;
- e) Develop one advocacy action plan per topic, outlining the reform issue, evidence base, key asks, target stakeholders, and engagement approach.

Task 4: Development and Piloting of Public-Private Dialogue Formats

- a) Map relevant existing or potential dialogue platforms and stakeholder engagement opportunities;
- b) Develop a public-private dialogue toolkit, including agenda formats, concept note formats, moderator guides, reporting templates, communiqués, and follow-up trackers;
- c) Support NACCIMA in convening and facilitating structured dialogue sessions on the three selected advocacy topics;
- d) Document dialogue outcomes, commitments, action points, and next steps;
- e) Support follow-up engagement and monitoring of agreed issues.

Task 5: Documentation, Learning, and Replication

- a) Prepare implementation monitoring notes during the assignment;
- b) Document lessons learned and practical recommendations for future institutionalization;
- c) Produce a short replication/dissemination note that NACCIMA can share with member chambers;
- d) Prepare a final report summarizing methodology, outputs, results, challenges, and recommendations

4. Deliverables

The consultant shall deliver at minimum the following outputs:

- 1 Inception Report outlining methodology, work plan, approach, and schedule for the assignment.
- 2 Strategic Plan Monitoring Framework, including indicators, reporting formats, and a simple results tracker/dashboard.
- 3 Research Department Functional Framework, covering mandate, workflow, outputs, and

methods.

- 4 Training Materials and Capacity-Building Outputs for the Research Department.
- 5 At least five standard templates/tools for research and advocacy work.
- 6 Three stakeholder maps, one for each priority advocacy topic.
- 7 Three issue papers or policy briefs, one for each topic.
- 8 Three advocacy action plans, one for each topic.
- 9 Public-Private Dialogue Toolkit.
- 10 Support at least three dialogue processes, including facilitation support and documentation.
- 11 At least three implementation monitoring notes.
- 12 Lessons learned / replication note for dissemination to member chambers.
- 13 Final Report including summary of outputs, results, lessons, and recommendations.

5. Quantity Structure and implementation schedule.

The tentative timeline for the program is described below; however, it is subject to review based on agreement by all parties involved.

Tentative Assignment Timeline

S/N	Session / Activity	Expected Output	Date	Maximum Billable Days
1	Inception, review of strategic plan, assessment of Research Department, validation of advocacy topics	Inception report; assessment note; agreed work plan	Jun – Jul 2026	3
2	Development of strategic monitoring framework and tracker/dashboard	Monitoring framework and tracker/dashboard	Jul – Aug 2026	3
3	Capacity building and workflow strengthening of Research Department	Functional framework; training sessions; templates/tools	Aug – Oct 2026	5
4	Evidence gathering, stakeholder mapping, and drafting of advocacy products	3 stakeholder maps; 3 policy briefs; 3 advocacy action plans	Sep – Nov 2026	6
5	Development of dialogue toolkit and support to public-private dialogue sessions	Dialogue toolkit; support to 3 dialogue sessions; documentation	Oct 2026 – Jan 2027	5
6	Follow-up monitoring, lessons learned, dissemination note, and final reporting	Monitoring notes; lessons note; final report	Jan – Mar 2027	3
			Total	25

The timeframe for the implementation of the contract is 06.2026 – 03.2027. In addition, the billable days is considered by the actual days spent and not the planned days.

5. Documents provided

Relevant documents required for the assignment will be made available by NACCIMA upon commencement of the engagement. These may include:

- a) NACCIMA Strategic Plan;
- b) Relevant internal documents on structure, mandate, and reporting;
- c) Prior advocacy documents, position papers, or policy notes, where available;
- d) Relevant project documents and reporting formats;
- e) Access to designated focal persons and departments.

6. Organization and Miscellaneous

Travel expenses outside Lagos state with respect to the project are made available through the project in compliance with the BRKG (German travel expenses law) and sequa-related rules for the reimbursement of travel expenses.

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Interested candidates / firms should submit:

- a) A CV or company profile highlighting relevant qualifications and experience;
- b) A short technical proposal describing understanding of the assignment, methodology, and work plan;
- c) A financial proposal / offer response to the ToR;
- d) At least two examples of similar previous work, where available
- e) Any additional documentation supporting the applicant's competence for the assignment.

Submission Deadline: 29.05.2026

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