

# Terms of Reference

**Assignment Title:** Consulting services for the Entrepreneurship ecosystem development, Hubs benchmarking and Capacity development - GH-MOFEP-264701-CS-QBS

## 1.0 INTRODUCTION

The Government of Ghana (GoG), with financial support from the World Bank (Bank), is implementing the Ghana Economic Transformation Project (GETP). The GETP aims to support economic diversification by facilitating transition to a higher growth and more long-term economic structure with better resilience against volatility in commodities pricing. **The Project has four components as follows:**

**Component 1:** Enabling investments: This component will focus on improving the enabling business environment, investment attraction capacity and the quality infrastructure support system for companies that want to invest and grow their businesses in Ghana.

**Component 2 -** Crowding-in investments: Promoting spatial and industrial planning and development: This component will focus on enhancing the Government's programs in investment promotion and spatial development (including Special Economic Zones), thereby addressing the constraint to access quality industrial land in the country.

**Component 3 -** Accelerating Entrepreneurship and Micro Small and Medium Enterprise (MSME) growth: This component will support entrepreneurship and MSME growth in non-resource-based sectors, addressing specifically the limited development of the MSME and entrepreneurship support ecosystem, including early-stage financing.

**Component 4 –** Project Management and Evaluation: This component will finance project management activities including fiduciary responsibilities, procurement, communication and dissemination, as well as monitoring and evaluation of project implementation and its impact.

The basic thrust of Component 3 is to strengthen and rationalize Government's main entrepreneurship and enterprise support programmes, the delivery of financial and non-financial support to MSMEs, and the strengthening of entrepreneurship hubs and other organizations in the entrepreneurship ecosystem. NEIP is the major driver in the implementation of project activities in Sub-Component 3.2 of this component.

## 2. ABOUT NEIP

NEIP was set up as Youth Enterprise Support (YES) in 2013 but transformed into NEIP in July 2017 with expanded and specific mandate to develop the entrepreneurship ecosystem. Its primary goal is to provide an integrated national support for start-ups and small/young businesses through provision of the underlisted:

- training, business advisory services
- technical support for micro and startups
- incubation, acceleration and mentorship services
- funding (e) market linkages;
- policy direction for entrepreneurship development.

Pursuant to the above the NEIP has over the past four years successfully designed and run initiatives such as (a) the presidential business support Programme (b) presidential pitch (c) presidential empowerment for women entrepreneurs with disability(d)presidential

empowerment for men entrepreneurs with disability (e)student entrepreneurship initiative (f)campus business pitch (g) community business initiative and(h) green business initiative.

Entrepreneurship hubs/Incubators are a critical cog in any entrepreneurship ecosystem. These hubs help create and grow young businesses by providing them services such as training , co-working office /manufacturing space , coaching and mentoring , business advisory services , ICT services , market linkages , funding and the like . There are currently more than eighty hubs in Ghana - most of which are run by NGOs , private institutions, development partners and universities. Majority of these hubs currently depend heavily on local and international development partners to execute their programmes.

One critical aspect of NEIP's obligations under Sub-component 3.2 of the GET project is to build the capacity of entrepreneurship hubs to improve their performances, operate in more efficient and sustainable ways and above all bring the quality of their services up to international standards. This will be done first through:

- (a) a benchmarking exercise for at least 20 participating hubs, which will establish the baseline for where they are in terms of the quality of their services.
- (b) technical assistance and capacity building to address gaps identified during the benchmarking exercise.

After completing the upgrading exercise, the participating hubs that manage to improve their services will be eligible to receive funding to manage business acceleration programs for participating start-ups and SMEs. It is expected that some of these hubs may have specific sector focus (e.g., digital technologies) and the project will look to proactively fund (either through Market Connect type programs or incubation/acceleration programs) specific industries or value chains and women's entrepreneurship programs for at least some of the cohorts.

Additional funding will be available to "launch" 12 entrepreneurship hubs that are beginning operations and need core funding for the first two to three years of operations. Participating hubs can be existing or new hubs that have a mission to support entrepreneurs or SMEs. Eligible hubs include business incubators, accelerators, technology centers, or other entrepreneurship support organizations. It is expected that some of these hubs may have specific sector focus (e.g. digital technologies), and the project will look to proactively fund (either through MarketConnect type programs or incubation/acceleration programs) specific industries or value chains and women's entrepreneurship programs for at least some of the cohorts.

It is against the above background that the NEIP seeks the services of a consultant to provide technical assistance for the design of entrepreneurship ecosystem development programmes, Benchmarking for the Entrepreneurship Incubation Hubs and Capacity development of the Entrepreneurship Hubs under sub component 3.2.

### **3. OBJECTIVES OF THE ASSIGNMENT**

The objectives of the assignment are to:

- (i) support the entrepreneurship hub benchmarking, capacity building and acceleration programs;
- (ii) improve the quality and service offerings of entrepreneurship and hubs in Ghana to international standards;

- (iii) design a standardized curriculum for the Entrepreneurship training delivered by the Hubs.
- (iv) design a robust system to govern a business acceleration fund to be managed by selected Hubs who received funding to manage business acceleration programs for participating start-ups and SMEs.

#### **4. SCOPE OF WORK**

The assignment is divided into two phases 1&2 .

##### **A. PHASE 1: Entrepreneurship ecosystem development, Hubs benchmarking and Capacity development :-**

- (i) Detailed mapping of the entrepreneurship hubs in Ghana and classify them based on a defined criteria acceptable to NEIP and the PCU of GET Project;
- (ii) Work collaboratively with NEIP and Key stakeholders in the entrepreneurship ecosystem to develop tools/ key performance metrics to be used to carry out benchmarking of the entrepreneurship hubs in Ghana,
- (iii) Work with NEIP and key stakeholders to set up eligibility and selection criteria for inclusion into the benchmarking and capacity building program as well as support NEIP through the application process;
- (iv) Carry out detailed benchmarking of the entrepreneurship hubs using internationally tools/key performance metrics;
- (v) Carry out a detailed 360-Diagnostic and Training Needs Assessment of 20 selected incubators using participatory tools acceptable to NEIP and stakeholders in the ecosystem. On the basis of the diagnostic and Training Needs assessment :
  - (a) Develop a detailed capacity building plan that clearly stipulate key interventions and support required for the hubs to improve operations and service offerings in line with international standards.
  - (b) Design a competency-based training course at basic , general and specialized levels for managers of the Hubs , Coaches and Mentors of Incubatees.
  - (c) Provide training targeting 20 existing Hubs targeting their leaders, managers , Coaches and Mentors of Incubatees in manageable batches.
  - (d) Carry out Training Needs Assessment , Design and provide training for managers, teams , coaches and mentors of 12 new hubs
- (vi) Design a competency based standardized curriculum for the entrepreneurship training delivered by the Hubs in conjunction with NEIP, Ghana Enterprise Agency (GEA), Project Coordinating Unit of GETP, Incubation Hubs, Academic Institutions, Ghana Hub Network, Development partners, Business associations, Beneficiaries of NEIP programmes and other relevant stakeholders in the entrepreneurship ecosystem.
- (vii) Recommend training modules to improve the skills and competencies of NEIP Staff for improved service delivery.
- (viii)
- (ix) Review the existing NEIP support and capacity building for women entrepreneurs Programme and recommend options for improvement .

## **B. PHASE 2 : Design a Framework for the Business Acceleration Fund to be managed by Entrepreneurship Hubs**

- (x) Support NEIP to design a business acceleration programmes run by the Hubs .
- (xi) Support NEIP to launch up to 12 new entrepreneurship hubs, selected on a competitive basis.
- (xii) Work with NEIP to identify hubs among those that participate in Phase 1 who are eligible to receive funding to manage business acceleration programs for participating start-ups and SMEs.
- (xiii) Recommend to NEIP , specific sectors, gender, industry or value chain to focus for the funding.
- (xiv) Work collaboratively with NEIP and other stakeholders in the Entrepreneurship Ecosystem to design a robust system to manage the funding. The system will include the underlisted elements :
  - (a) eligibility criteria for selecting participating hubs
  - (b) application processes and application review process
  - (c) options for managing the funds
  - (d) disbursement processes
  - (e) reporting obligations
- (xv) Collaboratively work with NEIP and the PCU of GET project to design monitoring and evaluation framework for the fund.
- (xvi) Support NEIP to set up and operationalize a Team to manage the fund from the application stage to disbursement.

## **5. DURATION OF THE ASSIGNMENT**

The consultancy will be awarded for twelve (12) months, with an option to extend for another twelve (12) months based on satisfactory performance.

## **6. SUPERVISION AND REPORTING ARRANGEMENTS**

The Consultant will report directly to the Chief Executive of NEIP through a designated Officer as and when requested.

## **7. LOCATION**

The Consultant's work will primarily be based in the NEIP Head Office, Accra. However, the consultant may be required to undertake field visits to other parts of the country as and when necessary.

## **8. KEY DELIVERABLES**

The Consultant will submit the following reports to NEIP through the Chief Executive for review and approval :

- i. An Inception Report which shall provide the approach/methodology for delivering the services under this project. The Inception Report will include a revised methodology, availability of the key staff in the proposal submitted and detailed work plan outlining

- all critical activities to be undertaken under the Assignment for the full length of the contract period, with clear dates of delivery and specific deliverables at the conclusion of each activity. The Inception Report shall be submitted within two weeks from the commencement date.
- ii. Draft reports on the following key deliverables :
    - a) Mapping and classification of the entrepreneurship hubs in Ghana;
    - b) Benchmarking of the entrepreneurship hubs in Ghana;
    - c) Results of the 360-Diagnostic assessment and Training Needs Assessment ;
    - d) Costed capacity building plan;
    - e) Training Manuals for the Competency based training course;
    - f) Training of the 32 entrepreneurship Hubs ( 20 existing hubs and 12 new hubs) ;
    - g) Proposed standardized curriculum for entrepreneurship training;
    - h) Recommended training modules for NEIP Staff;
    - i) Options for strengthening the existing capacity building for women entrepreneurs Programme run by NEIP;
    - j) Eligible Hubs to receive funding to manage business acceleration programs for participating start-ups and SMEs;
    - k) Fund Management Guide incorporating the key elements mentioned in Section 4 B (xii)above and specific sectors, gender, industry or value chain to focus for the funding.
  - iii. Monitoring and evaluation framework for the fund and Monthly Progress Reports on the status of project implementation, which shall be submitted at the end of each calendar month.
  - iv. A final report summarizing all deliverables completed and outcomes achieved , lessons learnt and detailed recommendations to improve the performance of NEIP and improvement of the ecosystem.

## **9. RESPONSIBILITIES OF THE CLIENT**

NEIP will provide the Consultant with the relevant documents and information as well as access to key Officers as necessary to facilitate performance of this assignment.

## **10. QUALIFICATIONS OF THE FIRM AND KEY EXPERTS**

### **A. FIRM**

- i. The Consulting Firm will be a firm or a consortium of firms with : -
  - a) Demonstrable track record of successfully implementing entrepreneurship support and capacity development programmes for startup ecosystems similar to Ghana ;
  - b) Comprehensive knowledge of the entrepreneurship ecosystem space in Ghana and Africa;
  - c) Demonstrable track record of successfully implementing funding/grant support programmes for Entrepreneurship Hubs or MSMEs.
  - d) At least 5 years' experience in providing training and capacity building support to MSME/entrepreneurship agencies and designing entrepreneurship/MSME support programs within a relevant country context;
  - e) Extensive network with international entrepreneurship support agencies and organizations (public, private, not-for-profit);

- f) Strong understanding of the role of entrepreneurship hubs (accelerators, incubators, co-working spaces, etc.) within relevant entrepreneurship ecosystems.
- g) Experience working with public sector institutions in Ghana and managing reporting relationships with government and multi-lateral agency stakeholders;
- ii. The firm should have successfully delivered at least two similar assignments in the West African Sub Region within the last five years;
- iii. The firm must be a legally registered consulting firm – Evidence of Registration Certificates with relevant regulatory authorities in the legal jurisdiction of the applicant / Certificate of Incorporation (if applicable).

**B. TEAM COMPOSITION AND QUALIFICATIONS OF KEY EXPERTS**

The Consultant’s Team shall include:

	<b>Qualifications</b>
<b>Team leader</b>	<ul style="list-style-type: none"> <li>▪ An advanced degree in Finance/Accounting/Business Administration/ Development Finance/ Management /Entrepreneurship/Small business management or a related field with not less than have not less than 10 years’ work experience</li> <li>▪ Demonstrable track record of successfully implementing funding/grant support programmes for Entrepreneurship Hubs</li> <li>▪ A minimum of 10 years’ experience leading large government or donor funded projects in the Entrepreneurship Ecosystem space in Ghana and Africa</li> </ul>
<b>MSME Expert</b>	<ul style="list-style-type: none"> <li>▪ An advanced degree in Finance/Business Administration/ Development Finance/ Management /Entrepreneurship/Small business management or a related field with not less than have not less than 5 years’ work experience</li> <li>▪ A minimum of 5 years’ experience leading large government or donor funded projects in the Entrepreneurship Ecosystem space in Ghana and Africa</li> </ul>
<b>Entrepreneurship Development Expert</b>	<ul style="list-style-type: none"> <li>▪ An advanced degree in Business Administration/Entrepreneurship or a related field with not less than have not less than 5 years’ work experience</li> <li>▪ A minimum of 5 years’ experience in designing entrepreneurship programmes</li> <li>▪ Strong understanding of the Ghanaian Entrepreneurship and innovation space a distinct advantage</li> </ul>

<b>Training &amp; Organization Development Expert</b>	<ul style="list-style-type: none"><li>▪ An advanced degree in Business Administration/Organization development/ Human Resource Management /Development Finance/ or a related field with not less than 10 years' work experience</li><li>▪ A minimum of 10 years' experience executing large training or capacity building programmes preferably in the entrepreneurship ecosystem space</li></ul>
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