



**REPUBLIC OF GHANA**

**MINISTRY OF FINANCE  
GHANA ECONOMIC TRANSFORMATION PROJECT (GETP)  
IDA CREDIT NUMBER 6465-GH  
SPECIFIC PROCUREMENT NOTICE  
REQUEST FOR EXPRESSIONS OF INTEREST (REOI)  
(CONSULTING SERVICES –FIRM SELECTION)**

**Reference No.:** GH-MOFEP-204948-CS-CQS

**Assignment Title:** Consultancy Service to Conduct HR/Staff Skills Audit and Develop a Multi-Year Capacity Building Plan for Venture Capital Trust Fund

## **1.0 INTRODUCTION**

The World Bank is providing funding support to the Government of Ghana (GOG) for the implementation of the Ghana Economic Transformation Project. The overall development objective of the Project is to promote private investments and firm growth in non-resource-based sectors. The guiding principle of the Project is to promote and strengthen a growth model that is conducive to economic transformation, to achieve higher rates of investment and productivity growth across the economy, especially in non-resource-based sectors. 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, safeguards, communication and dissemination, as well as monitoring and evaluation of project implementation and its impact. This will include capacity building for the Project Coordinating Unit (PCU), the Economic Transformation Unit and the Resource Mobilization and Economic Relations Division (RMERD) within the Ministry of Finance (MOF).

## **2.0 BACKGROUND**

The most cited challenge facing SMEs in Ghana is access to finance. To address this challenge the Government initiated the Venture Capital Trust Fund (VCTF) program through an Act of Parliament (Act 680) in 2004. The objective of the VCTF is to provide financial resources to support the development and promotion of SMEs by easing access to long-term funding, to enable

them to compete favorably in the domestic and international markets thereby spurring social and economic growth.

The VCTF through the Ministry of Finance has received financing from the World Bank toward the cost of the Ghana Economic Transformation Project and intends to apply part of the proceeds for consulting services. The project objective is to promote financial sector soundness and access to long-term financing to Small Medium Enterprises (SMEs) and as well develop the human resource capacity of the Trust Fund.

As part of its objectives, the VCTF through the MoF is conducting institutional review and reform roadmap that will solidify its governance and management capabilities to enable it function effectively within the current PE/VC environment and thereby make it effective to meet its mandate.

VCTF acknowledges the importance of skills and human resource capacity within the organization and has identified the need to conduct an HR/Staff skills audit in order to develop a comprehensive skills plan for the Trust.

The consultant will not only ensure an objective and fair process for the effective implementation of skills development and training needs of all employees within the Trust Fund, but will ensure the establishment of a strong human capital base with requisite skills and knowledge for the achievement of VCTF overall mandate.

In addition, the consultant shall provide hands-on assistance to VCTF to implement the comprehensive skills plan that will be developed.

### **3.0 OBJECTIVE OF THE ASSIGNMENT**

To assess VCTF organizational human resource capacity in order to establish a strong human capital base with the requisite skills and knowledge within VCTF for the achievement of its mandate.

The specific objectives of the skills audit will therefore include the following to:

- i. Identify the skills and knowledge that VCTF requires and currently has.
- ii. Provide an overview of the scarce and critical skills needs that will enable VCTF deliver on its mandate.
- iii. Identify the skills gaps and recommend targeted training and skills development interventions for every employee.
- iv. Develop skills profiles for all jobs.
- v. Conduct assessment of all jobs within the Trust and link it to VCTF strategy and skills requirements.
- vi. Generate and consolidate the skills audit report and recommendations.

### **4.0 SCOPE OF WORK**

The selected consultant firm shall undertake the following major tasks in close consultation with the VCTF.

- i. Assess VCTF organizational capacity in delivering on its mandate
- ii. Identify the skills and knowledge available that VCTF requires and currently has.

- iii. Provide an overview of the scarce and critical skills needs that will enable VCTF deliver on its mandate.
- iv. Develop skills profiles for all jobs.
- v. Prepare skills audit report and recommendations.
- vi. Provide accurate information to develop Skills/training and development Plan.
- vii. Conduct assessment of all jobs within the Trust and link to VCTF strategy and skills requirements
- viii. Provide implementation support and tools that VCTF can use for future audits

## **5.0 DELIVERABLES/OUTPUTS**

The consultant will report to the Chief Executive Officer (CEO) and anyone assigned by the CEO through the Project Coordinator. Key Deliverables in accordance with the scope of the assignment shall be as follows:

- a) Inception report
- b) Draft report
- c) Comprehensive (a multi-year) skills /capacity development plan
- d) Submission of final report

## **6.0 QUALIFICATIONS AND EXPERIENCE**

The Ministry of Finance through the Project Coordination Unit now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are:

- A.** The Consultant will be a firm or a consortium of firms with a strong technical background and demonstrable operational strength to deliver this assignment according agreed schedule. The firm must have successfully delivered at least two (2) similar assignments in the last five (5) years. The firm must also have the following:
  - a) A minimum of five (5) years’ experience in HR audit, organizational development or capacity building
  - b) A proven track record of HR audit, organizational development and capacity development in a private and public sector.
  - c) Familiarity with financial services or private equity and venture capital industry will be an additional advantage.
  - d) In depth experience in talent management / capacity development and training activities from both public and private sector
  - e) Excellent analytical, research, writing, and presentation skills
  - f) A member of an HR professional body will be an advantage.
- B. Must submit the following documents if applicable:**
  - i. Business Registration Certificate (Incorporation & Commencement of Business);
  - ii. Valid Ghana Revenue Authority (GRA) Tax Clearance Certificate;
  - iii. Valid Social Security & National Insurance Trust (SSNIT) Clearance Certificate;
  - iv. Valid Value Added Tax Registration Certificate;
  - v. Valid PPA’s Consultant Registration Certificate.

## **7.0 DURATION OF THE ASSIGNMENT**

The expected duration of this assignment shall be six (6) weeks.

## **8.0 LOCATION OF THE ASSIGNMENT**

The consultant shall be based in Accra for the assignment

## **9.0 FACILITIES TO BE PROVIDED BY THE CLIENT**

The following facilities will be provided by VCTF:

Office space within the VCTF's office and working desks. We will provide free Internet connectivity while working in our office.

## **10.0 CONFIDENTIALITY OF INFORMATION AND LANGUAGE**

All documents and data will be treated as confidential and use solely to facilitate the work in this assignment. The deliverables of this work shall be the responsibility of the consultant and will be aligned with all the aspects as outlined in these terms of reference.

The attention of interested Consultants is drawn to paragraph 1.9 of the World Bank's Guidelines: Selection and Employment of Consultants under IDA Credits by World Bank Borrowers (Procurement in Investment Project Financing Goods, Works, Non-Consulting and Consulting Services [July 2016 Revised November 2017, August 2018 and November 2020). ("Consultant Guidelines"), setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms in the form of a joint venture or a sub consultancy to enhance their qualifications.

A Consultant will be selected in accordance with the Consultant's Qualifications Based Selection (CQS) method set out in the Consultant Guidelines.

Expressions of interest shall be in English and must be delivered via electronic submissions to the following email addresses: [getpprocurement@gmail.com](mailto:getpprocurement@gmail.com) , and copy [getpcoordinator@gmail.com](mailto:getpcoordinator@gmail.com) by 16:00hrs GMT on Friday, 23<sup>rd</sup> April 2021.

### **THE PROJECT COORDINATOR**

**MINISTRY OF FINANCE**

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