

MINISTRY OF FINANCE
NATIONAL ENTREPRENEURSHIP AND INNOVATION PROGRAMME (NEIP)
TERMS OF REFERENCE

**Recruitment of a Consultancy Firm to Carry out Institutional Strengthening
Assessment and Delivery of a Strategic Plan Framework for NEIP**

1. BACKGROUND

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).

The Assignment

Component 3 will support capacity building for the NEIP to strengthen its ability to plan, manage, and monitor its programs. The capacity building will include recommendations on improving operational efficiency and more effectively structure the NEIP, based on best international practice, to carry out its plans.

About NEIP:

The NEIP was set up as Youth Enterprise Support (YES) in 2013 but transformed into NEIP in July 2017 with an expanded mandate and focus on becoming the enabler in Ghana's entrepreneurship ecosystem. Its primary mandate is to provide integrated, national support for start-ups and small businesses, focusing on the provision of business development services, business incubators, and Funding for youth-owned businesses. NEIP seeks to:

- (a) facilitate the emergence of new businesses;
- (b) give new businesses space to grow; and
- (c) help new businesses receive financing and business development services, secure orders during the critical formative years and tap into a vast supply chain during their growth years.

NEIP operates in five key thematic areas:

- Provision of access to Training, Business Advisory Services, and Technical Support
- Provision of access to Incubation, Acceleration, and Mentorship programmes
- Provision of access to Funding
- Provision of access to Market and Market Linkages
- Provision of Policy Direction for entrepreneurship development

Pursuant to its mandate the NEIP has run a number of initiatives to achieve its core mandate within its last three years including (a) 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.

2. OBJECTIVES OF THE ASSIGNMENT

The objectives of this consultancy are to:

- Develop a Corporate Strategic Plan to ensure that NEIP fulfills its mandate.
- Carry out a detailed diagnostic assessment of the current organisation structure, business processes, operations propose and recommend institutional reforms that will align with its strategic plan and facilitate the delivery of the entrepreneurship ecosystem development programs.

3. SCOPE OF WORK

The anticipated methodology proposed for facilitating and developing the strategic plan and institutional strengthening framework will involve five stages:

Stage 1: Pre-Inception meetings

Hold an initial pre-inception report meeting with the Management Team of NEIP to discuss the scope, design, and approach to execute the assignment, timelines, communication protocols, and take delivery of relevant documents for review.

Stage 2: Prepare the Inception Report

Following from stage 2 (a) review relevant literature on MSME Ecosystem in Ghana and abroad (b) identify comparator organisations in Ghana and abroad to benchmark (c) review the MSME Policy and other relevant publications (d) collate the preliminary information and feedback derived from the pre-inception meeting and (e) prepare a detailed inception report NEIP Management Team for approval.

Stage 3: Organise an Inception Workshop

- Facilitate the development of the NEIP **vision statement** and mission statement and **Values** within the context of Ghana's MSME Ecosystem
- Moderate discussions on **SWOT Analysis** vis-à-vis the MSME Sector in Ghana considering its mandate, objectives, and other relevant factors
- Facilitate detailed stakeholder mapping to identify key stakeholders in the MSME Ecosystem in (level of importance/influence; interests and expectations of NEIP; NEIP's expectations of stakeholders and actions to take)
- Moderate discussions on key Issues and formulate clear and measurable strategic objectives/key result areas that reflect the vision and mission of NEIP
- Lead a brainstorming session on the institutional strengthening framework focusing on:
 - (a) assessment of current legal, organisation and governance structure and business processes;
 - (b) challenges and deficiencies in the present legal, organisation, and governance structure;
 - (c) possible models and solutions to resolve the identified challenges and weaknesses; and

- (d) assessment of the effectiveness of NEIP's current mandate, program offerings, and services, etc.

Stage 4: Undertake a Diagnostic Assessment

- A. After the inception workshop, carry out a detailed diagnostic assessment to:
 - (1) define the vision, mission, and values of NEIP;
 - (2) identify fundamental internal dynamics likely to impact on the mandate of NEIP;
 - (3) identify key stakeholders in the MSME Ecosystem in terms of the level of importance/influence; interests and expectations of NEIP and NEIP's expectations of stakeholders;
 - (4) identify key Issues and formulate clear and measurable strategic objectives/key result areas that reflect the vision and mission of NEIP SWOT;
 - (5) list strategies and activities aligning with and reflecting the strategic objectives; and
 - (6) review NEIP's strategic position within the Government's overall support for entrepreneurship and SMEs in Ghana.

- B. Work collaboratively with the NEIP to carry out a desktop review of the following:
 - (1) Adequacy of the current range of support program offerings
 - (2) Areas of overlap and redundancy, and inefficiencies in organisational processes
 - (3) Budgeting and funding arrangements for operations
 - (4) Current organisation and governance structure, business processes
 - (5) The existing statutory mandate, organisation, and governance structure
 - (6) Existing strategic and forward and operational planning practices and processes
 - (7) Policies and procedures and business processes
 - (8) Reporting, information management, and M&E systems
 - (9) Staffing and Capacity building needs and Change management practices

Stage 5: Develop a strategic plan and institutional strengthening framework for NEIP

A. Develop a 5-year strategic plan

Develop a 5-year strategic plan document to guide the operations of NEIP as a full-fledge agency of Government to cover, among others:

- (1) Measures to ensure NEIP's strategic position within the Government's overall support for entrepreneurship and SMEs in Ghana
- (2) Quantifiable/measurable strategic objectives
- (3) Activities for each agreed-upon strategic objective
- (4) Implementation Plan Matrix (strategic objectives; related activities and targets; Timeline (start and end time; responsibility; resources required)
- (5) Performance Monitoring and Evaluation plan/framework for the plan
- (6) The indicative budget for the implementation of the plan

B. Develop institutional strengthening framework

- (1) Develop a capacity-building strategy to provide the right skills and competences required by staff required by NEIP to execute its mandate
 - (2) Develop detailed management, technical, and operational staffing plan for NEIP
 - (3) Propose new organisational, legal, and governance structure necessary to improve NEIP's strategic position within the Government's overall support for entrepreneurship and SMEs in Ghana
 - (4) Propose ways to eliminate overlap of functions and businesses processes to improve the efficiency of NEIP
 - (5) Propose new support programs and suggestions on any consolidation or expansion of existing program offerings
- (1) Recommend modifications of implementation practices of key program offerings to meet NEIP objectives better
 - (2) Recommend effective strategies to ensure stable Funding of NEIP programs

- (3) Recommend robust budgeting processes to improve the efficiency of NEIP programs
- (4) Develop an institutional strengthening/reform work plan with defined key milestones, outputs, and responsibilities.

Stage 6: Provide Implementation Support

- (1) Guide the NEIP Management Team in the implementation of the strategic plan and rolling out of the institutional strengthening framework in year 1
- (2) Provide backstopping support to the management of NEIP in the monitoring of the strategic plan and roll-out of the new institutional framework in year 1

4. DELIVERABLES

The Consultant shall submit the following reports:

- An inception report and a work plan will set out the Consultant's understanding of the TORs, approach to the assignment and division of roles and responsibilities amongst the team, etc.
- A comprehensive strategic plan framework for NEIP defining the strategic direction for the institutional reforms ensuring NEIP's strategic position within the Government's overall support for entrepreneurship and SMEs in Ghana.
- A comprehensive institutional strengthening framework for NEIP detailing out (a) new organisation and governance structure (b) new budgeting and planning practices (c) capacity building strategy (d) management, technical, and operational staffing plan (e) proposed modifications in design or management of programs offerings, etc.

Description of output	Period after commencement	Percentage payment
Inception Report <ul style="list-style-type: none"> • Indicating among others initial discussions with Management Team; Comments on the TOR; draft work plan for the assignment; the draft outline of the strategic plan and Institutional strengthening framework for NEIP 	Two weeks	10%
<ol style="list-style-type: none"> 1. Draft Final Strategic Plan 2. Draft Institutional strengthening framework for NEIP 	Six weeks	20%
Validation Workshop <ul style="list-style-type: none"> • Draft Final Strategic Plan for NEIP • Draft Institutional strengthening framework for NEIP 	Seven weeks	30%
Finalization of Strategic Plan for NEIP and Institutional strengthening framework for NEIP	12 weeks after commencement of the assignment	40%

5. DURATION OF ASSIGNMENT

The duration of the assignment is 14 weeks

6. QUALIFICATIONS AND EXPERIENCE

The Ministry of finance, through the Project Coordinating Unit, now invites eligible consulting firms (the Consultant) 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:

The Consultant will be a firm or a consortium of firms with a strong technical background and demonstrable operational strength to deliver the assignment according to the agreed schedule. The Consultant must be a firm or a consortium of firms with: -

- At least ten (10) years' experience providing training and capacity-building support to government SME/entrepreneurship agencies
- Extensive experience in designing entrepreneurship/SME/enterprise strategic framework within a relevant country context
- Extensive network with international entrepreneurship support agencies and organizations (public, private, not-for-profit)
- Strong understanding of the role of entrepreneurship hubs (accelerators, incubators, co-working spaces, etc.) within relevant entrepreneurship ecosystems desirable
- A strong team with qualifications in Finance, Entrepreneurship/Business Administration Experience
- Demonstrable experience in successfully delivering multi-stakeholder assignments, especially with Government and multi-lateral agency involvement

- A. The firm or a consortium of firms must also submit the following documents:
- Business Registration Certificate (Incorporation & Commencement of Business)
 - Valid Ghana Revenue Authority (GRA) Tax Clearance Certificate
 - Valid Social Security & National Insurance Trust (SSNIT) Clearance Certificate
 - Valid Value Added Tax Registration Certificate
 - Valid PPA's Consultant's Registration Certificate

7. REPORTING

The Consultant shall report through the Project Coordination Unit (PCU) and a management of NEIP. However, the Consultant will be required to include regional stakeholders for consultations, including Ministry of Trade and Industries, the Project Coordinating Unit of GET Project, Incubation Hubs, Academic Institutions, Ghana Hub Network, Development partners, Business Associations, Beneficiaries of NEIP programmes, and other relevant stakeholders to be identified

8. LOCATION OF THE ASSIGNMENT

The Consultant's work will be based primarily in Accra, Ghana, for the assignment's duration. It shall work from the office of NEIP located at Nia Armah Ollenu Street, Cantonment Accra, with supporting staff from NEIP.