



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)

Assignment Title: Recruitment of Consultancy Services for Independent Verification Agent to verify the Achievement of Disbursement Linked Indicators (DLIs) of the Ghana Economic Transformation Project.

Reerence Number: GH-MOFEP-205412-CS-CQS

Date of Invitation: 16th March 2021

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 of access to 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 Coordination Unit (PCU), the

Economic Transformation Unit within, and the Resource Mobilization and Economic Relations Division (RMERD) of the Ministry of Finance (MOF).

1.2 Independent Verification Regime

The GETP provides for some disbursements that are linked to the achievement of particular milestones. Such disbursement-linked indicators (DLIs) are tangible, transparent, and verifiable. They provide the implementing agencies incentives to achieve key program milestones and improve performance. Each DLI has been defined and agreed upon by Government in consultation with the World Bank and has a verification protocol that sets out how it will be measured and verified. Disbursements are specified for each DLI and will be made according to DLIs achieved.

DLIs financed under the GET project will support the implementation of programs, institutional reforms, and legal and regulatory reforms led by the different Technical Implementing Agencies (TIAs) of the Project. To ensure transparency, the verification of completion of the indicators will be done by a third-party independent verification agent (IVA) and will include coverage of the different subject areas relevant to the DLIs. The IVA may enlist relevant technical subcontractors as needed to confirm verification and work with the Bank's fiduciary team members to verify expenditures' eligibility.

2. OBJECTIVES OF THE ASSIGNMENT

The IVA is expected to conduct transparent and impartial periodic independent verifications of achievement of the DLIs with associated targets and milestones throughout the five-year duration of the GETP.

3. SCOPE OF WORK

Prepare an Inception Report:

The IVA shall develop and present an inception report:

- Detailing how the agent will design and implement the verification programme over the five-year life of the Project;
- Assessing the robustness of the 8 DLIs, and providing recommendations for review, if any;
- Proposing a work plan with detailed timelines for the execution of the assignment over the life of the Project;
- Incorporating issues covered during the inception meetings with the PCU/MoF.

Prepare a verification plan:

- The IVA shall develop the master verification plan which will provide a detailed work plan to cover all components of the Project. The plan will clearly articulate the deployment of resources to verify the achievement of DLI results as per the agreed methodology and verification protocols provided in the GETP Project Appraisal Document (PAD).
- Develop and implement, in consultation with the PCU, a comprehensive and costed Independent Verification Plan based on the DLIs listed in Table 1 below.

Develop Verification Tools:

- Develop, in consultation with the PCU, a comprehensive set of verification data collection tools and robust data analysis based on the DLIs listed in Table 1.

Undertake the verification of DLIs:

- The IVA will conduct verifications in a transparent and independent manner such that it provides robust evidence for decisions on disbursements against specific DLI results achieved by the World Bank. This verification exercise shall also include validation of performance data and assessment of implementation activities based on reports on implementation progress prepared by the PCU;
- Develop and maintain partnerships and communication channels for submission of feedback on verification processes;
- Undertake regular verification visits to each TIA, organizing all tasks related to the visits to collect information for the verification purposes;
- The IVA will verify all evidence of implementing agencies in achieving the DLIs and per the approved DLI verification protocols;
- The verification protocols and process are detailed in the PAD and cover the process steps, timeline, roles, and responsibilities of all parties involved in the GETP. Table 1 below provides the key DLIs to be verified.

Analyze the Verification Data:

- The IVA shall have overall responsibility for data analysis without the involvement of any of the TIAs and the PCU. The analyzed results shall be reviewed with the PCU and the TIAs for certification and signoff.

Preparation of Verification Reports:

- The IVA shall develop reporting formats and protocols on verification outcomes based on agreed standard reporting systems and templates with the PCU/MoF.
- The IVA will issue a verification report and indicate that the report accurately reflects the verification of results.
- Disagreement arising between the IVA and a TIA on the verification of results may be settled through a grievance handling processes to be provided for in the contract of the IVA;
- Final reports on each DLI shall be circulated to PCU/MoF and the relevant TIA for joint review to ensure grey areas are finalized and signoffs obtained.

The Verification Process:

The IVA will outline the tasks or activities to be carried out, in addition to the following:

- Verify all evidence provided by implementing agencies in achieving the DLIs and in accordance with the approved DLI verification protocol and the Verification Manual;
- Issue a verification report and indicate that the report accurately reflects the verification of results;
- Should a disagreement arise between the IVA and TIA, the latter shall notify the PCU and the World Bank;
- The PCU shall convene both parties with a view to resolving the disagreements in time to prevent delays in disbursement.

Table 1: DLIs under the GET Project

Verification of DLI 1: Improving the business environment in Ghana
<ul style="list-style-type: none">• FY 1: Achievement will be measured by evidence indicating (a) Formal establishment of a Doing Business reform inter-ministerial committee ("DBRIMC") and technical working groups for Doing Business (DB) reforms; (b) Annual DB reform action plans approved by DBRIMC; and (c) Formal establishment of the Office of the Registrar of Companies (ORC).• FY 2: Achievement will be measured by evidence indicating (a) Annual DBR action plan updated and approved by DBRIMC; (b) Data exchange framework agreement adopted between line agencies including at least RGD, GRA, and the Social Security and National Insurance Trust.• FY 3: Achievement will be measured by (a) Aggregate improvement, as specified in the DLR Verification Protocol, in DB score on at least 4 indicators compared to the scores for the previous year.• FY 4: Achievement will be measured by aggregate improvement, as specified in the DLIV verification Protocol, in DB score on at least 4 indicators compared to the scores for the previous year subsequent to the achievement of DLI #1.3.• FY 5: Achievement will be measured by aggregate improvement, as specified in the DLR Verification Protocol, in DB score on at least 3 indicators compared to the scores for the previous year subsequent to the achievement of DLI #1.4.• FY 6: Achievement will be measured by aggregate improvement, as specified in the DLR Verification Protocol, in DB score on at least 3 indicators compared to the scores for the previous year subsequent to the achievement of DLI #1.4.
Verification of DLI 2: Revamping the investment promotion in Ghana
<ul style="list-style-type: none">• FY 1: Achievement will be measured by evidence of (a) completed GIPC corporate strategy approved by the GIPC's board; (b) Investor services program designed, and work plans approved by GIPC's board• FY 2: Achievement will be measured by documentary evidence indicating (a) Recruitment of key staff of GIPC recruited in line with GIPC corporate strategy and (b) Standard operating procedures adopted by GIPC's board.• FY 3: Achievement will be measured by documentary evidence indicating (a) Official launch of investment relationship management system ("IRMS") announced by GIPC's board; and (b) Official launch of investment information systems ("IIS") announced by GIPC's Board.• FY 4: Achievement will be measured by evidence indicating an updated IIS and IRMS.• FY 5: Achievement will be measured by evidence indicating an updated IIS and IRMS.• FY 6: Achievement will be measured by evidence indicating an updated IIS and IRMS.

Verification of DLI 3: Improving the national quality infrastructure for export diversification in Ghana

- FY 1: Achievement will be measured by evidence indicating a National QI Policy adopted by the cabinet, published, and disseminated.
- FY 2: Achievement will be measured by evidence indicating a new GSA staffing structured update in line with updated GSA strategy.
- FY 3: Achievement will be measured by evidence indicating the promulgation of a Ghana Standards bill enacted as specified in the DLI Verification Protocol.

Verification of DLI 4: Regulatory and institutional Reform in Spatial Development

- FY 2: Achievement will be measured by documentary evidence indicating updated legal framework for SEZ completed.
- FY 3: Achievement will be measured by evidence indicating (a) an updated legal framework approved by the parliament (b) Memorandum of cooperation signed between the institutions responsible for investment promotion and spatial development and related agencies and approved by the economic management team (EMT) of Government.
- FY 4: Achievement will be measured by evidence indicating (a) Inter-agency cooperation in place as evidenced by the survey conducted among public and private sector stakeholders (minimum score 60 %) (b) Spatial Development Strategy and related investment prioritization plan developed and adopted by the EMT
- FY 5: Achievement will be measured by evidence indicating increase in interagency cooperation compared to previous year as evidenced by survey conducted among private and public stakeholders

Verification of DLI 5: Implementation capacity upgraded in spatial development

- FY 2: Achievement will be measured by evidence indicating (a) three comprehensive SEZ assessments completed on the prioritized plan; and (b) hiring of transaction advisor completed.
- FY 3: Achievement will be measured by evidence indicating (a) completion of the hiring processes for a transaction advisor; (b) completion of at least a master plan and feasibility study on the basis of the prioritization plan; and (c) completion and approval of a Government arrangement and operational manual by the EMT for special purpose vehicle to operate the VGF.
- FY 4: Achievement will be measured by evidence indicating (a) at least two investment promotion trips completed in priority sectors; and (b) conclusion of contract negotiation with one private developer /operator for one on the basis of the prioritization plan.
- FY 5: Achievement will be measured by evidence indicating at least two investment promotion trips completed in priority sectors (in addition to the trips completed of the three priority sites promoted).

Verification of DLI 6: Establishing a licensing mechanism for private sector development

- FY 2: Achievement will be measured by evidence indicating a Licensing mechanism for private sector zone developers, including accommodation forms drafted

<ul style="list-style-type: none"> • FY 3: Achievement will be measured by evidence indicating a licensing mechanisms approved by Cabinet • FY 5: Achievement will be measured by evidence indicating (a)an Increase in interagency cooperation compared to the previous year as evidenced by a survey conducted among private and public stakeholders (b) One new developer licensed for a specific SEZ as specified in the DLI verification protocol
<p>Verification of DLI 7: Reform of Enterprise support institutions</p>
<ul style="list-style-type: none"> • FY 1: Achievement will be measured by evidence indicating the establishment of EGA according to practice, as specified in the DLI verification Protocol with the budget allocated effectively to cover EGA's operational costs. • FY 3: Achievement will be measured by evidence indicating that at least 30% of public entrepreneurship funding is done through EGA (excluding VCTF funding) . • FY 4: Achievement will be measured by evidence indicating that at least 40% of public entrepreneurship funding is done through EGA (excluding VCTF funding). • FY 5: Achievement will be measured by evidence indicating (a) that at least 50% of public entrepreneurship funding is done through EGA (excluding VCTF funding; and (b) effectiveness of EGA's program funding, management, and evaluation functions and operational performance as specified in the DLI verification protocol.
<p>Verification of DLI 8: Venture Financing</p>
<ul style="list-style-type: none"> • FY 1: Achievement will be measured by evidence indicating a VCTF governance, operational, legal, and regulatory reforms, including approval of a sustainable funding model, and rebranding completed as specified in the DLI verification protocol. • FY 2: Achievement will be measured by documentary evidence indicating an Approval by VCTF's Board and MoF of a sustainable VCTF funding model, in line with the recommendation of the VCTF organizational assessment financed by the Project. • FY 3: Achievement will be measured by evidence indicating 10 SCF and/or SIF investments completed. • FY 4: Achievement will be measured by evidence indicating 20 cumulative SCF and/or SIF investments completed. • FY 5: Achievement will be measured by evidence indicating 30 cumulative SCF and/or SIF investments completed. • FY 6: Achievement will be measured by evidence indicating 40 cumulative SCF and/or SIF investments completed.

4. DELIVERABLES

The IVA shall submit the following reports:

- i. An inception report and a work plan which will set out the IVA's:
- ii. Understanding of the TORs, approach to verification of DLIs, and quality assurance;
- iii. Structure/templates for deliverables; and
- iv. Division of roles and responsibilities amongst the team, etc.
- v. Agreed results report format/templates for documenting information from the verification exercise;

- vi. Annual and bi-annual verification reports of DLI achievements, including a description of verification procedures submitted to PCU;
- vii. Detailed activity plan for conducting the verification exercise over the five-year life of the Project;
- viii. DLI results report outlining the method and tools used, analysis, and presentation of findings from the verification exercise on the status of achievement of the identified DLIs;
- ix. The final design of the verification plan disaggregated under each component to cover the entire life of the Project;
- x. Final reports to accompany the PCU's requests for triggering disbursement by the World Bank to the PCU or directly to the beneficiaries;
- xi. Final survey checklist and questionnaires and other data collecting tools;
- xii. Individual preliminary assessment reports based on the DLIs set out in the PAD for review by the PCU;
- xiii. Quarterly and annual reports directly to the PCU over the life of the Project.
- xiv. Scanned copies of all documents essential for verification of DLIs

5. OUTPUTS

- i. A fully costed verification framework and plan for the duration of the Ghana Economic Transformation Project with verification responsibilities, and timelines and implementation schedules;
- ii. Work plans and reports on verification outcomes based on agreed standard reporting systems and templates with the PCU/MoF;
- iii. Proposed methodologies for triggering payment under the protocols;
- iv. Communication channels to handle feedback and grievances on verification processes;
- v. Reports on the verification outcomes under each component submitted to the PCU/MoF shall be an inclusion in requests to the World Bank to trigger associated disbursements.

6. SUPPORT FROM GETP PCU

The Project Coordination Unit (PCU) shall provide the following support to the Consultant :

- i. Facilitation of access to data sources and stakeholders, as necessary for verification;
- ii. Work with the TIAs to monitor progress toward and completion of the targets associated with the DLIs;
- iii. Conduct periodic quality and performance review of IVA processes, operations, and outputs.
- iv. Approve tools to be used in carrying out the verification and communicating results. This will include a standard template for verification reports.
- v. Provide the IVA information relating to the consultancy, such as the Project Implementation Manual, Project Appraisal Documents, Project Agreement, Government Executive Orders, Implementation progress reports, Annual work plans, Procurement plans and any other document required for an effective verification exercise.
- vi. Ensure the relevant officials and functionaries from the TIAs and the PCU are available for periodic meetings and interviews as and when needed during the execution of the assignment;
- vii. Provide assistance to resolve amicably disagreements between the IVA and TIAs on the contents of verification reports within the limits of the conditions of the protocols to prevent delays in disbursement; and
- viii. DLI Verification Manual.

7. REPORTING

The IVA will report to the GETP Coordinator and provide copies of the Reports to the World Bank Task Team Leader and coordinate with them in the fulfillment of their responsibilities.

8. DURATION OF ASSIGNMENT

The initial phase of the assignment is 24 months, with the possibility of extension upon satisfactory performance.

9. QUALIFICATION AND EXPERIENCE OF FIRM

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:

The IVA shall be Consulting or Audit Firm with a minimum of five (5) years of operational existence as an organization. The firm should demonstrate the following:

- i. At least 5 years' general experience, with at least 2 programmatic audits of physical outputs and verification of program results in the last five years in Ghana or in the region. The referenced specific experiences should be similar in nature and complexity.
- ii. Previous experience with verification of disbursement linked indicators for World Bank projects will be considered an advantage;
- iii. Good experience in monitoring and evaluation of results-based milestones, verification exercises and field/on-site studies and project assessment will be an advantage;
- iv. Have existing software tools and processes that can be used or adapted easily to verify results; and
- v. Ability to deploy a robust data collection and management system.
- vi. 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.
 - vi. Submit financial audit report with annual turnover of the last 3 years (2017, 2018 & 2019);
 - vii. Copies of verifiable of similar nature of contracts with copies of notification of Award and/or Contracts and full address and contact information of the employer.

9.1 Team Composition & Qualification Requirements for the Key Experts

The verification team should possess adequate expertise and skills in the field of evaluation, verification, auditing of physical outputs and professional reporting/documentation to carry out a verification exercise and should include:

- i. Key Expert 1 - Team leader: should possess an advanced degree in a relevant field from a reputable university; with at least 10 years of relevant post-qualification experience; 2 years' experience as team leader in a similar assignment; at least 10 years of experience in Audit and familiarity with public financial management operating environment in Ghana;
- ii. Key Expert 2 - Project Manager should possess: a university degree in management or related field from a reputable university; professional qualifications in Project Management like PRINCE2, PMP or other relevant PM Framework; minimum of 10 years' experience

- with demonstrated knowledge of and experience in Public Finance Management processes; track record of successful management of projects with similar scope and nature, with state wide coverage; proven experience and competence with respect to planning, coordinating and stakeholder management; sound analytical, organizational and negotiation skills with the ability to conduct training and workshops/seminars; proven ability and skill to work under high pressure, with strong delivery orientation and excellent interpersonal skills;
- iii. Key Expert 3 - Technical Expert – Monitoring and Evaluation should possess a university degree in economics, social sciences or related field from a reputable university; professional qualification in M&E from a recognized international body with at least 8 years of relevant post-qualification experience; at least 8 years of experience in the design and delivery of M&E training; familiarity with general Public Service rules and public financial management in Ghana.
 - iv. The staff assigned by the firm to carry out the verification should have demonstrated experience with similar verification assignments and experts in components of the Project.

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 and August 2018). ("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 Qualification Selection (CQS) method set out in the Consultant Guidelines.

10.0 SUBMISSION OF EXPRESSION OF INTEREST

Expressions of interest shall be in English and must be delivered via electronic submissions to the following email addresses: getpprocurement@gmail.com and copy getpcoordinator@gmail.com by 16:00hrs GMT on Tuesday, 6th April 2021.

**THE PROJECT COORDINATOR
GHANA ECONOMIC TRANSFORMATION PROJECT
MINISTRY OF FINANCE
BOX MB 40, ACCRA, GHANA**

**ATTN: PROCUREMENT SPECIALIST
GHANA ECONOMIC TRANSFORMATION PROJECT
PROJECT OFFICE SHIPPERS HOUSE
THIRD FLOOR, CONFERENCE ROOM
TEL: 0247404444
GPS ADDRESS: GA 078-6244**

