

**TERMS OF REFERENCE**  
**CONSULTANCY SERVICES FOR THE DEVELOPMENT OF MASTER PLAN**  
**FOR THE PROPOSED GREATER KUMASI INDUSTRIAL CITY**

## **1. Background**

The World Bank is providing funding support to the Government of Ghana (GoG) towards 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 Government of Ghana (GoG) is implementing a comprehensive trade expansion and industrialisation policy and programme aimed at transforming the country into a new manufacturing hub. In this regard, GoG recognizes the strategic importance of establishing industrial parks and special economic zones with world class infrastructure to enable investors (foreign and domestic) to competitively develop and operate a diverse range of manufacturing activities.

The Component on Crowding-in Investment under the GET Project seeks to enhance Government's efforts to promote widespread investment and spatially distributed Industrialisation by addressing the constraint of lack of quality infrastructure and affordable industrial lands in the country.

Resolving this constraint within the context of Ghana's ongoing industrialisation efforts, requires acceleration of the establishment of special economic zones and industrial parks to support investment in manufacturing, by providing quality infrastructure tailored to the strategic focus of Ghana's Industrialisation Programme. The Programme focuses amongst others, on Agro-processing, Pharmaceuticals, Automobile Assembly and Component Manufacturing, Textiles and Garments, Iron and Steel, Bauxite and Aluminum, Pharmaceuticals, Petrochemicals and the manufacturing of Machinery and Equipment.

The success of the Programme requires a mix of public and private sector investment in infrastructure, to achieve significant outcomes for job creation, improved balance of payments, enhanced exports and a reduction in imports.

The Government of Ghana has designated lands for the development of a new generation of Industrial Parks and Special Economic Zones. They include the flagship Greater Kumasi Industrial City Project and Special Economic Zone (5,000 acres); Builsa Agro-Processing Park (3,000 acres); Shama Export Processing Zone (3,200 acres, including West Park); and Sekondi Export Processing Zone (2,000 acres). The Tema Export Processing Zone is the first operational and fully occupied EPZ.

These strategically located lands, mostly greenfields present readily available opportunities for crowding-in private sector investment, but require initial public investment in critical infrastructure as a public good, to enhance the attractiveness of Ghana's offer to private sector developers and tenants to invest in the industrial parks.

A number of independently financed parks are being developed by private land developers. They include the Dawa Industrial City (2,000 acres), West Park (405 acres), Apolonia Business

Park (2,325 acres), Petronia City Project (2,000 acres) and Silicon Accra Technology Park (60 acres).

Demand for well-serviced and affordable lands with quality infrastructure has increased significantly following the implementation of Government programmes that facilitate and directly support the private sector to invest in selected strategic sectors of the Ghanaian economy.

The Programmes include the following:

- i. The One District One Factory (1D1F) Initiative, which is a comprehensive programme of support for private sector investors to establish medium to large scale manufacturing enterprises in each of the 260 Districts of Ghana. To date a total of 296 1D1F projects are at various stages of implementation, out of which 125 factories are operational, whilst over 140 are under construction.
- ii. The Strategic Anchor Industries Initiative, which has the objective of developing new pillars of growth to anchor industrialisation in the Ghanaian economy. They include Automotive Assembly and Component Manufacturing, Machinery and Equipment Manufacturing, Pharmaceuticals, Garments and Textiles, Bauxite and Aluminium, Iron and Steel, Industrial Starch, Vegetable Oils and Fats, Petrochemicals and other Chemical industries. The focus on these new strategic industries has already yielding results. In the Auto sector, for example, implementation of the Ghana Automotive Development Policy has attracted global vehicle manufacturing companies to establish assembly plants in Ghana to produce Toyota, Nissan, Peugeot, Hyundai, Isuzu, Honda, KIA, Renault, Sinotruk, Changan and ZX.
- iii. The African Continental Free Trade Area (AfCFTA) also presents a major opportunity for both domestic and foreign companies to produce goods in Ghana for export to the Continental market.

## **2. The Greater Kumasi Industrial City and SEZ**

Ghana is strategically an important business hub in the Gulf of Guinea and in West Africa. It is also the second largest economy in West Africa, maintaining strong strategic ties with Europe, Asia, North America and other regions of Africa.

Ghana is divided into 16 Administrative Regions, with Accra in the Greater Accra Region as the capital city.

The Ashanti Region, located in south central Ghana is the second most populous region, with Kumasi (pop. 3.5 million), as its capital. It is one of the most vibrant commercial and trading centres in West Africa, and is connected to 7 of the 16 regions of Ghana. It is also the transit corridor to the 4 landlocked Sahelian countries, namely Burkina Faso, Mali, Niger and Chad.

The proposed Greater Kumasi Industrial City (GKIC) Project covers 5,000 acres of contiguous land in three sections, Boankra, Abenase and Onwin. This includes a 500-acre Inland Port terminal being developed at Boankra as a logistics hub with warehouses for transit trade to the Sahelian countries and for the aggregation of goods and commodities produced in 7 regions of Ghana.

The development of Greater Kumasi Industrial City will achieve the following outcomes:

- a. Increased investment by private sector land and infrastructure developers
- b. Increased foreign direct investment and domestic investment
- c. Increased production of goods

- d. Increase exports of goods and reduction in imports
- e. Increased value addition to local and imported raw materials
- f. Improvement in technical and vocational skills development
- g. Expanded employment within industrial parks and in their related supply chains
- h. Environmentally compatible and socially responsible industrial production

The GKIC has been designated as Ghana's flagship Special Economic Zone. The initial GKIC concept design and technical proposals were completed by the Ministry of Trade and Industry in 2018.

It is proposed to develop off-site infrastructure as well as a Strategic Master Plan for the establishment of GKIC. In this regard, GoG is seeking to recruit a consultant for the preparation of the Strategic Master Plan for GKIC.

### **3. Objective of the Consultancy Service**

The overall objective of the Consultancy assignment is to assist the Ministry to prepare a Strategic Master Plan for GKIC. This will include all key elements including proposals for land use, land subdivision, and project implementation phasing plan for infrastructure, buildings and service amenities.

### **4. Scope of Services of the Master Plan**

The Master Plan assignment will include the following:

- a. Production of architectural prototype models of proposed parks and computer-generated renderings of the various GKIC industrial parks and facilities;
- b. Arranging and positioning the various parks on the site plan to complement each other;
- c. Roads to be built including the detailed design and parameters;
- d. Topography, waterways, drainage, and other natural features of the site that need to be preserved;
- e. Civil infrastructure based on water supply and waste treatment, electricity, communication, projected growth, the overall development strategy, and their phasing;
- f. Major infrastructure would be located, and networked to achieve efficiency and cost-saving gains;
- g. Review of the overall plan and design in the light of current studies, committed lands and phasing of land use and development,
- h. Validate plans for critical infrastructure to drive planned and mixed land use (e.g residential, industrial, commercial, etc.), and,
- i. Propose mobilization of funds for investment.

The Strategic Master Plan will include a technical and financially viable roadmap, clearly defined industrial and manufacturing clusters, and propose a strategic business model to position the Industrial City competitively (in terms of return on investment and delivery of the specific policy objectives of the Government).

The Consultants will:

- a. Ensure that the development road map of the Industrial City is consistent with the Government's industrialisation policies and plans, and market needs, and is timed to satisfy projected demand in order to achieve acceptable occupancy levels.
- b. Establish optimal land, energy and water utilization levels for intended economic activity.
- c. Adhere to physical and environmental planning guidelines, including providing adequate open, green areas for balanced vegetation cover and recreation.
- d. Establish and recommend options for development and implementation plan and KPIs for the project.

## **5. Target Area for the Strategic Master Plan**

The target area for the Strategic Master Plan shall be approximately 5,000 acres of the land area. The exact size and boundaries of above-mentioned areas shall be specified by the Ministry of Trade and Industry prior to the commencement of the consultancy assignment.

## **6. Deliverables**

The deliverables to be provided by the Consultant include the following:

- a. Inception report to be submitted within 5 days of signing contract, detailing the consultant's approach to master-plan development, providing a detailed work-plan and requirements as well as a mapping of stakeholders
- b. Progress reports documenting progress made and any recommendations or issues for remedy, feedback, decision or assistance by the Client.
- c. Draft Master Plan which will include Land Use Plan, Utility Services Plan, Infrastructure Plan and the cost estimates of infrastructure development for client's comments
- d. Revised Master Plan incorporating the Client's comments for the Consultant's presentation to and discussion by stakeholders at a forum
- e. Final Master Plan which takes into consideration outcomes of the stakeholder consultation.
- f. Prototype Models of the industrial parks and computer-generated plans and renderings
- g. The project implementation roadmap, proposed institutional framework and business model
- h. Criteria for approval of investors.
- i. Final Report summarizing progress of the project up to the end of the assignment.

## **7. Duration of the Assignment**

The expected duration of the work specified under this Terms of Reference shall be Three (3) calendar months from the date of signing of the contract.

## **8. FACILITIES TO BE PROVIDED BY CLIENT**

The Ministry of Trade and Industry will provide the following facilities to the Consultant:

- a. Office space and meeting rooms
- b. Schedule officer to accompany consultant to the site and relevant stakeholders during the assessment
- c. Organization of consultation meetings and stakeholder engagement/validation workshops(physical/virtual)
- d. List of relevant sources of information and contact persons
- e. List of stakeholder organizations and contacts in the spatial development space
- f. All available documents on each of the proposed SEZ sites

## **9. QUALIFICATION AND STAFF REQUIREMENTS**

### **A. The Firm**

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.

- a. Have undertaken at least 2 successful master-planning assignments for a project involving infrastructure development, in past 10 years, for named clients who are willing to serve as referees, at least one of which in relation to an industrial activity;
- b. Demonstrate being in operating as a consulting entity, for at least 10 years or more;
- c. Capacity Statement showing institutional capacity to deliver including description of the consultant's staff and associate consultant complement, mission statement, key corporate policies and core competences;
- d. Knowledge and experience in the preparation of master plan development for heavy and light industrial parks;
- e. Availability of adequate resources (technical and financial) to carry out the assignment
- f. Knowledge and experience of applicable regulatory and legal requirements; and
- g. The must also submits the following requirements:
  - i. A Valid/ Original Business Registration Certificate or Business Licenses in conformity with the provisions of the laws of the country of the bidders;
  - ii. A Valid/ Up-to-date Original Copy of Tax Clearance Certificate from the relevant authority in compliance with the provisions of the laws of the country of the bidders;
  - iii. Audited Financial Statements of the bidders for the last Three (3) Financial Years (2019, 2020 and 2021);
  - iv. The firm shall submit A cover letter explaining how key personnel's capabilities are best suited to assisting in carrying out the assignment;
  - v. Provide names, phone numbers and contact people at three organizations for whom your team have performed similar work.

### **B. Key Personnel**

The firm must also have the following key personnel:

<b>S/No.</b>	<b>KEY EXPERT</b>	<b>QUALIFICATION</b>	<b>YEARS OF EXPERIENCE IN SIMILAR WORKS REQUIRED</b>
1.	Project Manager	B. Sc Civil Engineering or M.Sc Architecture.	20
2.	Urban Planner	B.Sc Land Economy & M.Sc Development Planning	20
3.	Architect	M.Sc Architecture	15
4.	Land Use Plan & GIS Expert	B. Sc Land Economy	20
5.	Industrial Development and Investment Targeting Expert	B. Sc Land Economy & M.Sc. Development Planning	15
6.	Highway/Transportation Engineer	B. Sc Civil Engineering & M. Sc Transportation Engineering	15
7.	Economist & Financial Expert	M.Sc. Finance	15
8.	Environmental Expert	M.Sc. Environmental Science	10
9.	Water/Sewer/Drainage Engineer	B.Sc. Civil Engineering	15
10.	Power Telecom Engineer	MSc. Mechanical/Electrical Engineering	10
11.	Schematic Planner	MSc. Planning and Development	10
12.	Social Development Expert	MSc Social Development Planning	10
13.	Environmental Specialist	M.Sc. Environmental Science/Natural Resource Management	10
14.	Economist/Statistician	M.Sc. Economics/Statistics	10
15.	Financial Expert	M.Sc. Finance	10
16.	Legal Expert	Lawyer, registered to a professional body	10

## **10. REPORTING OBLIGATIONS AND DELIVERABLES**

The Consultant will submit the following reports to Ministry of Trade and Industry (MoTI) through the Chief Director and the Project Coordinating Unit of the Ghana Economic Transformation Project. These reports will be reviewed and approved by MoTI.