



**REPUBLIC OF GHANA**

**MINISTRY OF FINANCE  
GHANA ECONOMIC TRANSFORMATION PROJECT (GETP)**

**TERMS OF REFERENCE (INDIVIDUAL/FIRM)**

**FOR**

**RECRUITMENT OF A CONSULTANT TO DEVELOP CORPORATE STRATEGIC PLAN AND ORGANISATIONAL POLICY MANUALS FOR THE OFFICE OF THE REGISTRAR OF COMPANIES (ORC) AND THE REGISTRAR-GENERAL'S DEPARTMENT (RGD) AND FACILITATE THE DECOUPLING OF ORC FROM THE RGD**

## **1. INTRODUCTION**

The World Bank is providing funding support to the Government of Ghana (GOG) to implement the Ghana Economic Transformation Project (GETP). The overall development objective of the Project is to promote private investments and firm growth in non-resource-based sectors. The Project's objective is to promote and strengthen a growth model conducive to economic transformation to achieve higher rates of investment and productivity growth across the economy, especially in non-resource-based sectors.

## **2. BACKGROUND**

The Companies Act, 1963 (Act 179), was repealed and replaced with a new Companies Act 2019 (Act 992) on August 2, 2019, after nearly 56 years in operation. The new Act, among others, seeks to facilitate the ease of doing business in Ghana for entities operating under the corporate format. The Companies Act 992, significantly improves the governance structures of companies with additional qualifications and duties for directors with appropriate sanctions; stipulates new qualifications and duties of company secretaries; incorporates modern and international best practices; allows for electronic means of filing reports and notices; and creates a financially autonomous Office of the Registrar of Companies (ORC) with its independent Board of Directors.

To set the new ORC on the path of success by ensuring its financial autonomy and sustainability, the RGD is looking to hire a consultant to help the new ORC develop its Corporate Strategic Document and and Organisational Manual and facilitate the decoupling from the RGD.

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

This assignment's overall objective is to

- Develop a comprehensive strategic plan to ensure that: the new ORC fulfils its mandate under the new Companies Act 2019 (Act 992)
- Develop an Organisational Manual which clearly provides the operational procedures and policies of both ORC and RGD, facilitate and support the process to decouple the ORC from the RGD.

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

The scope of work shall cover the two distinct but mutually linked and reinforcing activities which are: 1) facilitate the process for decoupling the new ORC from RGD with clear timelines for completion and (2) develop a strategic plan and organizational manual for both the ORC and the RGD (after the decoupling process is completed)

#### **4.1 DEVELOPMENT OF STRATEGIC PLAN:**

Hold consultative meetings with senior RGD staff and stakeholders, as needed, to develop and agree to a strategic framework based on RGD's inputs, experiences, and international best practice. This shall include but is not limited to;

- a) Undertake stakeholder mapping and SWOT analysis
- b) A consultative process and application of an appropriate tool of analysis.
- c) Identify focus areas for the ORC and develop strategic goal, objectives and action plan for the organization.
- d) Review the institutional capacity, set-up, financial and administrative systems against the ORC's mandate and the identified strategic objectives and key result areas; and make recommendations, if any.
- e) Propose concept/Methodology and implementation plan for the development of the strategic plan.
- f) Propose a strategy for achieving the strategic objectives and key results;
- g) Develop a performance framework for the ORC that identifies key outputs and outcomes, performance indicators and targets;
- h) Facilitate stakeholder meeting(s) to validate the draft Strategic Plan;
- i) Finalize Strategic plan and submit to RGD/ORC.

#### **4.2 DEVELOPMENT OF AN ORGANISATIONAL POLICY MANUAL**

a) In consultation with RGD/ORC, develop organisational manuals with clear objectives which shall include but is not limited to:

A detailed Functional Chart for the ORC and RGD with proposed recommendations for duties of key staffing, including detailed Job Descriptions

b) Develop a specific delivery services and policies which include but not limited to HR, Finance and Administration.

C) A draft version of the organizational policy manual presented to client (ORG/RGD) for feedback.

#### **4.3 FACILITATE THE DECOUPLING OF ORC FROM RGD**

- a) Lead and provide expert inputs/direction on specific workshop/meeting/retreat sessions within the domains of knowledge management/communities of practice;
- b) Facilitate in the design, preparation including venue preparation and set-up and facilitation of the workshops/retreat, breakout meetings and focus group discussions, etc. as may be needed;
- c) Facilitate the drafting of workshop/retreat agenda/program of events with various stakeholders to ensure the accomplishment of the overall objectives;
- d) Promote maximum participation from implementation committee members;
- e) Continuously gauge and solicit feedback from committee members formally and informally;
- f) Assist in detailed feedback and edits draft report on the meetings, workshops and retreats, including lesson learnt and recommendations.

#### **5. DELIVERABLES FOR A STRATEGIC PLAN**

- Proposed Concept/Methodology and implementation plan for the development of the strategic plan.
- A comprehensive draft strategic plan which shall include but not limited the following;
  - An institutional and legal/regulatory issues, financial strategy covering fees to charge for its services and the cost structure, and technology requirements for the longterm vision of the ORC
  - Overall strategies for governance and accountability to improve the ORC's performance;
    - Proposed vision, mission and strategic objectives of the ORC;
    - Propose mechanisms and strategies to create an organizational culture supportive of the new ORC
    - Materials for the Strategy Workshops – (PowerPoint slides)
    - A final version of the Strategic Plan (PowerPoint slides, and copies of word document)

#### **5.1 DELIVERABLES FOR ORGANISATIONAL POLICIES AND MANUALS AND FACILITATION OF DECOUPLING OF ORG FRO RGD**

- A manual which shall include Human and financial management functions that will bolster and provide an effective performance-based management to enhance reporting, accountability and service delivery;
- Mechanisms to ensure organizational learning and innovation to meet international demands;
- Requirements for management information and communication systems to support the business processes within the ORC;
  
- A detailed Roadmap or an Action Plan with a costed budget for the decoupling of ORC from RGD

## 6. DURATION

The assignment is expected to be completed within three (3) months spread over 6 months.

Description of Deliverable	Period after Commencement	Percentage of payment
Inception report	2 weeks after signing contract	20%
Draft : <ul style="list-style-type: none"> <li>• strategic Plan</li> <li>• Organisation Manual</li> <li>• Decoupling Action Plan</li> <li>• Validation Workshop</li> </ul>	8 weeks after signing of the contract	40%
Final : <ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• Organisation Manual</li> <li>• Decoupling Action Plan</li> </ul>	12 weeks after signing of the contract	40%

## 7. THE SHORTLISTING CRITERIA ARE:

### Qualification:

- A Master's/Advance Degree in a relevant field in behavioural theory, Economics, Public administration, Public policy, planning and Development studies.
- A PhD in any of the relevant fields would be an advantage.

### Experience:

- At least ten (10) years of professional experience in Company Registration, strategic planning, management, public sector reforms, and program facilitation
- Previous experience in the development and implementation of an Organisational manual and Strategic plan for a Public Sector Institution.
- A Firm/Consortium with experience in supporting company registration management reforms in Ghana or the Sub region.
- The firm/consortium must demonstrate professional capacity and previous experience in designing and implementation of company registries.

- Previous experience in developing an organizational policy manuals in a similar public organization.
- Demonstrate understanding and experience of public sector reforms especially in strengthening public sector agencies concerning their strategy, governance, programs/activities, business registration, capacity development and monitoring and evaluation.
- Evidence in facilitation of stakeholder engagements/workshops
- Evidence of having undertaken similar assignments in the Sub-Sahara region

## **8. REPORTING**

The consultants shall report directly to the Registrar General and the Project Coordinator

## **9. LOCATION OF THE ASSIGNMENT**

The consultants shall be primarily based in Greater Accra. However, the assignment may require some regional travel for stakeholder consultations.

The Firm/individual will be selected in accordance with Consultant Qualification Selection (CQS) Method as set out in the Consultant Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers ("Consultant Guidelines") [January 2017 Version revised in 2017].

The attention of the Firm/Individuals are drawn to paragraph 1.9 of the World Bank's Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers ("Consultant Guidelines") [January 2017 Version revised in 2017], setting forth the World Bank's policy on conflict of interest.

## **10. 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](mailto:getpprocurement@gmail.com) and copy [getpcoordinator@gmail.com](mailto:getpcoordinator@gmail.com) by 16:00hrs GMT .

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

**ATTN: PROCUREMENT SPECIALIST  
PROJECT OFFICE SHIPPERS HOUSE  
GHANA ECONOMIC TRANSFORMATION PROJECT  
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