

REPUBLIC OF GHANA



MINISTRY OF FINANCE

TERMS OF REFERENCE

(CONSULTING SERVICES – INDIVIDUAL CONSULTING SELECTION)

Name of Project	Ghana Development Finance Project
Loan No./Credit No./Grant No.	P169742
Assignment Title	International Development Finance Advisor
Reference No	GH-GDFP-157540-CS-INDV

1. BACKGROUND

The Ministry of Finance (MoF) has received financing from the World Bank towards the cost of the Development Finance Project (the Project), which supports the establishment of the Development Bank, Ghana (DBG) and the design of its future products and services.

The objective of the project is to support the establishment of a financially sustainable development bank to increase access to finance, in particular long-term finance, for viable MSMEs and small corporates. Women-owned/led SMEs (WSMEs) will be particularly targeted by the project. The DBG will provide lines of credit and Partial Risk Guarantees to eligible Participating Financial Institutions (PFIs). The PFIs will finance eligible and creditworthy enterprises operating nationwide across sectors such as agriculture and manufacturing. In addition, the project will provide technical assistance to financial institutions that are interested in expanding their lending to businesses, particularly SMEs and WSMEs. The Project has four components as follows:

The DBG was established in 2020 as a limited liability company and is licensed by Bank of Ghana under the Development Finance Institutions Act, 2020(1032). It has sound corporate governance, including a seven-member independent board and professional management.

2. OBJECTIVE OF THE ASSIGNMENT

The objective of the assignment is to advise the DBG Management and provide support in laying down the right foundations for success in the areas of corporate governance, risk management, treasury management, product development, and partnerships with participating financial institutions (PFIs).

3. SCOPE OF THE ASSIGNMENT

The Advisor will be responsible for the following activities:

- a. Support DBG’s efforts effort to diversify its ownership and governance structure, including through the identification of prospective strategic investors, development of outreach strategies and plans, direct engagement with prospective investors, etc.
- b. Advise the DBG, from a development finance perspective, on integrating robust risk management metrics in the relevant charters to ensure that the bank’s foundations are built on a strong Asset and Liability Committee (ALCO);
- c. Provide expert advice on the setup and operationalization of the risk management, treasury operations, and Asset-Liability management functions akin to DFI best practices.
- d. Advise Management on best practices for effective risk oversight taking into consideration risks arising from wholesale lending and partial credit guarantees;
- e. Advise on building an organizational culture of risk awareness akin to international/regional Development Finance institutions.
- f. Assist in the development of products consistent with DBG’s mandate;
- g. Perform other related duties as assigned.

4. REPORTS, DELIVERABLES, TIMELINE, AND PAYMENT SCHEDULE

The Advisor will report to DBG’s Chief Executive Officer through the Chief Risk Officer, and the following deliverables are expected.

Deliverables, timelines, and payment.

DELIVERABLES	No of Copies	Period after Commencement	Payment (%)
Inception Report with Work Plan	1	End of 2 weeks	This is time based contract for 12 months and a monthly fee equivalent of 1/12 of contract fee would be paid at end of each calendar month after receipt and approval of monthly activity reports in addition to specific deliverables as indicated in the deliverables. The payments would be made upon submission of monthly invoice with activity report.
Report on reviewed draft charters, policies, and procedure documents and or amended to fit DFI best practice	1	End of Month 2	
A plan for the setting up of Asset-Liability Management & treasury functions	1	End of Month 4	
Report on building an organizational culture of risk awareness akin to international/regional Development Finance institutions		End of Month 5	
Report on ownership diversification and governance structure, including through the identification of prospective strategic investors, development of outreach strategies and plans	1	End of Month 6	

Report on best practices for effective risk oversight taking into consideration risks arising from wholesale lending and partial credit guarantees;		End of month 8
Report on Product Development consistent with DBG mandate		End of month 10
Report on Assignment completion		End of month 12

5. DURATION OF THE ASSIGNMENT

This is an advisory assignment for a period of twelve (12) months, however the contract can be terminated in case of poor performance. The assignment is expected to start on 1st June 2022.

6. LOCATION OF ASSIGNMENT

The assignment location is Ghana but subject to negotiations, the Consultant could work remotely but will be expected to spend at least 3 months in Ghana throughout the 12 months assignment duration.

7. FACILITIES TO BE PROVIDED BY THE CLIENT

DBG will provide office space to the consultant and the payment of some expenses which are prone to discussions where in-country presence work is required.

8. QUALIFICATIONS

The Advisor should not have a current business relationship with potential Participating Financial Institutions (PFIs) in Ghana and should fulfill the following criteria:

- a) Academic qualification in Business, Economics, Public Administration/Management, or other relevant social science.
- b) A minimum of 15 years of practical experience, including 6 years in a senior management position in a reputable international development finance institution.
- c) Solid understanding of development finance institutions' operations, business models, internal organization and processes, and corporate governance.
- d) Competencies in credit risk management, evaluation of financial institutions, SME finance, and portfolio investment in low-risk financial assets are advantages.
- e) Drive for results and ability to bring stakeholders together.
- f) High standards of integrity, particularly those for senior managers of financial institutions.
- g) Excellent communication and presentation skills, a team player, intercultural sensitivity, and perfect command of written and oral English; and
- h) A very good knowledge of Microsoft Office applications, particularly Word and Excel.