



**REPUBLIC OF GHANA - MINISTRY OF FINANCE**

**GHANA YOUTH EMPLOYMENT AND  
ENTREPRENEURSHIP IN PRODUCTIVE SECTORS (YESp)  
PROGRAM FOR RESULTS (PforR)  
(P179221)**

**TERMS OF REFERENCE**

**SOCIAL SPECIALIST  
(Individual Consultancy)**

**Reference no. GH-MOF-YES-379869-CS-INDV**

**INTRODUCTION**

The Ministry of Finance (MoF) is expected to receive financing from the World Bank towards the proposed Ghana Youth Employment and Entrepreneurship in Productive Sectors (YESp) Program for Results (PforR) and intends to apply part of the proceeds for consulting services by inviting suitably qualified individuals for the position of Social Specialist. The program's development objective is to increase investments and exports in selected sectors, improve sector-specific skills, and promote youth entrepreneurship.

**BACKGROUND**

Youth unemployment in Ghana is a socio-economic imperative now more than ever. Unemployment among Ghanaian youth has been on the rise following the covid-19 pandemic, thus, posing a threat to our national security and economic stability. To tackle this intractable problem, Government through the Proposed YESp aims at creating jobs in the economy over the next five (5) years.

The PforR operation will support the development of three priority sectors under the Ministry of Trade and Industry's (MOTI's) Strategic Anchor Industries program as well as the District Entrepreneurship Programme (DEP) under YOUStart. The operation will run for five years and will cover interventions nationwide. It will focus on four results areas: (1) investment promotion; (2) export facilitation; (3) sector-specific skills training; and (4) youth-led enterprise promotion. The PforR beneficiaries include investors (both foreign and domestic) and their employees (of

which 60 percent are estimated to be under 30 years of age), young graduates enrolled in industry-led training programs (of which at least 30 percent will be women), young entrepreneurs between 18-40 years old (of which at least 50 percent will be women and 5 percent will include persons with disabilities) and their employees. The PforR will indirectly benefit the households that employees and entrepreneurs support through their additional wage incomes or business margins.

### *Results area 1: Investment promotion*

1. **The PforR Program supports the implementation of sector policies, regulations, and standards to promote investments and enable greater youth employment.** The PforR supports the adoption and implementation of sector-level policies which give an authorizing environment for MOTI and related agencies to promote investments and exports and give a clear signal to investors on the policy direction. The aim is to attract foreign investment that will create jobs at scale. An Automotive Development Policy was adopted in 2019, and policies relating to Automotive Component Manufacturing, T&G, and Pharmaceuticals are currently at various stages of development. As part of policy implementation, the PforR Program supports the amendment or adoption of the needed laws, regulations, guidelines, and standards (e.g., Customs Act, income tax, etc.). In the automotive sector, the Ghana Standards Authority (GSA) has developed requirements and specifications for used and new vehicles, respectively (including environmental standards). As additional investments in automotive components are facilitated, GSA will need to develop standards for specific components and put in place the testing capabilities to certify new components manufactured in Ghana. Similarly in Pharmaceuticals, the program seeks to promote Research & Development that would enable companies to expand the range of drugs they can manufacture and supports the testing and certification of new manufactured drugs by the Food and Drugs Authority (FDA).

2. **The PforR will also support the definition and establishment of institutional and policy implementation arrangements in each sector.** MOTI has set up policy desks within its Strategic Anchor Industries Directorate made up of teams of civil servants assigned to lead on policy implementation, including conducting scoping missions, organizing investor roadshows, collecting data and market intelligence. MOTI is also establishing sector-level PPD mechanisms to inform and monitor policy design and implementation. In automotive, for instance, a representative of the policy desk sits on the AIDC, which consists of 19 public and private sector representatives. The AIDC meets at the ADC, a one-stop-shop for the coordination and delivery of automotive services, headed by a consultant recruited by MOTI and housed in a building owned by MOTI. To ensure sustainability, MOTI will be signing MOUs with relevant government agencies that are represented at the ADC (e.g., GSA, Environmental Protection Agency, Customs, Driver and Vehicle Licensing Authority, etc.). Similar implementation, coordination, and PPD structures for T&G and Pharmaceuticals will be established as well.

### *Results area 2: Export facilitation*

3. **The PforR Program supports access to export markets for existing firms to help expand the availability of salaried jobs for young workers.** The PforR Program supports an export-readiness program in the form of technical assistance to select companies to help them meet the compliance

requirements (both quality standards and environment, social, and governance compliance) of international buyers based on MOUs. This is expected to increase the number of available jobs for young workers in the selected companies. This applies mostly to garment and pharmaceuticals factories: in apparel, certifications such as the Worldwide Responsible Accredited Production (WRAP) are becoming increasingly required; in pharmaceuticals, Good Manufacturing Practices (GMP) compliance enables companies to meet World Health Organization (WHO) requirements, which expands access to export markets as well as to WHO sourcing.

**4. The PforR Program also facilitates linkages between exporting firms and smaller suppliers.**

The PforR Program supports a supplier development program to enhance linkages between exporting manufacturing companies and smaller manufacturers (e.g., outsourcing agents in garments or suppliers of sub-parts for automotive components) as well as suppliers of goods and services (e.g., equipment, repair and maintenance, embroidery, etc.). This is expected to benefit from linkages with entrepreneurs supported under Results Area 4.

**5. As part of improving competitiveness, as well as to contribute to climate change adaptation and mitigation goals, the PforR will support firms' transition to renewable energy sources.**

Manufacturing firms mention the high cost of energy in Ghana (especially as a percentage of their overall production cost) as a key hindrance to their performance. The PforR Program supports the transition to renewable energy sources for selected firms following an energy audit supported under the Program. This also enables firms to mitigate climate risks and to contribute to the country's emissions reduction goals.

*Results area 3: Sector-specific skills training*

**6. The PforR will support industry-led skills development to close the skills gap and improve workforce readiness for youth.**

This is particularly important for sectors which require specialized skills. As part of the ADC, MOTI, in collaboration with the AIDC, is setting up a skills training center offering short-term courses for graduates of relevant secondary and tertiary educational institutions in areas such as auto repair and maintenance, technical skills, factory skills, etc. This process entails the development of a governance and operational model as well as the preparation of operational manuals defining the curriculum, staffing, student capacity, fee structure, etc. and the acquisition of needed equipment, initial operational costs, etc. It is expected that in its initial years of operation, the skills training center will enroll and graduate two cohorts of 200 students each following six-month training courses. Specific eligibility and screening criteria for student enrollment will be developed, including targets for the percentage of female students.

**7. The PforR Program also facilitates closer links between existing skills training initiatives and the private sector.**

For instance, the Accra Technical Training Center (ATTC) was set up as a public vocational institution and offers programs like fashion and designing. GIZ partnered with ATTC and a few companies to launch the Ghana Apparel Training and Service Center to close skills gaps by providing appropriate training and services to existing and potential factory employees. Similarly, in Pharmaceuticals, KinaFoundation is a private sector-led initiative to set up a biomanufacturing training center with support from a few donors to close skills gaps for the forthcoming vaccine manufacturing industry in Africa. The Program works closely with such institutions in two ways: (i) the Program offers a stipend to partly cover training costs for companies and mitigate the risk associated with turnover of trained employees (in return, companies commit to recruiting a percentage of trainees); (ii) the Program,

through the PPD platforms, is facilitating closer links between both private and public education institutions and industry representatives to define and develop new training programs for better impact.

#### *Results area 4: Youth-led enterprise promotion*

8. **The PforR will support the DEP under the Government’s flagship YOUStart initiative, as part of GOG’s Business Development and Promotion results area of the industrial transformation agenda.** The GHC10 billion YOUStart program was announced in the 2022 budget statement with the objective of supporting the creation of one million jobs in three years. The envisioned allocation for DEP is GHC3 billion, which provides a combination of training and capacity building support, BDS, access to markets and technology, and business grants to young entrepreneurs, especially for businesses or start-ups that can also benefit from the growing demand in selected value chains supported under Results Areas 1-3.

9. **The DEP benefited from due diligence initiated in 2022 under the Supporting Youth Employment Growth in Ghana ASA (P176978) and continued during the PforR preparation.** Based on recommendations from the due diligence, the PforR will use clear eligibility and screening criteria as well as a rigorous selection process to identify and support youth entrepreneurs under three distinct stages of the DEP. The following three categories of youth-owned businesses will be eligible for support: (i) idea/early-stage businesses; (ii) existing businesses; and (iii) associations or group-owned businesses. A “funnel” approach will be used to provide light-touch training and mentoring support (first stage) to a larger group of youth entrepreneurs while appropriate screening mechanisms will be applied to provide more extensive BDS (second stage) and business grants combined with mentoring, access to markets and technology (third stage) for select young entrepreneurs and youth owned MSMEs. Applications will be solicited using the YOUStart technology platform from all regions of Ghana (the regional allocation of beneficiaries and grantees will be highlighted in the Program Implementation Manual (PIM)). The platform is designed to be a comprehensive technology solution that covers the end-to-end process of application, screening, classification, assessment and disbursement, and monitoring and reporting pertaining to the YOUStart program.

10. The program includes an Investment Project Financing (IPF) Component for technical assistance which comprises sub-components: (a) Strengthening Capacities of the Implementing Agencies (including training, knowledge exchange/study tours, etc.); and (b) Strengthening Program Coordination and Verification of Results. The first sub-component will support the hiring of some additional technical staff in the Implementing Agencies (MOTI, GEA, NEIP) to strengthen their systems and capacities to enable them to achieve the Program results (the DLIs). The second sub-component will support the recruitment of: (i) select staff under the Program Secretariat at the MOF; and (ii) the IVA to verify the achievement of DLIs based on agreed protocols. The IPF Component will also support technical studies and data collection to advance sectoral development policies in the key sectors supported under the Program.

Key stakeholders in the implementation of the Program are as follows:

**Ministry of Finance (MOF):** responsible for the overall coordinating role of the PforR.

**Ministry of Trade and Industry (MOTI):** lead the industrial transformation agenda, as well as support to high-growth potential sectors and the SME upgrading under the PforR.

**Ghana Enterprises Agency (GEA):** this is an agency under MOTI mandated to promote and develop MSMEs in Ghana. GEA as a YOUStart implementation agency will co-lead the support to the emergence of young entrepreneurs under the PforR with the National Entrepreneurship and Innovation Programme (NEIP).

**NEIP:** this is one of the Government's flagship entrepreneurship programs that provides integrated support for start-ups and small businesses. As in the case of GEA, NEIP is one of the implementing agencies for the YouStart program.

### **Environmental & Social Risks and Impacts**

**Moderate E&S risks are expected from PforR activities.** While Program activities will have an overall positive E&S impact of enhancing youth employability, job creation, economic transformation, and improved environmental footprint of industries, moderate risks remain. Environmental risks include waste generation and chemical use, incidents and accidents caused by poor occupational health and safety practices and increased energy and water consumption, exposure to dust, electricity, work at height, trips, slips etc. Community health and safety risk may arise from pollution. Social risks include exclusion of groups such as women, persons with disabilities, or youth from remote and rural areas. Potential risks related to Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH), and online harassment can arise due to power differential between PforR implementers and beneficiaries as well as within implementing agencies between workers and supervisors. There is also a risk of poor labor and working conditions and child labor, conflicts over selection process, and limited/temporary involuntary displacements during installation/expansion of utilities. The Environmental and Social Systems Assessment (ESSA) which is under preparation provides several recommendations for strengthening the E&S management systems within the implementing agencies of the PforR.

**The IPF component is expected to have low environmental and moderate social risks.** Activities include training, knowledge exchange, advisory services, evaluations, staff recruitment, systems strengthening, and limited procurement of goods. Risks include low levels of solid waste generation from office management and consumables. Potential social risks include inadequate stakeholder engagement and grievance system which can lead to public and internal conflict and exclusion of vulnerable groups. Labor risks are low due to limited staff recruitment for TA activities but may include occupational health and safety, discrimination and SEA/SH. Proportional mitigation measures will be taken to avoid and minimize the E&S risks. An Environmental and Social Commitment Plan (ESCP) and a Stakeholder Engagement Plan (SEP) including Grievance Mechanism (GM) have been prepared.

## **OBJECTIVE OF THE ASSIGNMENT**

The purpose of the assignment is to augment the MoF's capacity to design and support the implementation of Social Risks Management Systems, policies and procedures for the program in line with the principles of World Bank Program for Result (PforR) financing and the World Bank Environmental and Social Framework (ESF).

## **SCOPE OF WORK**

The consultant will undertake the following tasks:

### **A. Provide technical assistance during program preparation**

- i. Lead efforts towards the identification of social risks and impacts associated with the program.
- ii. Prepare the development of a stakeholder engagement plan for the Program, building on the SEP developed for the IPF component, that will take into the considerations the complexities and diversity of stakeholders involved in the program.
- iii. Prepare a GBV/SEA/SH Action Plan
- iv. Prepare a harmonized Grievance Mechanisms (GM)
- v. Identify challenges, opportunities, priorities and needs for the development and implementation of the Social Management System.

### **B. Support MoF with program implementation**

- i. Oversee the implementation of the ESCP and SEP under the IPF component, and program action plan as per the ESSA
- ii. Ensure annual social performance audit to validate existence of a functional social system and assess compliance to improve the Program's E&S Performance
- iii. Undertake necessary due diligence including screening of project activities and determine the scope and severity of risks and impacts as well as the level of required environmental assessment and mitigation measures
- iv. Oversee capacity development of staff assigned in implementing agencies in the identification of vulnerable groups and considering their concerns in the design and implementation of activities under the Program

- v. Advice on strategies for strengthening implementation of social risk management systems in line with World Bank ESF as well as all relevant legal requirements in Ghana.
- vi. Assist in the preparation of terms of reference for conducting social studies, coordinating with selected consultant or staff to ensure the studies are carried out adequately.
- vii. Oversee the operationalization of the GM
- viii. Collaborate with key stakeholders <sup>1</sup>to develop requirements and tools for assessing beneficiaries in their management of social risks and impacts associated with their businesses.
- ix. Devise strategies through which the implementing agencies and beneficiaries can report on social risks.
- x. Examine and evaluate all activities proposed by the program to assess the potential social risks or impacts, and determine mitigation measures needed.
- xi. Ensure there are procedures in place for gathering adequate data and up-to-date documentations and records on social risk management.
- xii. Collaborate with the Environmental Specialist, to be recruited under the program, and World Bank's E&S Team to resolve emerging risks, evaluate data from monitoring and evaluation exercises, and ensure efficient implementation of E&S instruments.
- xiii. Support program monitoring and reporting on the Social Management System, highlighting social issues not addressed, and provide recommendations for corrective measures.
- xiv. Build the capacity of the key stakeholders on social risk management and support them to establish and operationalize their ESMS.
- xv. Lead in the implementation of the program's social action plan (including the GBV/SEA/SH Action plan) and material measures and actions contained in the Project Appraisal Document (PAD), Environmental and Social Systems Assessment (ESSA), and Environmental and Social Commitment Plan (ESCP).
- xvi. Undertake necessary due diligence including screening of project activities and determine the scope and severity of social risks and impacts as well as the level of required social assessment and mitigation measures.
- xvii. Prepare and submit detailed quarterly social reports to the Program Director.

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<sup>1</sup> This includes the implementing agencies: Ministry of Finance, Ministry of Trade and Industry, Ghana Enterprises Agency, National Entrepreneurship and Innovation Program

xviii. Any other related tasks that may be assigned by the Program Director.

## **DELIVERABLES AND TIMELINES**

This is a time-based contract and will be for a duration of 24 months subject to renewal based on satisfactory work performance. During the period, the consultant is expected to deliver the following key outputs:

<b>S/N</b>	<b>Deliverables</b>	<b>Remarks</b>
1.	A report on the implementation of the Social Management System among key implementing institutions	Quarterly report
2.	A report on the operationalization of grievance mechanism	Quarterly report
3.	Social Risks assessment tools	For the entire program
4.	Capacity Needs Assessment Report and Training Program for the implementing agencies	This document will identify the needs of implementing institutions in establishing and operationalizing the ESMS. A costed training program for strengthening critical areas of the implementing institutions will be included.
5.	Training Reports for trainings delivered	Quarterly

## **REPORTING**

The consultant will report on his/her operations and submit all required documentations to the Program Director (Director, Financial Sector Division, MoF) or his designate.

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

The Consultant will work from the offices of the Ministry of Finance. The Ministry will provide the consultant with the relevant documents required for the assignment including the Program Appraisal Document (PAD), Environmental and Social Commitment Plan (ESCP), Program Implementation Manual (PIM), an office space/working area, office supplies.



## **QUALIFICATIONS REQUIRED FOR EFFECTIVE PERFORMANCE**

Interested person should possess the following competencies;

- A minimum of Master's Degree in social science, development studies, or related field.
- A minimum of eight (8) years of relevant professional experience in social risks impact assessments and management.
- Demonstrate well-rounded understanding of critical issues in sustainable development and finance, international environment and development policy, climate change, gender, social enhancement measures, labour, youth employment, etc
- Demonstrated skills and experience with at least one or more of the following: public sector consultancy; public hearings; participatory research methods (including observation, surveys); participatory rural and urban appraisal; participatory poverty assessments; participatory monitoring and evaluation; and Grievance Redress Mechanisms.
- Demonstrate experience in delivering training in social risk management or development.
- Demonstrate excellent practical and working knowledge of national social sustainability laws, regulations, guidelines, standards, etc., World Bank Safeguards Policies and/or World Bank ESF
- Experience working on World Bank funded projects and/or multilateral development project(s) is an advantage