



**REPUBLIC OF GHANA**  
**BRANDING OF GHANA ENTERPRISES AGENCY**  
**SPECIFIC PROCUREMENT NOTICE**  
**REQUEST FOR EXPRESSIONS OF INTEREST (REOI)**  
**(CONSULTING SERVICES –FIRM SELECTION)**

Assignment Title: Recruit a Firm to undertake HR Audit for the transitioning of the National Board for Small Scale Industries (NBSSI) to Ghana Enterprises Agency (GEA).

**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 to access 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, communication and dissemination, as well as monitoring and evaluation of project implementation and its impact. This will include capacity building for the Project Coordinating Unit (PCU), the Economic Transformation Unit and the Resource Mobilization and Economic Relations Division (RMERD) within the Ministry of Finance (MOF).

The National Board for Small Scale Industries , now transformed into Ghana Enterprises Agency (GEA) by **Act 1043 ,2020** with a mandate to coordinate, implement and monitor the activities of the MSME

Sector in Ghana is responsible for the implementation of the sub-components to support high growth SMEs

## 2.0 BACKGROUND

With its Head Office located in Accra, the GEA operates in fourteen (14) Regional Offices, one hundred and eighty-five (185) District Offices known as Business Advisory Centers (BACs) and thirty-seven (37) Business Resource Centers spread across the country.

Currently GEA has a staff strength of five hundred and twenty-eight (528), and it is envisaged to reach seven hundred (700) in the next five (5) years. At the District level, GEA provides Business Development Services (BDS) to MSMEs, facilitate access to credit and also supports formalization of MSME sector in Ghana.

The vision of GEA is to be the apex MSME organization for building globally competitive businesses towards job and wealth creation with a mission to facilitate the creation of an enabling business environment, development of Financial and Non-financial Services, and the building of supportive institutional infrastructure.

In the next five years (2021 – 2025), GEA aims to lay the foundation for a world class MSME apex institution in Ghana which supports job and wealth creation as well as building globally competitive MSMEs. To achieve these set goals, the GEA seeks to :

- Have a highly motivated , committed and competent human resource base governed by a robust human resources and management practices, policies and procedures architecture aligned with the its strategic objectives.
- Invest in appropriate resources required to enhance the effectiveness of its human capacity and function to meet the needs of MSMEs.
- Establish a establish a strong human capital base with requisite skills and knowledge for the achievement of GEA mandate.

It is against this background that the GEA seeks to engage the services of a Consulting Firm to carry out a detailed human resource audit and recommend HR strategies that will support the vision of the Agency.

## 4. OBJECTIVES OF THE HR AUDIT

The overarching aim of the audit is to assess the current human resource capacity of GEA and recommend strategies to build a strong human capital base with the requisite skills and competences to accelerate the achievement of its mandate. The specific objectives of the HR audit include the following :

- i. To review and carry out a Gap analysis of GEA's existing HR policies, procedures and practices and develop policies to address these gaps.
- ii. Detailed skills mapping of skills across GEA to identify gaps and recommend targeted training and development interventions for all positions.
- iii. Assessment of the current HR service delivery modes in terms of structure, systems , practices and recommend a new model that facilitate the growth of the HR function in GEA .

## 5. SCOPE OF WORK

The Consultant is expected to perform the following tasks:

- i. Review (a) the strategic plan (b)current organisational design(c)business processes in all Departments (d) existing human resource policies and procedures in the Public Service and ( e) Public Services Commission HR directives .
- ii. Review and carry out a Gap analysis of GEA’s existing HR policies, procedures and practices and service delivery .
- iii. Collect detailed data on current GEA Operational practices and policies and strategies related to the underlisted HR business processes:
  - (a) Recruitment , selection and retention
  - (b) Human resource planning
  - (c) Learning , Training and development
  - (d) Management development
  - (e) Performance management
  - (f) Career and talent management
  - (g) Absence management
  - (h) Discipline and grievance procedures
  - (i) Diversity and gender mainstreaming
  - (j) Employee separation management
  - (k) Employee relations
  - (l) Ethics , values and code of conduct
  - (m) Health , Safety and welfare
  - (n) HR service delivery
  - (o) Human Resource Information systems / Document management /Employee personal data protection
  - (p) Leave management
  - (q) Promotions , postings and transfers
  - (r) Reward management and benefits
  - (s) Position Management
- iv. Based on the outcome of the review and data collection exercise identify gaps , develop Human resource operational manual incorporating the areas listed in ‘iii’ in line with the GEA strategy and Public Services Commission requirements.
- v. Review GEA position management practices vis-à-vis best practice and public service standards ; identify critical job positions, develop job descriptions and specifications and make appropriate recommendations.
- vi. Conduct skills assessment across all departments / for key Staff to determine capability to execute the mandate of the Agency and recommend appropriate training and development interventions for all levels of Staff.
- vii. Carry out detailed assessment of the current HR Department in relation to structure, service delivery, digitization, staffing and recommend a new model that facilitate the achievement of the mandate of the agency.
- viii. Assessment of gaps in current practices related to mainstreaming of employee voice, communication and engagement in GEA and recommend remedial measures.

## **6. DELIVERABLES**

The main deliverables of the Consultant will include but not limited to the following:

- Gap reports on review of Public Service /GEA’s existing HR policies, procedures and practices , the GEA strategic plan HR business processes and recommendations.
- Employee communication and engagement plan for the GEA .
- New training policy document and recommended training and development interventions aligned to GEA strategy.
- Staff Capability assessment and gaps report and recommendations.

- Updated current job descriptions for all critical roles across the agency and new job descriptions for proposed positions.
- Action plan for implementing project recommendations.

**7. DURATION OF THE ASSIGNMENT**

The Assignment should be completed within four months from the date of signing of the Contract with the Consultant.

**8. REQUIRED COMPETENCIES OF THE CONSULTANT**

The Consultant will be a firm with a strong technical background and demonstrable operational strength to deliver this assignment according to agreed schedule. The firm must also have the following:

<b>The firm</b>	<ul style="list-style-type: none"> <li>• A minimum of five (5) years’ experience in HR audit, organizational development or capacity building</li> <li>• Demonstrable track record of successfully managing similar assignment.</li> <li>• A proven track record of HR audit, organizational development and capacity development in a private and public sector.</li> <li>• In depth experience in talent management / capacity development and training activities from both public and private sector</li> <li>• Must submit the underlisted documents : <ul style="list-style-type: none"> <li>○ Business Registration Certificate (Incorporation &amp; Commencement of Business)</li> <li>○ Valid Ghana Revenue Authority (GRA) Tax Clearance Certificate</li> <li>○ Valid Social Security &amp; National Insurance Trust (SSNIT) Clearance Certificate</li> <li>○ Valid Value Added Tax Registration Certificate</li> <li>○ Valid PPA’s Consultant Registration Certificate</li> </ul> </li> </ul>
<b>Team leader</b>	<ul style="list-style-type: none"> <li>• At least 12 years relevant experience in Strategic Human Resource Practice, Human Resource Audit and/or reforms in public and private sectors.</li> <li>• Master’s Degree in Human Resource, Organisational Psychology, Administration or a related field .</li> <li>• Experience in Strategic Planning and Organisational Development; Human Resource Assessments/Evaluation and training needs assessment and capacity building.</li> <li>• In depth experience in talent management / and training activities from both public and private sector</li> <li>• Excellent analytical, research, writing, and presentation skills</li> </ul>
<b>Organisational Design Specialist</b>	<ul style="list-style-type: none"> <li>• 5-10 years of relevant experience in supporting public sector organisational design initiatives.</li> <li>• Experience in supporting consensus building workshops or sensitisation sessions.</li> <li>• Master’s degree in Organisational Design or MBA in relevant area would be beneficial.</li> <li>• Excellent analytical, research, writing, and presentation skills</li> </ul>
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>• At least 8 years relevant experience in Human Resource Practice and project management .</li> </ul>

	<ul style="list-style-type: none"><li>• Experience in Organisational Development, Human Resource Assessments/Evaluation, training needs assessment talent management in public and private sector</li><li>• Excellent analytical, research, writing, and presentation skills</li></ul>
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**3. RESPONSIBILITY OF CLIENT**

NBSSI will provide the Consultant with the relevant documents and information as well as access to key officers necessary to facilitate the Consultant’s performance of this assignment.

**9. SUBMISSION OF EXPRESSIONS OF INTEREST**

Interested Consultants may obtain further clarification and Terms of Reference, preferably by e-mail, at the address below from 9.00AM to 4.00PM, Monday through Friday (except on public holidays).

Expressions of interest shall be in English and must be delivered via electronic submissions to the following email addresses: [dfoli@mofep.gov.gh](mailto:dfoli@mofep.gov.gh) and [GDamalie@mofep.gov.gh](mailto:GDamalie@mofep.gov.gh) by 10.00am on Friday, April 16, 2021.

**THE PROJECT COORDINATOR**

**GHANA ECONOMIC TRANSFORMATION (GET) PROJECT**

**MINISTRY OF FINANCE**