



REPUBLIC OF GHANA

MINISTRY OF FINANCE

GHANA ECONOMIC TRANSFORMATION PROJECT (GETP)

**IDA CREDIT NUMBER 6465-GH
SPECIFIC PROCUREMENT NOTICE**

**REQUEST FOR EXPRESSIONS OF INTEREST (REOI)
(CONSULTING SERVICES –FIRM SELECTION)**

Assignment Title: Recruit a Firm to develop Standard Operating Procedures for Ghana Enterprises Agency (GEA) formerly [National Board for Small Scale Industries (NBSSI)]

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 (NBSSI) now Ghana Enterprises Agency (GEA) is responsible for the implementation of the sub-components to strengthen the entrepreneurship support ecosystem and promote high-growth MSMEs.

2.0 BACKGROUND

The GEA was set up by an Act of Parliament, under the Ghana Enterprises Agency Act 2020 (Act 1043) with a broad mandate to coordinate, implement and monitor the activities of the MSME Sector in Ghana. With its Head Office located in Accra, the GEA operates sixteen (16) Regional Offices, one hundred and eighty-five (185) District Offices known as Business Advisory Centres (BACs) and thirty-seven (37) Business Resource Centres 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.

To facilitate the achievement of the core mandate and the mission of GEA, the operations of the Agency must be grounded in robust administrative and technical procedures that promote consistency across business processes, service delivery and predictability of performance. It is against this background that the GEA seeks to engage the services of a Consulting Firm to develop Standard Operating Procedures (SOPs) for GEA.

3. OBJECTIVES OF THE ASSIGNMENT

The overarching aim of the Assignment is to provide consultancy services for the development of SOPs for GEA as part of its transformation objectives. Specific objectives of the Assignment are:

- To develop standard operating procedures for all functions, activities and operations of Departments and Units of GEA.
- Provide support and advisory services to GEA to facilitate the implementation/application of the SOPs.

4. SCOPE OF THE ASSIGNMENT

The Consultant's scope of work shall include but will not be limited to the following:

1. Carry out detailed business process mapping of all Departments, Units, Sections and cross-cutting activities/functions.
2. Bench mark business processes reviewed with similar institutions in the Public and Private sectors.
3. Analyse government legal and policy directives influencing the proposed SOPs to ensure that the SOPs are compliant with these directives.
4. Carry out a Gap analysis of existing SOPs and update these in line with best practice.
5. Work collaboratively with Heads of Departments and other staff with expert knowledge to develop content.
6. Identify the key stakeholders in the MSME ecosystem and define the roles and responsibilities they are expected to play in the implementation of the SOP in the promotion of MSMEs.
7. Facilitate two working group consultations (organised by GEA) and present the draft SOP to the key stakeholders; finalize the SOP incorporating all the inputs

8. Recommend format for the content, structure and scope of each SOP including methodology for identifying the SOPs; cross referencing, sequencing, documents control /tracking, dating, review and approval processes etc.
9. Develop a clear and comprehensive SOPs for all Departments, Unit, Sections and cross-cutting activities/functions in GEA to eliminate redundancies and align with best practice. This will include activities/ functions of departments such as:
 - Business Advisory Centres/Business Resources Centre operations
 - Entrepreneurship Development
 - Finance
 - Financial Services
 - Human Resource
 - Administration
 - Regional Office operations
 - Research ,Monitoring and Evaluation
 - Women Entrepreneurship Development
10. Draft specific, detailed and practical steps (including specific models for specific circumstances or places) for the implementation of the SOP in the delivering interventions for the development and promotion of MSMEs.
11. Design and deliver comprehensive presentation after the completion of the SOP on the salient features of the SOP at the national level organised by the GEA.
12. Provide support to GEA on the implementation and roll out of the documented SOPs.

5. EXPECTED OUTPUT

The main output expected from the Consultant is a Final SOP for GEA in consultation with the relevant

- A comprehensive SOP for all functions, departments or units of GEA.
- A roadmap for implementing the SOP.

6. DURATION OF THE ASSIGNMENT

The consultancy is expected to be awarded for three (3) months.

7. SUPERVISION AND REPORTING ARRANGEMENTS

The Consultant will report directly to the Deputy Chief Executive Officer. The Consultant shall also provide information and advice to GEA through a designated Officer of the GEA as and when requested.

8. LOCATION

The Consultant's work will primarily be based at the GEA Head Office, Accra. However, the Consultant will be required to undertake field visits to other parts of the country as and when necessary.

9. REPORTING OBLIGATIONS AND DELIVERABLES

The Consultant will submit the following reports to GEA through the Deputy Chief Executive Officer:

- An Inception Report which shall provide (a) the approach/methodology for delivering the services (b) availability of the key staff and (c) detailed work plan outlining all critical activities to be undertaken under this Assignment for the full length of the contract period, with clear dates of delivery and specific deliverables at the conclusion of each activity. The Inception Report shall be submitted within two weeks from the commencement date.
- Monthly progress reports on the status of project implementation, which shall be submitted at the end of each calendar month
- A detailed comprehensive end to end Standard Operating Procedures document

10. FIRM QUALIFICATIONS

- (i) The Consulting Firm will be a firm or a consortium of firms with a demonstrable track record of successfully developing SOPs for entities similar to GEA and with comprehensive knowledge of the business of GEA. The Firm should have successfully delivered at least two similar assignments in the last five years. The Consultant must also have:
- Experience in and understanding of Ghana's SME Ecosystem
 - A track record of developing SOPs for organisations in the private and public sectors.
 - Experience managing reporting relationships with government and multi-lateral agency stakeholders
- (ii) A robust Team made of the underlisted:
- A Team Leader with (a) an advanced degree in Finance/Accounting/Business Administration/Management/Organisational Development or a related field, with not less than 15 years' work experience and (b) minimum of 10 years' experience in leading government or donor funded projects.
 - Workstream Leads with (a) Advanced degree in Finance/Accounting/Business Administration/Management or a related field with not less than 10 years' work experience and (b) minimum of 5 years' experience managing government or donor funded projects.
- (iii) The Firm must also submit the following documents:
- Business Registration Certificate (Incorporation & Commencement of Business)
 - Valid Ghana Revenue Authority (GRA) Tax Clearance Certificate
 - Valid Social Security & National Insurance Trust (SSNIT) Clearance Certificate
 - Valid Value Added Tax Registration Certificate
 - Valid Public Procurement Authorities' Consultant Registration Certificate

11. RESPONSIBILITY OF CLIENT

GEA 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.

12. 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 and GDamalie@mofep.gov.gh by 10.00am on Friday, April 16, 2021.

THE PROJECT COORDINATOR

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