

Terms of Reference (ToR)

Assignment Title: Recruit a Firm to undertake Technical Assistance for SMEs and Strengthening of GEA Support system for SMEs

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

2.0 BACKGROUND

Ghana Enterprises Agency (GEA) is the apex governmental body dedicated to the promotion and development of the Micro, Small and Medium Enterprises (MSMEs) sector in Ghana. It was established by an Act of the Parliament of the Third Republic of Ghana (ACT 434 of 1981) and operationalized in 1985. Government views the sector as having the potential to contribute

substantially to the reduction of the high unemployment rates and to the growth of the economy of Ghana.

With its headquarters located in Accra, the GEA operates thirteen (13) Regional Offices spread across the country. Together with other stakeholders, it runs one hundred and eighty-four (184) District Offices known as Business Advisory Centers (BACs).

GEA has a staff strength of three hundred and fifty-seven (357), and it is envisaged to reach six hundred (600) in the next five (5) years. At the District level, GEA provides Business Development Services (BDS) to MSMEs, as well as facilitate access to credit. GEA also supports capacity building, digitization and formalization of the MSME sector in Ghana.

The GEA, under the Accelerating Entrepreneurship and SME Growth component of the GETP will be implementing a Grants Scheme to provide grants to qualifying high growth SMEs.

The Grants Scheme will operate in two forms as follows:

- COVID-19 Response Grants to provide emergency liquidity to high growth SMEs to mitigate the impact of the COVID-19 pandemic, support recovery from the effects of the pandemic and facilitate a return to sustainable growth.
- SME Growth Grants to support productivity and competitiveness enhancing initiatives by high growth SMEs to accelerate their growth.

GEA is currently implementing the Coronavirus Alleviation Programme, Business Support Scheme (CAPBuSS), which is one of the government's key interventions to provide emergency financial assistance to MSMEs. GEA, in the implementation of the CAPBuSS, has developed capacity and a keen understanding of the key implementation imperatives required for the operationalization of a Grants Scheme.

It is against this background that the GEA, through the Project Coordination Unit, seeks to engage the services of a Consulting Firm to provide technical assistance support to the Grants Committee, with the design of the methodology and procedures for the implementation of grants for the SME Growth Grants Scheme. The establishment of the Scheme is aimed at delivering effective and timely relief to high growth SMEs negatively affected by the pandemic and support the achievement of the broader goals of the GETP.

3. OBJECTIVES OF THE ASSIGNMENT

The overarching goal of the assignment is to support the GEA with technical assistance for the design and operationalization of the SME Growth Grants Scheme.

Specific objectives of the assignment are:

- (i) To support the GEA with the development of a grant management system for the SME Growth Grants Scheme

- (ii) To develop the implementation arrangements for the operationalization of the SME Growth Grants Scheme, including the operational processes and operational manual/ guidelines, risk management and governance frameworks, monitoring and evaluation framework
- (iii) To design a delivery mechanism for the effective and efficient utilization of grants awarded to SMEs
- (iv) To provide support and advisory services to the GEA to facilitate the implementation of the Scheme.

4. SCOPE OF THE ASSIGNMENT

The Consultant's scope of work includes but not be limited to the following:

1. Assist GEA to design and implement the grants management system. The key elements of the system will include the definition of the;
 - (a) eligibility criteria for application
 - (b) qualifying claims for support
 - (c) application process as well as the roles and responsibilities of stakeholders in the process
 - (d) application review process including verifications as appropriate
 - (e) disbursement processes
 - (f) monitoring and evaluation processes (including assessment of Grant Beneficiaries, Quality Assurance etc.)
 - (g) reporting obligations (Data analytics, generation of various reports on the Grants etc.)
2. Collaboratively work with GEA to design technical assistance and capacity building programmes for High Growth SMEs
3. Provide Technical Assistance to 25 firms of the COVID-19 Grants Scheme who will receive technical assistance as the first batch of beneficiaries under the SME Growth Programme. This entails:
 - a. A 360-diagnostic assessment of the 25 firms.
 - b. Group consulting (in groups of 4-5 firms) for the 25 firms.
4. Develop and implement Capacity Building programmes for High Growth SMEs as follows;
 - (a) Conduct a 360-diagnostic assessment for up to 2000 firms across 4 years
 - (b) On the basis of the diagnostic assessment, design and provide training targeting 2000 firms across 4 years, possible on several locations across the country

- (c) Group consulting (in groups of 4-5 firms, for a total of 800-1000 hours of consulting for each firm) to 400 firms across the 4 years.
 - (d) Provide peer learning sessions for a minimum of 400 firms across the 4 years.
 - (e) Provide individual consulting to 400 Small and medium-sized firms across the 4 years.
- 5. Provide training and capacity building to improve the skills and competencies of GEA Staff for improved service delivery to High Growth Firms and Grants Management
- 6. Develop the Grants Management manual to guide the implementation of the Scheme in accordance with the Project Appraisal Document and the Project Implementation Manual of the GET Project. This will include:
 - (a) Governance structure
 - (b) Operational risk management framework
 - (c) Monitoring and evaluation framework
 - (d) End to end business processes for the operationalization of the Scheme
- 7. Train GEA Staff, the Grants Committee and key stakeholders on the grant management system process to facilitate the smooth operation of the Scheme.
- 8. Provide the Grants Committee with advisory and analytical support in the implementation of the Scheme.
- 9. Support the Grants Management Team with the preparation and disbursement plans and forecasts based on the status of application processes to inform management and Grant Committee decision making.
- 10. In collaboration with GEA, conduct post disbursement monitoring to support impact assessment

5. DURATION OF THE ASSIGNMENT

The consultancy is expected to be awarded for 4 years. The contract could be terminated in case of non-performance. The contract will be reviewed and renewed annually subject to the firm performing satisfactorily and meeting the obligations as highlighted in these Terms of Reference.

6. SUPERVISION AND REPORTING ARRANGEMENTS

The Consultant will report directly to the Chief Executive Officer. The contract will be reviewed and renewed annually.

7. 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.

8. REPORTING OBLIGATIONS AND DELIVERABLES

The Consultant will submit the following reports to GEA through the Executive Director. These reports will be reviewed and approved by GEA

- (a) An inception report which shall provide the approach/methodology for delivering the services under the assignment, availability of the key staff in the proposal submitted, 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.
- (b) Templates to support all processes within one month of commencement of the contract
- (c) Operational guidelines/manuals to assist the implementation of the Scheme within one month of commencement of the contract
- (d) Grant Management Manual two months of commencement of the contract
- (e) Integration of Data Analytics into the programme
- (f) Develop implementation process and arrangements
- (g) Training Modules and Manuals to support the Grants Management and SME support programme-360 degrees capacity development programme.
- (h) Ongoing Capacity Development of GEA Staff to internalize lessons, skills and competencies arising from the implementation of the Scheme to ensure sustainability
- (i) Monthly progress reports on the status of project implementation, which shall be submitted at the end of each calendar month.
- (j) Adhoc reports as required by the client
- (k) A detailed final report on the performance and impact of the Fund at the end of the contract.

9. FIRM QUALIFICATIONS

- (a) The Consultant will be a firm or a consortium of firms with a demonstrable track record of successfully managing similar grant schemes and funds in a developing country context. The firm should have successfully delivered at least two similar assignments in the West African Sub Region within the last five years. The Consultant must also have
 - 1. The firm must be a legally registered consulting firm - Registration Certificates with relevant regulatory authorities in the legal jurisdiction of the applicant / Certificate of Incorporation (if applicable);
 - 2. The Consultant will be a firm or a consortium of firms with a demonstrable track record of successfully managing similar grant schemes and funds in a developing country;
 - 3. The firm should have successfully delivered at least two similar assignments in the West African Sub Region within the last five years;
 - 4. Experience in and understanding of Ghana's SME ecosystem;

5. A track record of structuring and managing grant funds aimed at SMEs across industry sectors and created by multilateral and/or bilateral development assistance agencies over the last five (5) years;
6. A track record of providing quality assurance for technology solution implementations similar to this programme;
7. Experience providing quality assurance for the implementation of technology platforms for SME development;
8. Experience working with public sector institutions in Ghana or similar countries;
9. Experience managing reporting relationships with government and multilateral agency stakeholders;
10. Knowledge of best practices or experience working to provide Technical Assistance to institutions that support MSMEs;
11. Experience supporting institutions that work with Ghana's (or similar country) private sector;
12. Preference will be given to firms with working experience in West Africa and / Ghana; and
13. Evidence of Technical and Managerial Capability.

(b) The Consultant's Team shall include:

Team lead	<ul style="list-style-type: none"> • An advanced degree in Finance/Accounting/Business Administration/ Development Finance/ Management or a related field with not less than 15 years of work experience • Demonstrated leadership skills and proven experience in the management of large complex projects in private sector development and public sector reforms • Ability to manage a diverse team of specialists on complex projects to deliver effective results • Experience working with government agencies and private sector actors to develop the MSME sector during a crisis or economic downturn • Experience in providing business advisory services restructuring private and public sector entities to facilitate sustainable growth and effective service delivery
Grant Management Lead	<ul style="list-style-type: none"> • An advanced degree in Finance/Accounting/Business Administration/ Development Finance, not less than 10 years work experience • At least 10 years relevant experience working with financial institutions to ease access to finance for MSMEs • Experience managing/supporting at least three grant programmes to ease access to finance for MSMEs in Ghana or the West African Sub Region • Experience in the use of technology to support service delivery for MSME development and access to financing
Monitoring and	<ul style="list-style-type: none"> • An advanced degree in Monitoring and Evaluation / Development related Social Sciences and have not less than 10 years working experience

Evaluation Lead	<ul style="list-style-type: none"> • At least 10 years of relevant experience in the design and implementation of M&E systems, preferably in Ghana or West Africa • Experience in the design and implementation of technology-enabled M&E systems • Experience working with government and development agencies to measure the impact of development interventions • Experience in the design and implementation of M&E systems for at least two MSME development grant programmes
IT and Quality Assurance Lead	<ul style="list-style-type: none"> • An advanced degree in Finance/Accounting/Business Administration/ Development Finance Management Information System and have not less than 10 years work experience • Internationally recognized certification in database administration, systems administration, payments or software development • At least 10 years relevant experience providing technology advisory services to MSMEs • Experience working with government agencies to develop and implement technology solutions to support MSME development
Governance and Process Lead	<ul style="list-style-type: none"> • An advanced degree in Finance/Accounting/Business Administration/ Development Finance/ Management with not less than 10 years of work experience • Experience collaborating with government agencies to design and implement MSME development programmes
Training and Capacity Building Lead	<ul style="list-style-type: none"> • An advanced degree in Business Management/ Administration/ Entrepreneurship/ Accounting/Development Finance or a related field with not less than 10 years work experience • Knowledge of Ghana's MSME ecosystem • At least 10 years relevant experience providing business advisory services to MSMEs to support growth and capacity building • Experience working with MSMEs to develop their capacity to improve access to finance and markets • Experience in the design and implementation of capacity building curriculum for MSMEs

10. RESPONSIBILITY OF CLIENT

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