



## REPUBLIC OF GHANA

### MINISTRY OF FINANCE

## GHANA ECONOMIC TRANSFORMATION PROJECT (GETP)

### TERMS OF REFERENCE (TOR)

**Assignment Title: Recruitment of a Special Economic Zones (SEZ) Expert for Ministry of Trade and Industries (MOTI) to Coordinate Industrial Parks and Other IP & SEZ Related Activities**

#### 1. INTRODUCTION

The Government of Ghana has received funds from the International Development Association (IDA) of the World Bank towards the cost of the above project. The Ministry of Trade and Industry (MOTI), one of the Technical Implementing Agency (TIA), intends to apply part of the funds for a Consulting Assignment to hire an SEZ Expert to coordinate the Ministry's activities for the implementation of Ghana's Special Economic Zone Program and in respect of its role under the GETP.

The Project Development Objective (PDO) is to promote private investments and firm growth in non-resource-based sectors. The Level Indicators to monitor progress towards achieving the PDO are:

- Improvement in the overall business enabling environment, as measured by the Doing Business Ease of Doing Business Score (Number);
- Private sector investments leveraged through project activities (Amount, US\$);
- Increase (additional) in average value of gross sales by firms supported by the project (Percentage).

The project has four (4) components as follows:

- Component 1 - Enabling investments (US\$40 million equivalent), 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 (US\$50 million equivalent), 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 MSME growth (US\$99 million equivalent), 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 (US\$11 million equivalent), 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).

## **2. BACKGROUND**

The Government of Ghana (GoG) through the Ministry of Trade and Industry is implementing a comprehensive trade expansion and industrialization policy aimed at transforming the country into a new manufacturing hub. In this regard, GoG recognizes the strategic importance of establishing industrial parks and special economic zones with world class infrastructure to enable investors (foreign and domestic) to competitively develop and operate a diverse range of manufacturing activities.

The Component on Crowding-in Investment under the GETP seeks to enhance Government's efforts to promote widespread investment and spatially distributed Industrialization program by addressing the constraint of lack of quality infrastructure and affordable serviced industrial lands in the country. Resolving this constraint within the context of Ghana's ongoing industrialization efforts requires acceleration of the establishment of special economic zones and industrial parks to support investment in manufacturing, by providing quality industrial infrastructure tailored to the strategic focus of Ghana's Industrialization Programme.

The Programme focuses amongst others, on Agro-Processing, Pharmaceuticals, Automobile Assembly and Component Manufacturing, Textiles and Garments, Iron and Steel, Bauxite and Aluminum, Pharmaceuticals, Petrochemicals and the manufacturing of Machinery and Equipment.

In this regard, the Government of Ghana has designated lands for the development of a new generation of Industrial Parks and Special Economic Zones. They include the flagship Greater Kumasi Industrial City Project and Special Economic Zone (5,000 acres); Builsa Agro - Processing Park (3,000 acres); Shama Export Processing Zone (1,610 acres, including West Park); and Sekondi Export Processing Zone (2,000 acres), Savelugu Industrial Park (2,000 Acres). The Tema Export Processing Zone is the first operational and fully occupied EPZ.

These strategically located lands, mostly greenfield present readily available opportunities for crowding-in private sector investment but require initial public investment in critical infrastructure as a public good, to enhance the attractiveness of Ghana's offer to private sector, be it developers or tenants to invest in the industrial parks and zones.

A few independently financed parks are being developed by private land developers. They include the Dawa Industrial City (2,000 acres), West Park (405 acres), Appolonia Business Park (2,325 acres), Petronia City Project (2,000 acres) and Silicon Accra Technology Park (60 acres). Demand for well-serviced and affordable lands with quality infrastructure has increased significantly following the implementation of Government programmes that facilitate and directly support the private sector to invest in selected strategic sectors of the Ghanaian economy.

## **2.1 Rationale of the SEZ Initiative**

The Government's Industrial Transformation Agenda requires a structured response to the challenges facing Ghanaian industries including service industrial land banks, high cost of capital, limited access to medium and long-term financing, high cost of electricity and power supply, inadequate and poor-quality raw materials for industrial processing and poor research and development support schemes.

The Ministry of Trade and Industry is seeking to make Ghana the most business-friendly economy in Africa and foster the competitiveness of Ghanaian firms by enhancing their productive capacities under the Industrial Transformation Agenda with the focus on spatial planning and industrial development for SEZ operations.

This will support the private sector to establish business units and increase their production capacities. Economies of scale and increased production volumes will enable them take full advantage of both the local and the export market including various market liberalization frameworks including the Africa Continental Free Trade Area and Ghana-European Union Interim Economic Partnership Agreement. With this, the Government is committed to achieving results that will stimulate entrepreneurial development, promote value addition to primary products, and diversify the economy, create employment opportunities for all and generate foreign exchange for our dear country.

It is for this reason that the Ministry of Trade and Industry has decided to engage an IP/SEZ Expert with in-depth knowledge and experience in the establishment and management of Industrial Parks and Special Economic Zones to support the Industrial Transformation Agenda of the Government.

## **2. OBJECTIVE OF THE ASSIGNMENT**

The objective of this Posting is to engage on short term bases an IP/SEZ expert to provide technical and advisory support services to the Ministry of Trade and Industry for the establishment of Industrial Parks and Special Economic Zones and related programs in Ghana.

The Expert will also assist in coordinating the implementation of GETP Component 2 activities under the Ministry. For the sustainability beyond GET-Project , the SEZ Expert will help the Ministry implement similar donor support programs towards Ghana's Industrial Parks and Special Economic Zone development agenda after the completion of the GETP. Therefore, the Expert will equally be responsible for other donor support services within the Ministry in respect to the development of IP/SEZs.

### **3. SCOPE OF WORK**

- i. Assist in the preparation of a Concept Note and Implementation Manual for the establishment of Industrial Parks (IP) and Special Economic Zones (SEZs)
- ii. Provide expert advice in the selection of locations for the establishment of IPs and SEZs.
- iii. Provide technical direction in the design, preparation of specifications and cost estimates, preparation of implementation modules including road map for the establishment of Industrial Parks and Special Economic Zones program.
- iv. Provide Technical Assistance in the Drafting of ToR's Position Papers, investment layouts etc for IP & SEZ related advisory studies and assignments
- v. Technically assist the Procurement Unit of the Ministry in the selection, award of contract in respect of the of IPs and SEZs program in Ghana.
- vi. Supervise and make recommendations, when necessary, for revision of contracts to maximize 'value for money'.
- vii. Collaborate with the IP/SEZ Team to coordinate the activities of stakeholders for the achievement of the project objectives.
- viii. Manage the complementary mechanism among the various initiatives of the Ministry e.g., IP/SEZ, 1D1F, SPX and Export Diversification for the achievement of the broad objectives of these initiatives including; industrial development, job creation and improvement in livelihoods.
- ix. Provide timely and problem specific solutions to accelerate the implementation of the IP/SEZ project.
- x. Develop and implement programmes and strategies to attract tenants to the IPs and SEZs.
- xi. Coordinate the Operations of MOTI-PIU to make sure activities being implemented by MOTI TIAs are in line with the Ministry's policy directions and priority areas.
- xii. Provide technical assistance for the smooth Coordination of GET Project Component 2 activities at MOTI.
- xiii. Assist the Ministry to Coordinate the work of the IP/SEZ Technical Working Group.
- xiv. Support the Coordination and the implementation of activities at the Greater Kumasi Industrial City Project and Special Economic Zones
- xv. Coordinate with MOTI-IP&SEZ staff in the performance of key duties in respective to GKICP to ensure synergies with other Zones for complementary services rather than competitions among zones.
- xvi. Participate in building and implementing the Projects concept and approaches as part of the overall implementation of IP&SEZ Projects.
- xvii. Draft presentations for briefing of the Chief Director/Minister
- xviii. Perform any other duties as may be assigned by the Minister.

### **4. KEY DELIVERABLES AND MILESTONES**

The Consultant is expected to deliver as per the scope of the Terms of Reference and .

- i. Submits Monthly and Quarterly Progress Report on critical implementation actions, highlighting priority issues for urgent consideration.
- ii. Customized presentations submitted to Minister
- iii. Prepare letters, communications briefs, announcements and circulars when needed
- iv. Regular budget and disbursement reports on all Project Funded Activities, and in relation to the results framework.

## **5. DURATION**

The appointment will be for an initial period of twenty (24) months, with the possibility of an extension subject to satisfactory performance.

## **6. INPUTS**

The IP/SEZ Expert will be provided with documentations related to the assigned duties that are available at the Ministry. The Ministry will also assist the expert to establish contact with stakeholders.

## **7. OUTPUTS/REPORTING OBLIGATIONS**

The Expert will report directly to the Minister and the Chief Director by presenting to him regular reports and brief. The Expert will also brief the Minister upon request. He/she will regularly share monthly and quarterly reports with the GET-PCU and other Donor Agencies involved in the invention areas.

## **8. QUALIFICATIONS AND EXPERIENCE**

The candidate must be very experienced person with at least ten (10) years post qualification working experience in both the public and private sectors. Must have the following:

- At least five (5) years must be at a managerial position preferably in the private sector.
- The candidate should work with little or no supervision.
- Advanced Degree in relevant fields including Project Management, Public Policy, Business Administration/ Management, Finance, Economics, or any other related fields,
- Professional experience in supporting and providing technical assistance to public institutions,
- At least three years' experience in coordinating similar Donor funded projects. Coordination of World Bank funded projects will particularly be an added advantage,
- At least three years' experience of having worked with public and private institutions in Ghana, and
- At least three years' experience in handling complex organizational issues.