



REPUBLIC OF GHANA - MINISTRY OF FINANCE

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

**TERMS OF REFERENCE AND SCOPE OF SERVICES FOR FIRM
CONSULTANCY**

**(DEVELOPMENT OF GOVERNANCE AND OPERATIONAL FRAMEWORK FOR
AUTOMOTIVE DEVELOPMENT CENTRE (ADC) INCLUDING LEGAL
FRAMEWORK, BUSINESS MODELS AND AGENCY MoUS.)**

REFERENCE No. GH-MOF-YES-380548-CS-CQS

INTRODUCTION

Government has received financing from the World Bank towards the proposed Ghana Youth Employment and Entrepreneurship in Support in Productive Sectors Program for Results (YESp) and intends to apply part of the proceeds for consulting services by inviting suitably qualified Firms for the Development of Governance and Operational Framework for Automotive Development Centre (ADC) including Legal Framework, Business Models and Agency MoUs. The Program's Development Objective (PDO) is to increase investment commitments in selected sectors, improve sector-specific skills among youth, and provide gainful self-employment opportunities for youth.

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, the Government through the Proposed YESp aims at creating jobs in the economy over the next five (5) years.

The PforR 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 program will run for five years and will cover interventions nationwide. It will focus on three results areas: (1) investment attraction; (2) sector-specific skills training; and (3) 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

The PforR Program will support the implementation of sector policies, regulations, and standards to promote investments and enable greater youth employment. The PforR will support 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 and domestic 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. The PforR will also support the definition and establishment of institutional and policy implementation arrangements in each sector to improve sector-level coordination. This would include establishing sector-level PPD mechanisms to inform and monitor policy design and implementation.

Results area 2: Export Facilitation

The PforR Programme will support access to export markets for existing firms to help expand the availability of salaried jobs for young workers. The PforR will support an export-readiness Programme through 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. The PforR will facilitate linkages between exporting firms and smaller manufacturers through a supplier development Programme 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). Furthermore, to improve competitiveness and contribute to climate change adaptation and mitigation goals, the PforR will support firms' transition to renewable energy sources.

Results area 3: Sector-Specific Skills Training

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 Automotive Development Policy, MOTI, in collaboration with the Automotive Development Centre (ADC), is setting up an auto industry 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. Under this results area, the PforR will facilitate closer links between existing skills training initiatives and the private sector.

Results area 4: Youth-led Enterprise Promotion

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, Business Development Services, 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.

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. It 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 and the implementation of the IPF component.

Ministry of Trade and Industry (MOTI): lead the industrial transformation agenda, as well as support high-growth potential sectors including the Automotive, Pharmaceutical, and Garments and Textiles industries 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.

Objective of Assignment

As part of implementing the Ghana Automotive Development Policy, the Ghana Automotive Development Centre (Auto Centre) has been established to host the Secretariat of the Ghana Automotive Development Council and its Functional Units of the Centre. The Centre is envisioned to function as a one-stop-shop streamlining the implementation of the Ghana Automotive Development Policy and serving as the interface for investor relations and sectoral collaboration.

The primary objective of this assignment is to engage the services of a Consulting Firm with deep expertise in Organizational Development (including Governance and Operations) to develop the Governance and Operational Framework for the Automotive Development Centre (ADC). This framework will include a Legal

Framework, an innovative Business Model and Memoranda of Understanding with key Programme Implementation Institutions under the PforR.

A key strategic objective underpinning this assignment is to catalyze the Automotive Development Center's (ADC's) capabilities, enabling it to become a driving force in operationalizing the Ghana Automotive Development Policy effectively. The consultancy will focus on implementing actionable strategies to ensure the ADC can support the growth of Ghana's automotive industry, aligning with the jobs creation agenda and contributing to economic growth.

Scope of Work

The scope of the Firm's assignment includes:

1. A Comprehensive Review of proposed conceptual framework and business model for the Automotive Development Centre (Including a review of the GADP, the current landscape of the automotive sector and any similar existing structures, both domestically and globally).
2. Development of a 5-year Strategic/Business Plan for the GADC. The Business Plan should a business model to ensure self-sufficiency, sustainability, innovation, and competitiveness over the medium to long term. This should articulate the ADC's value proposition, potential funding models, revenue streams, and financial management strategies to secure the ADC's long-term viability.
3. A governance framework detailing the organizational structure of the ADC, including the roles, responsibilities, and accountability mechanisms for the Secretariat and its Functional Units. This may also extend to include the necessary governance and administrative policies for the establishment.
4. An operational framework that identifies key areas such as investor engagement, policy implementation, sectoral collaboration/dialogue, and monitoring and evaluation (M&E). The mechanism for operationalizing a regular dialogue (PPD) between government and private stakeholders should be included.
5. A legal/regulatory framework establishing and outlining the legal and regulatory requirements essential for the effective and efficient operationalising ADC.
6. Develop an Organisational and Administrative Manual for the GADC.
7. Develop Standard Operating Procedures for the operationalisation of the GADC.
8. Drafting of a Memoranda of Understanding between the Centre and Programme Implementation Support and Beneficiary Institutions outlining the expected roles of each institution in the execution of Project.
9. Development of an "**Implementation Roadmap**" detailing the phases, milestones, timelines, and resource allocations essential for the execution of the governance and operational frameworks.

Outputs of this assignment include:

The Firm shall submit the underlisted in English:

s/n	Deliverable	Timeline	% of Payment
1	Inception Report acceptable to MoTI	3 weeks after contracting	15%
2	5-year Strategic/Business Plan for the GADC acceptable to MoTI (Including a Business Model to ensure self-sufficiency, sustainability, innovation, and competitiveness over the medium to long term).	8 weeks after submission of Inception Report	50%
3	Governance and Operational Framework including Legal Framework		
4	Standard Operating Procedures	4 weeks after submission of (2) and (3) above	20%
5	Organisational and Administrative Manual		
6	Memoranda of Understanding and Implementation Manual	Five (5) weeks after submission of (4) and (5) above.	15%

Duration of Contract

The assignment requires the commitment of the Lead Candidate/Individual Expert to ensure that the various components of the assignment are fully developed, and sound institutional structures envisaged for the Auto Centre are established.

The proposed assignment duration is 20 weeks.

Payment

This is lump sum contract.

Qualification Criteria

1. The Firm should have:
 - a proven record of having successfully undertaken at least two (2) of similar assignments in organizational development within the automotive or manufacturing sectors within the last decade.
 - An interdisciplinary team with expertise across various relevant fields, including Organizational Development/Change Management, Automotive or relevant Manufacturing Industries, Legal & Regulatory, Strategic Planning and Business Development, Public-Private Dialogue (PPD), Stakeholder Engagement, etc.
 - A quality assurance process that ensures the delivery of high-quality deliverables and
2. The Firm should be able to deploy qualified/competent resources towards the execution of the assignment.
3. The Lead Expert of the Firm must have:
 - i. A Post Graduate Qualification in either Economics, Business Administration, Management, Organisational Development or Related Fields.

- ii. A proven track record of Organisational Development and Change Management or Management Consulting with at least 5 years' work experience preferably in the manufacturing sector.
- iii. Should possess essential skills such as project management, a good understanding of the country's context, leadership abilities to guide and work with multidisciplinary teams, and effective communication.
- iv. Demonstrated expertise in developing, implementing and reviewing governance structures and operational frameworks.
- v. Experience in facilitating consultations with stakeholders in the public and private sector.

Supporting Consultant

- i. Should be a certified legal practitioner.
- ii. A proven track record in legal consulting, preparation agreements and legal frameworks with at least 5 years work experience. Relevant experience in the manufacturing sector will be an added advantage.
- iii. Experience in facilitating consultations with stakeholders in the public and private sector.

Support to be Provided

- i. The Ministry would provide an office space for this assignment.

Reporting requirements

The Consulting Firm/Consultant shall report to the Ministry of Trade and Industry through the Chief Director.