



**REPUBLIC OF GHANA - MINISTRY OF FINANCE**

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

**TERMS OF REFERENCE**

**process**

**DEVELOPMENT OF PROGRAM IMPLEMENTATION MANUAL  
(Individual Consultancy)**

**Reference no. GH-MOF-YES-396388-CS-INDV**

**INTRODUCTION**

The Ministry of Finance (MoF) is expected to receive financing from the World Bank towards the proposed Ghana Youth Employment and Entrepreneurship in Productive Sectors (YESp) Program for Results (PforR) and intends to apply part of the proceeds for consulting services by inviting suitably qualified individual to develop the Program Implementation Manual. The program's development objective is to increase investments and exports in selected sectors, improve sector-specific skills, and promote youth entrepreneurship.

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

The PforR operation 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 operation will run for five years and will cover interventions nationwide. It will focus on four results areas: (1) investment promotion; (2) export facilitation; (3) sector-specific skills training; and (4) 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*

1. **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*

2. **The PforR Program 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 program 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 through a supplier development program 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, etc.). 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*

3. **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 Council (ADC), MOTI, in collaboration with the AIDC, is setting up a 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*

4. **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.

5. 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. The first sub-component will support the hiring of some additional technical staff in the Implementing Agencies to strengthen their systems and capacities to enable them to achieve the Program results (the Disbursement-Linked Indicators, DLIs). The second sub-component will support the recruitment of: (i) select staff under the Program Secretariat at the MOF; and (ii) the Independent Verification Agent to verify the achievement of DLIs based on agreed protocols. The IPF Component 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 to high-growth potential sectors 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 THE ASSIGNMENT**

The objective of this assignment is to prepare a program operational/implementation manual, guidelines, and templates to improve the operational efficiency and effectiveness of the program through:

- Articulating administrative and organizational responsibilities and arrangements, performance indicators, and arrangements for environmental and social monitoring;
- Providing the basic principles and procedures of operations in implementing the Program, such as financial management, procurement and contract management, and grant procedures. The PforR component will use the existing country system while the IPF component will use the World Bank systems.
- Bringing to the fore the active involvement of all stakeholders in the planning, management, implementation, monitoring and evaluation of program activities aimed at achieving the project development objectives.

## **SCOPE OF WORK**

The consultant will undertake the following tasks:

- i. Engage with key stakeholders of the program to collate information and relevant documentation required for the assignment.
- ii. Develop and submit a detailed workplan and roadmap with clear deadlines for delivery.
- iii. Develop draft manuals that cover the operations of both the IPF and PforR components of the program and should be as comprehensive as possible. The manuals should provide step by step elaboration of all perceived implementation activities including
  - Institutional and implementation arrangements
  - Program Communication
  - Roles and responsibilities of key stakeholders
  - Program Governance and Management
  - Program Implementation Reporting
  - Environmental and Social Safeguards
  - Monitoring and Evaluation
  - Stakeholder Management
  - Procurement
  - Grant selection and disbursement procedure for the YouStart DEP
  - Financial Management
  - Among others
- iv. The manuals should take into consideration the guiding principles for each program Result Area and provide instructions/guidance to key stakeholders and implementing agencies on each stage of the implementation process to ensure effective program delivery.
- v. Develop templates to cover all the relevant standard forms and formats to be used by the implementing agencies in line with the agreed guidelines on each Result Area. The templates should be included in the PIM's annexure. Some required templates/formats include:
  - Needs assessment and screening criteria for the YouStart DEP
  - Eligibility requirements for the YouStart DEP (for all the three targeted groups)

- Beneficiaries training report template
  - Assessment criteria for business pitch competitions
  - Environmental and Social Screening Checklist
  - Grievance Reporting and resolution form
  - Template on Training Report (technical officers)
  - Annual Workplan and Budget Format
  - Procurement Report (Goods, Works and Consultancy Services)
  - Guidelines on Allowances
  - Among others
- vi. Facilitate two (2) stakeholder validation workshops, for the IPF and PforR manuals, respectively.
- vii. Submit final draft manuals reflecting the inputs from all stakeholders including the World Bank.
- viii. Perform other tasks related to the preparation of the PIM that may be required in coordination with the Program Secretariat.

## **DELIVERABLES AND TIMELINES**

This is a lump sum contract and will be for a duration of five (5) months. During the period, the consultant is expected to deliver the following key outputs:

<b>Deliverable</b>	<b>Timeline</b>	<b>Percentage Payment</b>
Inception report and detailed work plan acceptable to the PCU	2 weeks after signing of the contract	10%
Stakeholder Engagement report on the initial findings from institutional engagement	10 weeks after Contract Signing	20%
Submission of Draft PIM	15 weeks after signing of the contract	20%
Stakeholder Engagement reports on the review and validation of the draft PIM	2 weeks after submission of draft PIM	20%
Submission of final draft PIM	2 weeks after review workshop	20%
Submission of assignment completion report	1 week after submission and acceptance of final draft PIM	10%

## **REPORTING**

The consultant will report on its operations and submit all required documentation to the Program Director (Director, Financial Sector Division, MoF) or his designate.

All draft documents (reports and manual) shall be submitted in MS Word format with 3 hard copies. The final documents (reports and manual) shall be submitted in MS Word and pdf. formats plus 5 hard copies of each.

## **FACILITIES TO BE PROVIDED BY CLIENT**

The Consultant will work from its own office. The Ministry will provide the consultant with the relevant documents required for the assignment, including the Program Appraisal Document (PAD), Environmental and Social Commitment Plan (ESCP), and other required documents.

## **QUALIFICATIONS REQUIRED FOR EFFECTIVE PERFORMANCE**

Interested persons should possess the following competencies;

- A minimum of ten (10) years' experience in advisory services relating to Project Management, Capacity Building /Advisory, Governance and Risk Management
- A master's degree in Management, Economics, Administration or related fields.
- Demonstrate a track record in assisting Government or its agencies in implementing similar projects/programs in the last 3-5 years in Ghana. The nature of the assignment should be national in character.
- Experience working on World Bank funded projects and/or multilateral development project(s) is an advantage
- Proven experience in the development and design of program implementation manuals or similar documents
- Experience in project and team management and ability to effectively manage multiple demands and time resources.
- Excellent English writing skills.