UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL

TERMS OF REFERENCE

FOR

THE PROVISION OF SERVICES

In terms of the Sub-Contracting Matching Scheme of

the *West Africa Competitiveness Programme (WACOMP), Ghana Component, Building Competitiveness for Exports*

[1 July 2022]

1. Background

1.1 The West Africa Competitiveness Programme (WACOMP) programme builds on past support of the European Union towards competitiveness relates issue and aims to: develop value chains, improve competitiveness of SME's, strengthen the supporting intermediate organisations and create better linkages among the selected value chain actors. The United Nations Industrial Development Organisation (UNIDO) is providing technical assistance in the implementation of the programme.

1.2 The overall objective of the project is strengthening the export competitiveness of the Ghanaian economy through enhanced value-added, low carbon, sustainable production and processing and an increased access to regional and international markets. The project is aware of the different compliance capacities and competitiveness of Small and Medium Enterprises (SMEs) and therefore seeks to support (i) small enterprises in its contribution to industry development; and (ii) SMEs to attain more export potential.

1.3 The intervention aims to improve the performance and growth of the following value chains:
a) Cassava,
b) Fruits (mango and pineapple), and
c) Cosmetics and personal care products,
by improving the quality of their products, exports and its integration into regional and global value chains. These sectors are in line with the priorities of the Ghanaian Government, and have a high potential for industrialisation and job creation.

1.4 The Sub-Contracting Matching Scheme provides for UNIDO to engage in appropriate agreements allowing third party supplier institutions/business support organizations (BSO), professional associations in Ghana as well as clusters and networks supported through WACOMP project, where these orhanizations/entities have the necessary competencies and experiences to provide services, supplies or works as required by the project.

2. Aim of the Contract

2.1 Annex A provides an overview of the project plan. These Terms of Reference seeks to requests proposals in support of the project implementation.

2.2 The aim is to provide services, supplies or works, related, but not limited, to:
- Opening new markets; increasing Ghana exports to regional and International Markets;
- Increasing the quality of products;
- Increasing productivity through training and personnel development;
- Fostering intra-regional coop. to enhance productivity and capitalise on economies of scale;
- Encouraging cluster development and upgrade of Small and Medium Scale Enterprise (SME) capacity;
- Promoting programmes which will impact on underdeveloped areas or disadvantage sectors within the region (e.g. rural area development and gender).

3. The Scope of the Proposed Contracted Services

3.1 Implementation Approach

a) Proposals are encouraged from third party supplier institutions/business support organisations and professional associations in Ghana which has the technical capacity to implement activities that are alligned with the project work plan. Clusters and networks supported through WACOMP project are also considered eligible, provided they are legally constituted.

b) Examples of such activities can include workshops, training, analysis, studies, events, campaigns, etc., preferably where the skills/capacity to do so were strengthened through this or previous trade capacity building project, including but not limited to the domains of:

(i) Competitivess:
a) Supporting SMEs and firms in their collective effort to improve service delivery and upgrading schemes;
b) Strenghtening linkages among producers and processors and facilitate cooperation within the

targeted value chains;

c) Providing training to SMEs and capacity building on technical and managerial arrangements of targeted clusters and networks;
d) Strenghtening technological capacity for SMEs to collectively upgrade their processing expertise to help improve processing techniques in view of better market access.

(ii) Compliance:

a) Assessing of quality needs and launching related interventions along the value chains for enterprises and conformity assessment bodies (laboratories, certification, calibration);
b) Developing and disseminating standards required throughout the industry through workshops, direct training and technology transfer;
c) Assisting processors to implement the right standards, specifically Good Manufacturing Practices (GMP) and assistance to primary producers to produce according to Good Agricultural Practices (GAP);
d) Supporting the selected sectors to comply with regional and international standards (e.g. relevant quality, market, worker/labour, health & safety, environmental, sustainability standards, etc.).

(iii) Connectivity:

a) Linking SMEs to processors linked to international markets;
b) Analysing the national and international market opportunities for the targeted value chains and related networks and clusters (market studies, benchmarking analysis);
c) Providing assistance through workshops to introduce processors to international marker requirements;
d) Supporting the development of promotional and marketing tools for better accessing the international market.

3.3 Key Requirements

a) It s very important to note that the project can only finance up to a maximum of 80% of the total value of the proposal, meaning there needs to be a co-contribution from the bidding institution of at least 20%. Such co-contribution, or any part thereoff, should not be funded by a develpment project or another EU-funded programme.

b) The maximum threshold for proposals to be considered for award is a total of EUR 40 000 (equivalent to approximately 325,200 GHS at a rate of 8.13 GHS/EURO[Jun2022]) of the project contribution - thus meaning the amount calculated as the maximum of 80% of total project value - per bidder within one calendar year.
Note: The equivalent of in GHS will be based on the the monthly UN rate of the month of opening of the bidding.

c) Where implementation activities are proposed that relate to training/workshops/events:
- The use of venues up to maximum of a 3-star grading is encouraged
- The following are mandatory requirements and need to be included in the final report as annexures
- Attendance roster, signed on daily basis by all course participants for duration of the training/workshop/event
- Evaluation by participants (a summary of such evaluations are required for final report)
- An attendance certificates to be issued to all participants.

d) Mandatory requirements related to Daily Subsistence Allowances, Principles and Rates:
- It is realistic that certain implementation actions included in the bidder proposal will require participants to travel in order to participate in meetings, events, training, etc.
- For any Domestic (in-country) travel, it is important for the bidder to note that the UN is part of a broad agreement among Development Partners in Ghana to harmonize daily subsistence allowances (DSA) as communicated to the Government of Ghana (Ministry of Finance). Principles outlined in the context of the agreement (at the time of this document) include:
  i. No payment of sitting allowances to attend workshops, trainings and meetings;

ii. No payment of honorarium or internal consulting fees
iii. No payment of allowances from other sources for costs covered by Developing Partners (no "double dipping"); and
iv. No payment in cash or in-kind benefits over the approved rates stated in the agreement document.
v. DSA rates for various locations in Ghana are outlined in a table available from the National Implementation Unit including also all provisions that may be applicable for the disbursement of such allowances. .
vi. Provisions are outlined related to transportation, including by road and domestic air travel, including aspects such as:
    - reimbursement for fuel;
    - mileage charts to establish distances;
    - handling with costs related to the use of drivers;
    - use of public transport, etc.

- International travel is outside of the scope of the scheme and will not be supported.

e) The purchase of equipment may form part of the proposed intervention, provided:
   - That such equipment is directly related to training activities
   - That the total value of the equipment does not exceed 50% of the funding amount requested from the WACOMP project.

   Note:
   Equipment ownership remains with UNIDO for the WACOMP project duration. An inventory of all equipment procured need to be maintained and will be subject to an annual audit. Once the project is completed, equipment is handed over to the Government of Ghana through an action by UNIDO.

4. General Time Schedule

4.1 The proposal will include a high-level work plan as a minimum in a simple Gantt chart format, indicating the main tasks to be undertaken and time scales associated therewith.

4.2 The work plan shall consider reporting requirements and clearly indicate reporting tasks for
(i) Final implementation plan,
(ii) Interim report, and
(iii) Final report
as part of the work plan (see section 9 of these Terms of Reference).

4.3 If successful, the bidder shall commence the assignment not later than one week after signing the contract.

4.4 The maximum duration of a project is 12 months.

5. Project Personnel

5.1 Project personnel need to be suitably qualified and CVs of the key project personnel need to be provided.

5.2 Should the application be successful, the bidder will be required to nominate a project manager to be the single point of contact between the bidder and the National Implementation Unit, who will be accountable and be responsible for the oversight and management of the project.

6. Evaluation Criteria of the Bids

6.1 The National Implementation Unit will conduct due diligence of those bidders deemed to have submitted acceptable proposals where such due diligence has not been conducted on any prior occasion. The criteria is based on the following three principles:
i. Legally established Ghanaian institution;
ii. Alignment of the proposal with expected results in project log-frame; and
iii. Ensuring the use of learned capabilities.

6.2 The proposal must be written in English and will comprise of two parts, a Technical Proposal and a Commercial Proposal (templates are provided for these purposes)

6.3 Technical Proposal *(see Template for Applications – 3. Technical Proposal Form)*:

i. Shall provide substantive arguments outlining the relevance of the proposed intervention to the objectives and aims of the WACOMP project;
ii. Shall provide a good outline of the manner in which the assignment will be undertaken and how the assignment will be approached, and requirements addressed;
iii. Shall contain a clear outline of the Project Management Arrangements on the side of the Contractor (including a diagram outlining reporting lines);
iv. Shall outline up to date CVs of the key staff that will be assigned to this contract, including qualification certificates.

6.4 Commercial Proposal *(see Template for Applications – 4. Commercial Proposal Form)*:

i. This will outline clearly all resource requirements, costing in Ghanaian cedi (GHS) and include clearly defined payment milestones.
ii. The commercial proposal will be inclusive of all taxes as may be payable in Ghanaian cedi by the contractor and of all incidentals, including any costs related to attendance of also and opening and closing meetings where/if applicable.
iii. The commercial proposal should include detailed company registration/business certificates

7. General Matters

7.1 All communication will be in English.

7.2 Proposal must be valid for at least 120 days from date of submission.

7.3 The proposal must indicate confirmation that the prices quoted are fixed and firm for the duration of the validity period and will not be subject to revision or variation.

7.4 Proposal must include:

a) Name and signature of personnel submitting the proposal.
b) Designation
c) Date submitted
d) Name of company and contact details (its mailing address and valid phone numbers)

7.5 The successful bidder will be required to be available for communication with the National Implementation Unit for the entire duration of the contract.

8. Award of Contract

8.1 UNIDO reserves the right to:

a) Award the contract to a bidder of its choice;
b) Accept or reject any proposal, and to annul the solicitation process and reject all proposals at any time prior to award of contract, without thereby incurring any liability to the affected bidder or bidders and without any obligation to inform the affected bidder or bidders of the grounds for UNIDO's action;
c) Award the contract on the basis of the Organization's particular objectives to a bidder whose proposal is considered to be the most responsive to the needs of the Organization and the activity concerned.

8.2 UNIDO has the right to eliminate bids for technical or other reasons throughout the evaluation/selection process. UNIDO shall not in any way be obliged to reveal, or discuss with any bidder, how a proposal was assessed, or to provide any other information relative to the evaluation/selection process or to state the reasons for elimination to any bidder.

8.3 At any time during the evaluation/selection process, UNIDO reserves the right to modify the scope of the work, services and/or goods outlined in these ToRs. UNIDO shall notify the change to only those bidders who have not been officially eliminated due to technical reasons at that point in time.

8.4 UNIDO reserves the right at the time of award of contract to extend, reduce or otherwise revise the scope of the work, services and/or goods outlined in these ToRs without any change in the base price or other terms and conditions offered by the selected bidder.

8.5 UNIDO also reserves the right to enter into negotiations with bidder(s) of its choice, including but not limited to negotiation of the terms of the proposal(s), the price quoted in such proposal(s) and/or the deletion of certain parts of the work, components or items outlined in these ToRs.

9. Reporting and Deliverables

9.1. Reporting need to be clearly reflected and provided for as tasks on the project work plan.

9.2. **Final implementation Plan** within two weeks of date of the contract.

9.3. **Intermediate report**: an intermediate report should be provided within a maximum of 2 months from the contract signature and in line with payments schedule and milestones to be achieved.

9.4. **Progress report**: progress reports shall be provided every 3 months following the date of the intermediate report for the duration of the project.

9.5. **Final Report:** A final report, shall be submitted to the National Implementation Unit electronically (PDF Format) and in three (3) hard copies, not later than two weeks following completion of the work. The report shall include a clear overview of the work undertaken and manner in which results have been achieved.

9.6. Where the implementation action included training, workshops, events, the following need to be included in the final report as annexures:

a) Attendance rosters, signed on daily basis by all course participants
b) Evaluation by participants (a summary of such evaluations are required for final report)
c) Copy of all certificates issued to all participants
d) In the event of training or a workshop, copies of training materials/presentations

10. Submission of Proposals

10.1. Proposals must be clearly marked, **including the RFP number**, and addressed to:

The Chief Technical Advisor
West Africa Competitiveness Programme (WACOMP)
Sub-Contracting Matching Scheme
National Implementation Unit

10.2 Proposal need to be submitted using the *Template for Applications* set of forms available from the National implementation Unit of the WACOMP project.

10.3 A computer storage device (eg. USB drive "pen drive") containing all BID documents in PDF form must be included in the sealed envelope . It is the responsibility of the bidder to ensure the files are complete, eg all pages of each document are included. Files need to be clearly named for ease of identification and reference.

10.4 There will be no communication on any matters related to these ToRs and/or submissions by prospective parties during this submission and evaluation process. Any correspondence will be limited to shortlisted candidates or firms only.

10.5 **Closing date** and time for submission of the offers is **12 August 2022, 5:00pm local time**. Offers received after the closing date will not be considered and no extensions will be granted.

Annex A: Overview of Project Work Plan (extract)

		Implementation															
		Y1				Y2				Y3				Y4			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Act. #	**Outcome 1: The MSME's and Intermediate Organisations of Fruits, Cassava and Cosmetic value chains are upgraded. The quality of MSME's products is improved; their exports to the regional and international markets increased and are better integrated into the regional and global Value Chains.**																
Output 1: Strategic advice and sector dialogue improved.																	
Strategic advice:																	
1.1	Build awareness and ownership to host the VCSC in public or private sector																
1.2	In depth VC analysis and presentation of results for each VC																
1.3	Development of strategic VC diagnosis																
Sector Dialogue:																	
1.4	Establishment of VCSCs to support development and implementation of policies and strategies for VC development.																
1.5	Improve regional linkages and participation in the respective regional VCs																
1.6	Regular meetings to address VCs challenges, monitor actions and identify possible solutions																
Output 2: Support institutions are trained and coached for the establishment of clusters and MSMEs networks are setup in order to increase competitiveness.																	
Intermediate Organisations (AGI, NBSSI, private producer associations and support institutions):																	
2.1	Diagnosis of intermediate organisations to assess their technical capacity and determine their capability and mandate to support MSMEs.																

2.2	Training on UNIDO cluster methodology, establishment of a database of potential Cluster Development Agents (CDAs) and training a pool of NE to be national CDAs																
2.3	Strengthening the capacities of intermediary organisations to facilitate intra cluster exchanges and collective efficiency) and facilitate the setup of efficient clusters (e.g. production, marketing, export consortia)																
2.4	Support to institutions to improve their service delivery and promote collective support upgrading schemes (such as models of contract farming, technologies sharing, packaging improving, use of recyclables, resource efficiency improvement, tooling and small equipment/machinery modernisation to comply with GMP, etc.).																
2.5	Training to improve Good Agricultural Practices (GAP) for primary producers																
2.6	Provide training and capacity building on technical and managerial arrangements of targeted clusters																
2.7	Improve and expand service delivery of the business support organisations also through agreement matching schemes																
MSME's:																	
2.8	Support networks of MSME's in the implementation of activities for their upgrading by delivering trainings, upgrading existing technologies, promoting innovative business ideas, etc.																
2.9	Identify and support the participation of MSMEs in regional clusters																
Output 3: Quality and Innovation Intermediate Organisations are strengthened and MSME's compliance with standards, quality management and innovation is enhanced.																	
Intermediate Organisations (FRI, IAST, NBSSI, FDA, CAB's, GSA):																	

3.1	Development and implementation of plans to improve the national quality system and infrastructure (including standardisation, accreditation, certification) required by the targeted VCs;																
3.2	Assessment of quality needs along the VCs for enterprises and conformity assessment bodies (CABs) (laboratories, certification, calibration)																
3.3	Support to CABs to achieve accreditation or expand scopes of accreditation																
3.4	Development and dissemination of standards required throughout the industry through workshops, direct training and technology transfer (ensuring VC actors are implementing them correctly); Including training to extension officers to assist producers to implement the right standards																
3.5	Trainings (national or international) to a pool of national experts on specific practices (e.g. quality management, product quality, manufacturing, food safety, organic)																
3.6	Training of processors to work in compliance to relevant quality and market standards; assistance to primary producers to produce according to GAP																
3.7	Training of producers and argic extension officers to assist producers to implement the right standards																
3.8	Procurement and installation of laboratory equipment and metrology																
3.9	Improve and expand service delivery of the business support organisations also through agreement matching schemes.																
MSME's:																	
3.10	Support certification such as Global Gap Ecoccert and ISO, etc. and FDA registration for small industry players																

3.11	Training /coaching of VC actors and experts in Food Safety, Quality, ISO 9001, HACCP, ISO 22000, maintenance of equipment																
3.12	Assistance to processors to implement Good Manufacturing Practices (GMP) and assistance to primary producers to produce according to Good Agricultural Practices (GAP)																
3.13	Support to the selected sectors to comply with regional and international standards (e.g. relevant quality, market, worker/labour, health & safety, environmental, sustainability standards, etc.)																
3.14	Training a pool of specialists on relevant QMS and provide trainings and study tours to increase the competence of national experts																
3.15	Building technological capacity for SMEs to upgrade their processing expertise. This will include bringing experts, local or international, to help improve processing techniques																
Output 4: Export Promotion and MSME's marketing capacities are enhanced to improve market access to regional and international VCs																	
Ghana Export Promotion Authority (GEPA):																	
4.1	Support the design of information systems including trade advisors' networks, technological intelligence and market analysis, trade information portals and online platforms																
4.2	Coaching and capacity building of GEPA staff																
4.3	Support GEPA in product visibility through participation and organisation of national and international exhibitions, fairs and B2B events																
4.4	Support GEPA and stakeholders in developing Sector Export Marketing Plans (SEMP) for the selected VCs																
4.5	Support GEPA in streamlining its internal organisation (as per its strategic plan) and in enhancing its service portfolio targeted																

	to the three VCs (and others), pending the outcome of the SEMPs																
4.6	Improve and expand service delivery of the business support organisations also through agreement matching schemes																
MSME's:																	
4.7	Link MSMEs to processors linked to international markets by actively advertising MSMEs and their products on the GEPA Market Hub. Key staff in different companies will be as well assisted to access the GEPA Market Hub and access relevant markets																
4.8	MSMEs will be sponsored to participate in relevant international fairs and the increase in market share accrued due to the participation in these fairs will be monitored.																
4.9	Assistance through workshops to introduce processors to international marker requirements																
Output 5: MSME's are linked to financial institutions																	
5.1	Assessment of financial institutions and instruments																
5.2	Linking financial institutions to clusters and support efficient use of the government credits and guarantee schemes																
5.3	Accompany Financial Institutions when necessary to offer appropriate and affordable financial services to MSME's and clusters of targeted VCs																
5.4	Benchmarking with international best practices																
5.5	Awareness building of MSMEs on financial instruments, promotion and support of financing expos for MSMEs																