

**TERMS OF REFERENCE AND TECHNICAL SPECIFICATIONS****I. General Information**

|                              |                                                                                                       |
|------------------------------|-------------------------------------------------------------------------------------------------------|
| Assignment name              | <b>Senior Creative Economy and Institutional Development<br/>Advisor for the Creative Arts Agency</b> |
| Project Reference            | Ghana Green & Digital Inclusive Private Sector Development<br>(GDI-PSD) Programme                     |
| Beneficiary                  | Creative Arts Agency (CAA), Ghana                                                                     |
| Contracting Authority        | Expertise France                                                                                      |
| Location                     | Accra, Ghana (with regional outreach to Kumasi and Tamale)                                            |
| Total duration of assignment | 12 months                                                                                             |

**II. Context and justification of the need****About Expertise France**

Expertise France is an inter-ministerial agency in charge of international technical cooperation and is the second-largest in Europe, with 51% of its funding coming from the European Union. As a subsidiary of the French Development Agency (AFD) Group, it designs and implements projects aimed at strengthening public policies in key development sectors such as governance, security, climate change, health, education, and more.

With a business volume of €324 million in 2021 and a portfolio of over 350 projects across 100 countries, Expertise France has extensive experience in developing technical cooperation projects in private sector development, particularly in supporting public-private dialogue, regional integration, and public-private partnerships. Mandated by partner countries and donors, Expertise France recruits specialized experts for each project to mobilize the appropriate expertise for each mission.

**General context**

The Ghana Green Digital & Inclusive Private Sector Development (GDI-PSD) Programme, implemented by a consortium including Expertise France, aims to foster sustainable economic growth, job creation, and private sector competitiveness across Ghana. By supporting green transition initiatives, digital

transformation, and inclusive entrepreneurship, the programme targets high-potential sectors to improve business-enabling environments, expand access to markets and finance, and strengthen key ecosystem actors.

Ghana's Creative and Cultural Industries (CCIs) constitute a dynamic sector with high potential for job creation, youth empowerment, and economic diversification. However, comprehensive ecosystem assessments conducted under the GDI-PSD Programme—including the CCI ecosystem assessment by Communiqué, the gender analysis by Chapter54, and the Entrepreneur Support Organization (ESO) mapping by Briter Bridges—highlight persistent challenges affecting creative entrepreneurs and MSMEs, including limited access to finance and business development support, weak coordination between public and private actors, business and managerial skills gaps, geographic disparities in access to support, and specific barriers faced by women entrepreneurs.

The Creative Arts Agency (CAA) was established by the Government of Ghana to promote, regulate, and support the development of the country's creative industries. The CAA is uniquely positioned as the lead public institution to coordinate the ecosystem, facilitate market access, and drive business-enabling policies. As a newly established entity, the Agency is currently operating in a formative phase. Its core technical and operational tasks are handled by an Acting Executive Secretary, a small core team of administrative/financial staff seconded from the Ministry of Tourism, Arts and Culture, and non-paid volunteers. To fulfill its statutory mandate and effectively serve creative start-ups and MSMEs, the CAA requires long-term advisory support to strengthen its institutional and operational capacities, partnership development and ability to deliver effective business-enabling services.

In response to these needs, Expertise France intends to support the CAA through a structured Technical Assistance package covering institutional development, resource mobilisation, communications, policy implementation and ecosystem coordination. Within this package, the Senior Creative Economy and Institutional Development Advisor will work alongside the CAA to provide long-term strategic advice, institutional development support and capacity transfer, in line with the Agency's priorities and mandate.

### **III. Objective and desired results**

#### **1. General Objective:**

The overall objective of this assignment is to strengthen the institutional and operational capacity of the CAA to effectively support creative start-ups and MSMEs through business-enabling services and to reinforce its role as a key coordinator and facilitator of Ghana's CCI ecosystem.

#### **2. Expected results:**

The achievement of this objective is expected to generate the following results:

**R1.** The CAA's institutional and operational capacities to deliver business-enabling services to creative start-ups and MSMEs are strengthened, with priority systems, procedures and capacity-development needs identified and addressed.

**R2.** The CAA's capacity to design and implement business-oriented programmes, outreach activities and stakeholder engagement initiatives for creative start-ups and MSMEs, including at regional level, is strengthened.

**R3.** The CAA's capacity to develop strategic partnerships and identify and pursue resource mobilisation opportunities is strengthened, contributing to the sustainability of its support to the CCI ecosystem.

**R4.** The capacities of CAA staff and relevant personnel are sustainably strengthened through the transfer and institutionalisation of relevant knowledge, methodologies and operational tools.

#### **IV. Description of the assignment**

##### **1. Scope of Work**

The Senior Advisor will work in close, daily collaboration with the CAA leadership, staff, and volunteers, as well as the Expertise France GDI-PSD project team. The Senior Advisor will provide long-term strategic and technical advice across the following areas of intervention:

##### **2. Tasks to be carried out**

To achieve the above objectives and expected results, the Consultant will be expected to undertake the following tasks:

##### **Task 1 – Institutional assessment and operational strengthening**

- Conduct an initial assessment of the CAA's institutional and operational capacities, including organisational arrangements, existing systems, procedures, workflows and available resources;
- Jointly with the CAA, identify priority institutional, regulation, and operational needs and develop an institutional strengthening roadmap for the duration of the assignment;
- Provide strategic advice to CAA leadership on institutional development, operational procedures and working methods;
- Support the CAA in the development and/or improvement of relevant operational tools, systems and procedures that strengthen the CAA's capacity to provide business-enabling services to CCI start-ups and MSMEs.

##### **Task 2 – Strategic programming and ecosystem outreach**

- Provide strategic advice for the design and implementation of programmes and initiatives aimed at strengthening the CAA's business-enabling support to creative start-ups and MSMEs;
- Advise on the design and implementation of ecosystem engagement initiatives, masterclasses, peer-learning activities and regional roadshows;
- Support the planning and implementation of stakeholder consultations, regional outreach activities and partnership forums;
- Support the CAA in identifying appropriate approaches to strengthen its outreach beyond Accra, including in Kumasi and Tamale.

### **Task 3 – Partnership development and resource mobilisation**

- Advise the CAA on partnership development with public institutions, private sector actors, industry associations and development partners;
- Support the identification and assessment of relevant partnership and resource mobilisation opportunities;
- Provide strategic advice on approaches and tools for engaging prospective partners and funders;
- Support, where relevant, the development of partnership concepts, proposals and other resource mobilisation materials;
- Provide advice and support to the CAA, as appropriate, in its engagement and negotiations with prospective partners.

### **Task 4 – Capacity development and knowledge transfer**

- Identify priority capacity-development needs jointly with the CAA, based on the initial assessment and emerging implementation needs;
- Provide at an agreed frequency - regular mentoring, coaching and on-the-job support to CAA staff and relevant personnel;
- Facilitate or contribute to targeted workshops, masterclasses and peer-learning activities, as appropriate;
- Ensure the progressive transfer throughout the assignment of relevant knowledge, methodologies and operational tools;
- Support the documentation and institutionalisation of relevant systems, procedures, tools and working methods developed or strengthened through the assignment ;
- Develop and implement a clear exit and sustainability strategy, establishing post-TA monitoring frameworks and key performance indicators (KPIs) to ensure the CAA maintains operational systems independently beyond the assignment;
- At the end of the assignment, consolidate lessons learned, document progress achieved and formulate recommendations to support the sustainability of the results.

### **Task 5 – Coordination and coherence of the Technical Assistance**

- Maintain regular operational coordination with Expertise France, the CAA leadership, and other specialized technical experts under the Technical Assistance package (e.g., Short-Term Experts in Communication, Policy, and Business Development);
- Support the technical coordination of the different areas of Technical Assistance, ensuring coherence, complementarity and appropriate linkages between the different areas of support;
- Focus primary efforts on overall institutional advisory, capacity transfer, strategic programming, and resource mobilisation, ensuring clear operational boundaries with short-term domain experts;
- Share relevant information, analysis and recommendations with other experts, as appropriate, to facilitate a coordinated approach.

### 3. Anticipated Deliverables

| <u>Deliverables</u>                                                  | <u>Description</u>                                                                                                                                                                                                                                                 | <u>Deadline</u> |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Inception Report</b>                                              | An inception report presenting the consultant's understanding of the assignment, the proposed approach and methodology, detailed work plan, consultation schedule and timeline.                                                                                    | T0 + 15 days    |
| <b>Institutional Needs Assessment &amp; Capacity Building Plan</b>   | A comprehensive analysis of internal gaps, accompanied by a structured mentoring and training roadmap for CAA staff/volunteers.                                                                                                                                    | T0 +30 days     |
| <b>Regional Ecosystem Outreach &amp; Programme Framework</b>         | A strategic framework for regional stakeholder engagement, outreach activities and business-enabling support to CCI start-ups and MSMEs, including proposed approaches for Accra, Kumasi and Tamale.                                                               | T0 + 3 months   |
| <b>Partnership Development &amp; Resource Mobilisation Framework</b> | A strategic framework identifying relevant partnership and resource mobilisation opportunities and practical approaches and tools to support the CAA's engagement with public institutions, private sector actors, industry associations and development partners. | T0 + 4 months   |
| <b>Progress Reports</b>                                              | Summary of technical assistance activities undertaken, progress toward expected results, capacity building outcomes, key challenges, coordination with other technical expertise, and recommendations for the following implementation period                      | Every 3 months  |

|                                                            |                                                                                                                                                                                                                                                 |                                  |
|------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| <b>Institutional Handover &amp; Sustainability Package</b> | Standard Operating Procedures (SOPs), tools, reference materials and relevant databases developed or strengthened through the assignment, together with recommendations to support their continued use and institutionalisation within the CAA. | Before the end of the assignment |
| <b>Final Report</b>                                        | A comprehensive narrative report presenting the support provided, progress and key results achieved, capacity-development outcomes, lessons learned, remaining challenges and strategic recommendations for sustainability and follow-up.       | +12 months                       |

#### 4. Coordination

##### A. Follow-up:

Mrs Naomie BOKETA of the “Economie Durable et Inclusive” (EDI) Department will be the service provider’s sole contact person for Expertise France.

E-mail: [naomie.boketa@expertisefrance.fr](mailto:naomie.boketa@expertisefrance.fr)

##### B. Process:

The assignment will be carried out under the overall supervision of Expertise France and in close coordination with the the CAA team. The Consultant will maintain regular communication with both Expertise France and the CAA throughout the assignment to review progress, discuss priorities and address any implementation challenges. The Consultant will also coordinate, as relevant, with other technical experts mobilised under the CAA Technical Assistance package to ensure coherence and complementarity across the different areas of support.

#### V. Place, Duration and terms of performance (Indicative)

- **Implementation Period:** Q1 2027 – Q1 2028 (Indicative)
- **Total Estimated Duration:** 12 Months
- **Duty Station:** Creative Arts Agency Secretariat, Accra, Ghana, with field travel to regional creative hubs (e.g., Kumasi and Tamale) as required

#### VI. Required expertise and profile

##### Eligibility

- Advanced university degree (Master’s degree or equivalent) in Creative Economy, Business Administration, Public Policy, Development Economics, or a related field;
- Excellent command of English, both written and spoken.

**Required experience**

- At least 10 years of relevant professional experience in institutional development, private sector development, creative economy development or related fields;
- Demonstrated expertise in institutional strengthening, ecosystem development and stakeholder engagement;
- Strong understanding of entrepreneurship and creative economy ecosystems, including the support needs of start-ups and MSMEs;
- Experience working with public institutions and donor-funded programmes;
- Demonstrated experience in capacity development, mentoring, coaching and knowledge transfer;
- Experience in partnership development and resource mobilisation would be considered an asset;
- Professional experience in Sub-Saharan Africa, preferably in Ghana, would be considered an asset.

**Other requirements**

- Strong analytical, interpersonal, facilitation and stakeholder management skills;
- Ability to work independently while maintaining close coordination with the CAA and Expertise France;
- Availability to be based full-time in Accra, Ghana, for the duration of the 12 month assignment.

**VII. Practical Information**

**Status: Individual long-term expert.**

**Application process:** Interested candidates shall submit: (i) an updated CV demonstrating their suitability for the assignment; (ii) a technical proposal outlining their understanding of the assignment and proposed methodology; and (iii) a financial proposal. Additional application requirements, if any, will be specified in the procurement notice.