



REPUBLIC OF GHANA

MINISTRY OF FINANCE

GHANA ECONOMIC TRANSFORMATION PROJECT (GETP)

### **TERMS OF REFERENCE (TOR)**

Recruitment of a Consultant to Develop an Investor Grievance Management Mechanism (IGM) for the Ghana Investment Promotion Centre (GIPC)

#### **BACKGROUND**

The Government is implementing strategic initiatives to accelerate firm growth, competitiveness, and diversification away from the commodities sector. The initiatives are anticipated to help decrease macro-volatility, improve employment opportunities, and raise income. The Ghana Economic Transformation Project (GETP) is one of such initiative.

The World Bank has been providing funding support to the Government of Ghana (GOG) to implement the Ghana Economic Transformation Project (GETP) since 2019. The overall development objective of the project is to promote private investments and firm growth in non-resource-based sectors. The project is guided by the principle "to promote and strengthen a growth model conducive to economic transformation, to achieve higher rates of investment and productivity growth across the economy, especially in non-resource-based sectors." The project operates under four (4) main components, namely: Enabling investments (component 1), Crowding-in investments (Component 2), Accelerating Entrepreneurship and Micro Small and Medium Enterprise (MSME) growth (Component 3), and Project Management and Evaluation (Component 4).

To achieve the Project's Development Objectives (PDOs), the GETP coordinates and collaborates with 11 Technical Implementing Agencies (TIAs). Among these TIAs is the Ghana Investment Promotion Centre (GIPC).

The GIPC is a government agency mandated under the GIPC Act, 2013 (Act 865) to encourage and promote investments in Ghana, to provide for the creation of an attractive incentive framework and a transparent, predictable, and facilitating environment for foreign companies

establishing themselves in Ghana, as well as local businesses exploring new opportunities in the country.

The Centre actively encourages, promotes, and facilitates investments into and within Ghana to attain its objectives. Furthermore, it formulates investment promotion policies and plans, promotional incentives, and marketing strategies to attract foreign and local investments in advanced technology industries and skill-intensive services, which enjoy good export market prospects. The Centre also initiates and supports measures that will enhance the investment climate in Ghana for both Ghanaian and non-Ghanaian enterprises. Additionally, it initiates, organizes, and participates in promotional activities such as exhibitions, conferences, and seminars to stimulate investments to present Ghana as an ideal investment destination.

Under the GETP, Government is seeking to support the GIPC with the fund, among others in the development of GIPC's corporate strategy, improving GIPC's systems and tools, strengthening GIPC's delivery of Investor services, supporting legislative reforms to minimize sector-specific investment barriers, supporting upgrade in the physical infrastructure of the GIPC space, and capacity building of GIPC staff. These projects/initiatives are implemented across diverse stakeholders with varied information needs and approaches for measuring performance.

The GIPC considers the strengthening of its investors' grievance resolution processes as key to retaining investments especially within this period of growing global uncertainties. The Investor Grievance Management Mechanism is expected to lead to a continuous improvement in various outcomes to the investor ecosystem by systematizing problem solving for investors to prevent grievances from escalating into disputes.

The GIPC is, thus, inviting proposals from eligible consultants to develop an Integrated Investor Grievance Management Mechanism.

## **OBJECTIVE OF THE ASSIGNMENT**

The consultancy is to support the GIPC to develop an exhaustive, integrated, practical Investor Grievance Management Mechanism (IGM) to assist the GIPC to address concerns and challenges encountered by investors in the conduct of their business (related to government) in a timely and consistent manner before these grievances become intractable.

- Business: individuals or companies eligible to submit their grievances
- The eligibility criteria must include:
  - Grievance must be related to issues directly related to investor-government matters
  - There should be no parallel proceedings relating to the grievance
  - The grievance should not be a matter currently in court, before another IGM operated by a state institution, alternative dispute mechanism (e.g., mediation, arbitration, etc
  - The investor must be recognized as an investor under the laws of Ghana i.e., a company must be incorporated and registered with the GIPC
  - Matters relating to actual or alleged crime or illegality which is or will be investigated by security agencies will not be the subject matter of the IGM.

The system will promote data entry, review, fast analysis, and the creation of timely, precise, and focused Grievance reports which should all be made easier by the system. Additionally,

the IGM system will utilize ICT effectively to promote participation, reporting, and integration of IGM processes from pertinent partners and stakeholders.

The following should be supported explicitly by the Off-the-Shelf IGM system:

1. Enabling the assessment and proof of the effectiveness and efficiency of GIPC activities in resolving Grievances.
2. Monitoring the progress of grievance complaints made by systematic data collection, collaboration, analysis, and reporting at the project level and based on preset indicators.
3. Facilitating predetermined and ad hoc data analysis, modeling, and reporting to the many stakeholders' various analytical and statistical information needs.
4. Information exchange between relevant partners and stakeholders.
5. Monitoring performance in real-time via a dashboard and other tools.
6. A visual presentation of Investor Grievance reports.
7. Integration with digital platforms (SMS, e-mail, social media etc) which features complaint forums that provide instant queries and complaints. This is because, most customers view phone, in-person, live chat, and email as the most trustworthy engagement choices according to research.
8. The diagram below shows the conceptual diagram of the proposed system.



## SCOPE OF WORK

The following significant tasks are included in the assignment's scope but are not limited to them:

### i. Design.

- a. Examine the GIPC's Investor Grievance resolution and Aftercare procedures and note any gaps (*i.e., there is no specific legislative mandate for the GIPC to have an IGM. A careful study of GIPC legislation and that of other relevant stakeholders is necessary to ensure the smooth implementation of the IGM*).
- b. Proposed recommendations on each of the elements of the mechanism (lead agency, information-sharing, early alert mechanism, problem solving methods, political decision and enforcement of the decision).
- c. Draft updates to pertinent aftercare and grievance resolution frameworks and documentation and outline the specifications for the Investor Grievance Management Mechanism
- d. Design of the process map for the operationalization of the mechanism.
- e. Design of the institutional aspect of the mechanism within GIPC and among other relevant government entities (*There are other mechanisms for grievance resolution embedded in the legislation or policy frameworks of some government institutions e.g., the Ghana Revenue Authority. These must be identified and modalities developed so that there are no conflicts with that operated by the GIPC*).
- f. Stakeholder consultations: Conduct consultation workshops with public and private sector to present and discuss the features of the mechanism, gather information relevant to the development of the Investor Grievance Management Mechanism (*The GIPC directly reports to the Office of the President. This is the most important stakeholder. It would be prudent to inform the Presidency prior to the inception of the project and during the progress of the project. This is important as the cooperation of MDAs is vital for the success of the project*).
- g. Prototype report: Provide a report defining the specifications for the system as well as a prototype model for stakeholder evaluation, taking into account feedback from all relevant parties (*i.e., from stakeholder consultations*).

### ii. Implementation

- a. Proposal for the legal instruments operationalizing the mechanism.
- b. Operation tools: forms, manuals, checklists, brochures, etc.
- c. Linkage to the developed monitoring and evaluation system of GIPC with indicators to measure the effectiveness of the mechanism.
- d. Linkage to the developed CRM of GIPC (having assessed the needs) to track and monitor grievances.
- e. Finalize designing, creating, and installing an Investor Grievance Management Mechanism for GIPC that has all the necessary functionality and necessary documentation.
- f. Testing of system: Test the system and integrate with existing systems (CRM, M&E system, systems of key stakeholders, etc).
- g. Launch the system following approval by the GIPC Board.

### iii. Capacity building

- a. Provide user guides and operational training for various users.
  - b. Capacity building on the operation of the IGM and its linkage with the CRM and the Monitoring & Evaluation System.
  - c. Capacity building to government officials to introduce the mechanism.
- iv. Provide one-year post-implementation support.

## **EXPECTED DELIVERABLES**

The progress of the assignment will be tied to the completion of the following deliverables while carrying out the above tasks.

<b>Deliverables</b>	<b>Delivery Dates</b>
i. An inception report outlining the approach and work schedule to be employed to undertake the assignment.	3 weeks after contract signing
ii. A detailed assessment report on existing GIPC Grievance systems, gaps and revised Grievance documents, including Theory of Change and Results Framework and detailed Grievance system requirements.	5 weeks after contract signing
iii. Stakeholder consultations: Engage with key stakeholders to gather information relevant to the development of the Investor Grievance Mechanism system	7 weeks after contract signing
iv. Prototype report, which includes a prototype model for stakeholder assessment and a summary of the system specification needs.	10 weeks after contract signing
v. Finalize designing, creating, and installing an Off-the-Shelf Investor Grievance Mechanism system for GIPC that has all the necessary functionality and necessary documentation	14 weeks after contract signing
vi. Submission of user guide and completion of operational training for the Investor Grievance Mechanism system	16 weeks after contract signing

## **DURATION**

The assignment is planned to be completed in 16 weeks. However, the contract will cover a period of 20 -weeks for any unforeseen challenges.

## **RESPONSIBILITY OF CLIENT**

The following are the methods by which the GIPC shall assist the consultant:

1. Assign a GIPC Focal Person such as the Head of Aftercare and Head of Legal or any Officer assigned by the CEO to help facilitate the smooth execution of work by the Consultant.
2. Facilitate access to relevant materials required for the smooth execution of the assignment.
3. Work with the GETP Component Specialist to execute recurring quality and performance assessments of consultation outputs.
4. Collaborate with the GETP for approval of payments for the deliverables met.
5. Facilitate validation workshops for the assignment.

## **REPORTING AND PAYMENT SCHEDULE**

The Consultant shall report to the GIPC with a copy to the GETP Project Coordinator and address all feedback from the World Bank Project Team on the execution of this assignment, with the following deliverables:

#	Deliverables	No. of Copies	Timelines	Payments (%)
1	<b>An inception report</b> outlining the approach and work schedule to be employed to undertake the assignment	An electronic copy shall be delivered to the GIPC and the PCU	Upon delivery and approval of the Inception Report	20
2	<p><b>i) A detailed assessment report</b> on existing GIPC Grievance systems, gaps and revised Grievance documents, including theory of Change and Results Framework and detailed Grievance system requirements. An assessment of any existing grievance mechanisms in Ghana whether limited to one institution or more institutions. Guidance must be provided on how the GIPC IGM will work in tandem with such existing mechanisms.</p> <p><b>Plus,</b></p> <p><b>ii) Prototype report</b></p>	An electronic copy shall be delivered to the GIPC and the PCU	Upon delivery and approval of the draft reports	50
3	<b>(i) Workshop</b> to have an in-depth discussion on the gap analysis of the Grievance Mechanism system based on findings from the Prototype report	Demonstration of the Prototype system user performance test shall be conducted by the GIPC, selected Investors and the PCU	Upon successful demonstration and user performance test of the prototype system	
4	<p><b>(i) A completed Off-the-Shelf Investor Grievance Mechanism System</b> for the GIPC developed installed and tested with documentation</p> <p><b>(ii) A completed Operational training</b> for all users</p>	An electronic copy shall be delivered to the GIPC and PCU	Upon delivery and approval of the of the final report	30

## **QUALIFICATION OF CONSULTANT**

The Ministry of Finance, through the Ghana Economic Transformation Project, now invites eligible consulting firms ("Consultants") to indicate their interest in providing the Services. Interested Consulting Firm/Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are as follows:

1. The consulting firm must be duly registered with the appropriate authorities.
2. Within the last five years, the firm should have completed at least two such contracts successfully for IPAs (including in Africa and elsewhere, considering that GIPC is the only IPA in Ghana, and this will be the first of such projects in its recent history).
3. The firm should have a strong team with the necessary expertise to complete the assignment as listed.

### **Key Personnel**

- A. Team Lead / IT Expert / Software Developer possessing the abilities and skills listed below:
  - i) Possess a master's degree or higher in Computer Science, Computer Engineering, Information Technology, Statistics, Economics, or a related discipline.
  - ii) At least five years of expertise creating IT solutions and offering similar institutions IT support and maintenance services.
  - iii) Have knowledge of geo-reference database solutions, database development and management, etc.
  - iv) Knowledge of web technologies, including how they are developed and deployed, as well as how to create Off-the-Shelf information systems
- B. Grievance and Appeals Specialist
  - i) Possess a master's degree or higher in the social sciences, Law, Economics, Statistics, and any other related discipline such as law
  - ii) At least 5 years of expertise creating systems for tracking investor or customer complaints, including creating frameworks, results models, and theories of change
- C. Investment Promotion/Economic Development Expert
  - i) Possess a master's degree or higher in the Social Sciences, Economics, Statistics, and any other related discipline
  - ii) At least 5 years of experience in economic development, investment facilitation, investment promotion, and the operations of an Investment Promotion Agency or Economic Development Organization