



REPUBLIC OF GHANA

MINISTRY OF FINANCE

GHANA ECONOMIC TRANSFORMATION PROJECT (GETP)

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

#### **DEVELOPMENT OF STANDARD OPERATING PROCEDURES (SOPs) FOR THE GHANA INVESTMENT PROMOTION CENTRE (GIPC)**

#### **1.0 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.

Among various initiatives being undertaken through the GETP, the GIPC considers having Standard Operating Procedures (SOPs) in place to support the GIPC to become more efficient and to deliver consistently high-quality services to Investors and its various stakeholders.

In the management of its relationship with the Investor and its stakeholders, every Investment Promotion Agency (IPA) delivers efficient services when there is a Standard Operating Procedures (SOPs) by which all its functions and services are found and guided by. It is therefore essential to develop SOPs for the various services provided by the GIPC. This will ensure the smooth and efficient operation of the GIPC in rendering services to its stakeholders.

The GIPC is, thus, inviting proposals from eligible consultants to develop an SOP for the Centre.

## **2,0 OBJECTIVE OF THE PROJECT**

The consultancy is to support the GIPC to develop Standard Operating Procedures which will provide precise guidance and comprehensive instructions essential for executing tasks or operations consistently and effectively to better serve the investor community.

The developed SOPs should be able to provide the following within the Centre:

1. Ensure that tasks are performed consistently, regardless of who is carrying them out.
2. Outline the steps necessary to achieve desired outcomes, thus promoting quality control by providing a standardized framework for performing tasks
3. Should include guidelines for handling potentially risky situations or emergencies, mitigate risks and ensure the safety of personnel and assets.
4. Serve as valuable training tools for new employees, providing them with clear instructions on how to perform their duties. They should also aid in the continuous training of existing employees by providing a reference point for best practices.
5. Help ensure that operations adhere to regulatory requirements and industry standards.
6. Facilitate communication within the organization by providing a common language and set of expectations for performing tasks. They also serve as a reference point for resolving disputes or clarifying responsibilities.

7. Provide a baseline for evaluating current practices and identifying areas for improvement.

### 3.0 SCOPE OF WORK

The work to be undertaken involves the following activities to ensure SOPs include the use and maintenance of tools/systems such as the CRM, IGM, M & E systems as well as the execution of all investor- and stakeholder-facing activities:

- To identify and collate all existing SOPs for various divisions, departments, and teams of the GIPC as well as other schedules and tasks being handled by person(s) other than divisions, teams, etc.
- Undertake a review and gap analysis of the existing SOPs with a view to identifying areas for improvement as well as formulating new areas in line with developed GIPC Corporate Strategy and new direction of the Centre in delivering its mandate.
- Interview heads and representatives of various teams to discuss their workflows and SOPs.
- Benchmarking: Identify current SOPs of high performing IPAs used in the delivery of their mandates internationally.
- Prepare updated SOPs for the various departments, divisions and teams that comply with internationally accepted best practices of IPAs as well as a consolidated SOPs for the Centre.
- Present the draft SOPs for validation.
- Incorporate comments, feedback, and produce a final version of SOPs with appropriate templates, approved by the GIPC Board.

### 4.0 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. Inception report outlining the approach and work schedule to be employed to undertake the assignment. It will include the proposed methodologies, data collection and reporting plans with draft data collection and analysis tools, such as interview guides, a timeframe with firm dates for deliverables, and refinement of scope of the consultancy (if any).	2 weeks after contract signing
ii. A detailed assessment report on existing SOPs and gap analysis.	4 weeks after contract signing
iii. Stakeholder consultations: Engage with heads, representatives of various teams and key external stakeholders as needed to discuss workflows and to gather information relevant to the development of the SOPs	6 weeks after contract signing
iv. Produce a well written and comprehensive SOPs (Draft SOPs) of GIPC operations. This should include how results from successful implementation should be measured to show increased efficiency.	8 weeks after contract signing

v. Presentation to management of GIPC for validation	10 weeks after contract signing
vi. Incorporate comments and feedback and produce a final version of the SOPs to be presented to the GIPC for Board approval.	12 weeks after contract signing

## 5.0 DURATION OF ASSIGNMENT

The Duration of the assignment shall be not more than 4 months.

## 6.0 LOCATION OF THE ASSIGNMENT

The head office of GIPC is located at Vivo Place, No. A1 Rangoon Lane, Cantonments, Accra. The operational area of GIPC is divided into four (4) namely, Head Office, Kumasi Zonal Office, Takoradi Zonal Office, and Tamale Zonal Office.

## 7.0 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 Research 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.

## 8.0 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:

<p><i>i) A final detailed inception report outlining the approach and work schedule to be employed to undertake the assignment. It will include the proposed methodologies, data collection and reporting plans with draft data collection and analysis tools, such as interview guides, a timeframe with firm dates for deliverables, and refinement of the scope of the consultancy (if any) and any relevant additional information.</i></p>	<p>Both electronic and hard copies shall be delivered to the GIPC and the PCU.</p>	<p>Upon delivery and approval of the final report.</p>	<p>20</p>
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2	<p><i>ii) A detailed assessment report</i> on existing SOPs and gap analysis.</p> <p><i>plus</i></p> <p><i>iii) Draft SOPs</i> which should include how results from successful implementation should be measured to show increased efficiency.</p>	An electronic copy shall be delivered to the GIPC and the PCU	Upon delivery and approval of the draft reports	60
3	<b>iv) A report on the validation workshop for the draft SOPs</b>	Both hard and electronic copies shall be delivered to the GIPC and PCU	Upon delivery and approval of the draft reports	
4	<b>v) A completed SOPs document</b> for the GIPC developed, covering all procedures of the Centre and approved by the GIPC Board	Both hard and electronic copies shall be delivered to the GIPC and PCU	Upon delivery and approval of the final report	20

## 9.0 QUALIFICATION, EXPERIENCE AND TEAM COMPOSITION OF THE 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 firms/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 legally registered.
2. A minimum of 10 years of relevant experience related to investment climate and investment promotion, including at least 8 years of experience and familiarity as a practitioner within the investment promotion field – especially experience with investor aftercare/facilitation, marketing, and communications as related to investment promotion.
3. At least 10 years' experience in developing SOPs for organizations, with an added advantage of such experience for IPAs. Meticulous attention to detail to ensure accuracy and comprehensiveness in the SOPs.
4. At least 8 years' experience within the management consulting field, helping organizations improve their performance and design and implement corporate strategies and business plans.
5. Experience working in Africa desired.
6. The Firm shall demonstrate adequate knowledge of relevant laws, regulations, and compliance requirements related to investments and business operations in Ghana.

7. Detailed knowledge of the procedures, policies, and incentives related to investments in Ghana.
8. Demonstrate awareness of global investment trends and how they impact local investment strategies.
9. Demonstrate familiarity with best practices in organizational operations and process management.
10. Understanding of the local business environment, cultural nuances, and socio-economic context of Ghana.

## **9.1 TEAM COMPOSITION**

### **A. Team Leader**

- i. Relevant master's degree in development studies or related field from a reputable University.
- ii. Over ten (10) years of hands-on working experience in a similar assignment.
- iii. Demonstrate at least 8 years' experience in the design and development of Standard Operating Procedures in the public sector.
- iv. A good working knowledge of the laws governing labour in Ghana.
- v. Certifications/Accreditations:
  - Project Management Certification (e.g., PMP, PRINCE2), demonstrating competence in managing complex projects.
  - Professional Certifications in Business Analysis or Process Improvement: Certifications like Six Sigma or CBAP (Certified Business Analysis Professional) or equivalent, demonstrating expertise in process optimization.
- vi. Compliance and Regulatory Certifications: Certifications in compliance management or corporate governance can be advantageous.

### **B. Human Resource and Organizational Development Lead**

- i. Relevant bachelor's degree in human resource or related to from a reputable University.
- ii. Over five (5) years of relevant working experience
- iii. Professional Certification in human Resource from a recognized body.
- iv. At least 5 years post-qualification experience in implementing Human Resources Policies and standards for development.
- v. A good working knowledge of the laws governing labour in Ghana.