REPUBLIC OF GHANA

MINISTRY OF FINANCE

GHANA ECONOMIC TRANSFORMATION

PROJECT (GETP)

TERMS OF REFERENCE (TOR)

DEVELOPMENT OF AN INVESTOR GRIEVANCE MANAGEMENT MECHANISM (IGM) SYSTEM 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 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.

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 (IGM) 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.

2.0 OBJECTIVE OF THE PROJECT

Grievances need to be tracked and monitored throughout the IGM process, which has to be supported by the IGM IT System. The following are the objectives of the IGM IT System:

- Central registry of grievances submitted through various channels with records of all steps, data, and documents from the initial submission to the implementation of resolution.
- Assurance that a specific person is responsible for overseeing each grievance - from receipt and registration to the implementation, and depending on the severity of the grievance, a higher level of senior management oversight.
- Confidentiality, with all concerned parties informed about the status of the case and progress made towards the resolution.
- Collect the opinion(s) of relevant agencies and determine whether additional independent expertise is needed.
- Timely resolution of grievances and monitoring of the implementation of the resolution to ensure it is timely and comprehensive.
- Evidence for decision-making by the relevant agency where such decisions are necessary to find a resolution.
- Support for resolution of comparable issues in the future using the knowledge base.
- Feedback to assess the effectiveness of the mechanism, or to address systemic issues that may require changes in the regulation.

3.0 SCOPE OF WORK

The scope of work includes the design, development, deployment, and maintenance of the IGM software. The system should facilitate the following functionalities:

- The Contractor shall implement the IGM IT System including complete software, deployment into the hosting environment provided by the Client, training, warranty, post-

implementation maintenance and support, and other services according to the Project Management Plan that will be developed for the implementation of the IGM System.

- The Contractor shall work collaboratively with the Client to plan, design, develop, and deliver the IGM IT system. As the System will be hosted at the GIPC, the Contractor will install and configure the hosting software for IGM (e.g. operating systems, web server, database management, content management system, and/or customer relationship management system). The hosting software shall be based on free and open-source software (FOSS) for government use, and the Contractor will use only this software, with active development and constant updates and patches that are publicly available.

- As part of the implementation, the Contractor is obliged to adhere to the information security standards in the design, development, and deployment of the System (e.g. ISO/IEC 27001). As the System will be available online, the Contractor will be required to perform security and penetration tests to ensure there are no security vulnerabilities.

- The Contractor shall provide on-site training on the use of the IGM IT System for technical knowledge transfer and capacity development. The training shall be designed to accommodate different user groups (e.g. IT administrators, After Care, IPC Office users, and users from agencies that can be involved or related to grievance cases).

- The Contractor shall support change management activities to introduce the IGM IT System. In close cooperation with the Purchaser, the Contractor shall develop the change management indicators and plan the activities to introduce the new System to all the stakeholders. The Contractor will also support outreach activities to communicate the benefits of the new System to investors, including the development of all the means for effective outreach (e.g. short instructive manuals on how to submit a grievance, instructional videos, use of social networks, etc.).

- The Contractor shall provide a warranty and ongoing maintenance and support for one year after the acceptance of the System (hereinafter referred to as the post-implementation period). The Contractor shall also provide support such as bug fixes, data fixes, applying patches, upgrades for server-side layers monitoring, system performance tuning, minor enhancements as well as subsequent major open-source product upgrades, and other support for the efficient operation of the System.

- The Contractor shall develop tools for the effective maintenance of the IT tool after the expiry of the warranty.

a) Design of the IGM system will include:
   i. Identification of a taxonomy of potential grievances and corresponding grievance resolution approaches. The taxonomy and resolution approaches should be multi-level based on the seriousness of the grievances.

ii.   Identification of ways to receive, register, assess, and respond to the different types of grievances in (i) above, including detailed process/workflow, involved entities and their responsibilities at various stages in the process, and service standards to be adhered.

iii.   Identification of means to track and monitor grievances and their timely resolution.

iv.   Identification of appropriate governance and infrastructure requirements to operationalize the IGM (e.g., power and authority, internal and external oversight, personnel and staffing needs/capacity, IT hardware, etc.). Identify how ICT use can be leveraged/maximized to operationalize (i)-(iii), which would lead to cost savings and system efficiencies.

b) Validate the designed IGM system through stakeholder engagements.

c) Based on the design of the IGM, develop the grievance network architecture using the situation room for complaints and feedback within the program implementation structure.

d) Develop an online platform that incorporates the schedule for the various stages of the grievance redress mechanism (including reporting lines from local to national; time limit for processing grievances and number of days for feedback and have an alert system to inform operators on the relevant steps.

e) The online platform should have an IGM that allows for manual recording and upload of complaints/grievances that are received via other avenues (e.g., SMS, in person, by phone, and by email).

f) Develop a mobile (android) application that allows stakeholders to handle and resolve grievances.

g) Provide a centralized data management system.

h) Ensuring adequate security features are applied to ensure the integrity of the system is not compromised (hacking, phishing).

   i.   training
  ii.   pilots, and
 iii.   Communication and outreach

i) Implementation

   i.   Link the system to the developed monitoring and evaluation system of GIPC with indicators to measure the effectiveness of the mechanism.

  ii.   Link or integrate the system to the developed CRM of GIPC (having assessed the needs) to track and monitor grievances.

 iii.   Finalize designing, creating, and installing an Investor Grievance Management Mechanism for GIPC that has all the necessary functionality and necessary documentation.

 iv.   Testing of the system: Test the system and integrate it with existing systems (CRM, M&E system, systems of key stakeholders, etc).

  v.   Launch the system following approval.

j) Capacity Building

   i.   Provide user guides and operational training for various users.

  ii.   Capacity building on the operation of the IGM and its linkage with the CRM and the Monitoring & Evaluation System.

 iii.   Capacity building to government officials to introduce the mechanism.

k) Provide one-year post-implementation support such as periodic maintenance services – fixing bugs among others.

3.1 Main Features of the IGM

The following are the recommended features of the IGM platform:
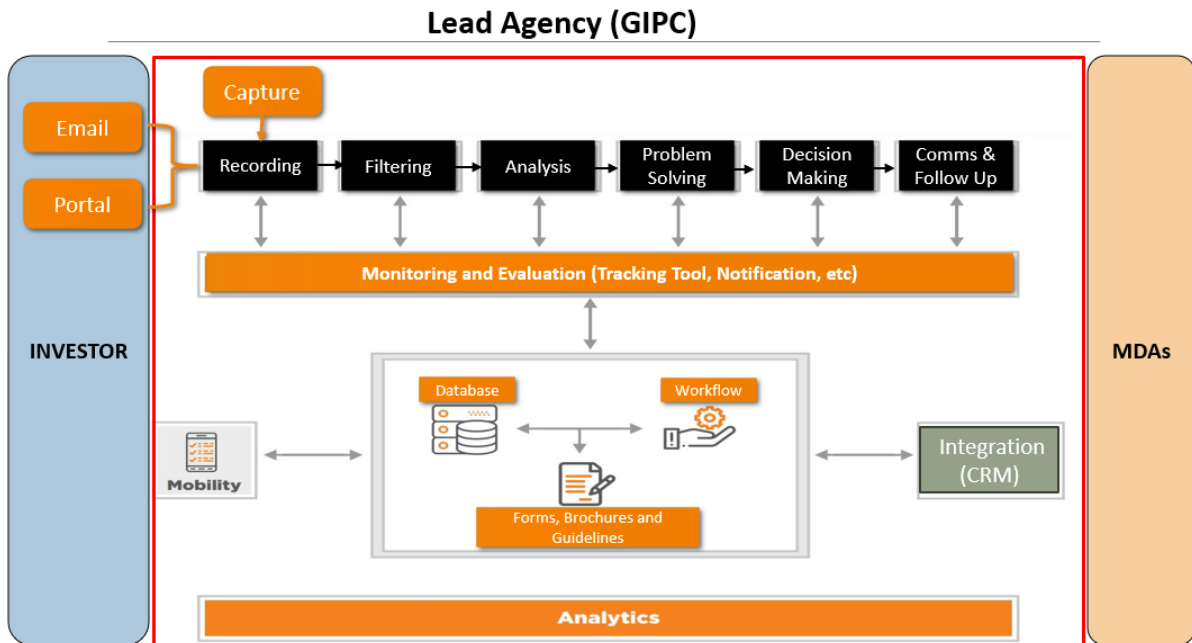
1. **Input Channels**
   - Email: For electronic communication submissions.
   - Portal: An online interface for users to submit grievances and track their status.
   - Mobile Access: Ensures the system is accessible via mobile devices for flexibility.
2. **Capture Phase**
   - Recording: Log and document incoming grievances.
   - Filtering: Sift through submissions to identify and segregate relevant issues.
   - Analysis: Analyze the grievances to understand their nature and details.
   - Problem Solving: Address identified issues through a structured approach.
   - Decision Making: Make informed decisions based on analysis and problem-solving outcomes.
   - Communication and Follow-Up: Communicate decisions back to the complainant and follow up to ensure resolution.
3. **Core Components**
   - Database Management System (DBMS): Central repository for storing all data related to grievances.
   - Workflow Management: Manages the flow from grievance receipt to resolution, ensuring each step is followed systematically.
   - Content and Workflow Management System (CMS): Manages the content and internal workflows, ensuring consistency and efficiency.

- Forms, Brochures, and Guidelines: Provide necessary documentation to guide users and administrators.

4. **Functional Modules**
   - Registry of Grievances: Centralized logging and tracking of grievances.
   - Automation, Authorization, and Audit: Automates processes where possible, authorizes actions, and audits for compliance.
   - Co-Grievance Management: Manages grievances involving multiple parties or departments.
   - Knowledge Base: Stores information and documentation to support users and staff.
   - Reporting Module: Generates reports on grievance handling for oversight and improvement.

5. **Monitoring and Evaluation**
   Tracking Tool, Notifications: Monitors the progress of grievances through various stages, sends notifications, and provides tools for monitoring effectiveness.

6. **Integration and Collaboration**
   - Integration with CRM: For efficient management and maintaining comprehensive records of interactions with users.
   - Interfacing with MDAs (Ministries, Departments, and Agencies): Facilitates inter-agency collaboration for handling complex grievances.

7. **Mobility**
   Mobile Access: Ensures all functions are accessible via mobile devices, enabling users and administrators to interact with the system on the go.

8. **Analytics**
   Data-Driven Insights: Processes data from the system to provide insights and reports, helping to improve the efficiency and effectiveness of the grievance-handling process.

9. **Workflow Visualization**

3.2 Guiding Principles of the IGM

The following principles should guide the online grievance system:

- Easy and transparent submission of concerns.
- Full auditing of the process by which a complaint was addressed.
- Relevant supervisors to review and address all grievances promptly through electronic alerts/reminders.
- The monitoring of service standards for resolving complaints. The IGM will maintain statistics on the number of and types of complaints, time taken to resolve, etc. These statistics can be easily processed and published on a public website or included in reports.
- Allow for anonymity when deemed relevant and at the complainant's choice.

The IGM IT System shall be implemented in five major tasks as follows:

- **Task 1:** Develop a Project Management Plan for the implementation of the IGM IT System. Development of the Project Management Plan shall consist of defining, preparing, and coordinating all subsidiary plans and integrating them into a

comprehensive project management plan. The subsidiary plans include at minimum: An implementation Schedule, a Change Management Plan, a Communication Plan, a Stakeholder Engagement Plan, and a Risk Management Plan.

- **Task 2:** Design and development of the IGM IT System according to specifications and the Functional and Technical Requirements to be developed, in full compliance with relevant legislation. For design and development, the Contractor can select to apply a Rational Unified Process (RUP) or Agile (e.g. Scrum) methodology, or a combination of RUP and Agile. In its technical proposal, the Contractor is obliged to describe the methodology and propose the implementation schedule. While designing the IGM IT System, the Contractor shall coordinate closely with the Purchaser and the Client, particularly when related to the development of the process flows and screen layouts. This particularly applies to the application form to submit a grievance, which has to enable investors to understand all information that has to be provided, and to easily fill in and submit the form.
- **Task 3:** Deployment and testing of the IGM IT System in the hosting environment. The System shall be tested according to the testing requirements specified in the Functional and Technical Requirements. This task shall also include the import and configuration of all data into the IGM IT System (e.g. online information on the IGM mechanism, import of investment agreements, configuration of users, roles, and permissions, etc.).
- **Task 4:** Developing and conducting series of trainings for the Client's staff members and other governmental authorities/representatives for use of the IGM IT system. The Contractor shall develop the training plan in close cooperation with the Purchaser and the Client.
- **Task 5:** Finalization of the IGM IT System and User Acceptance Testing. The Contractor will be obliged to apply corrections and improvements in the usability of the System based on feedback gathered from the training and focus groups.
- **Task 6:** Maintenance and support for the IGM IT System after completion and acceptance of the System. The maintenance and support shall cover both the system software and any content management system, or any other software used and developed IGM software for 12 months after the acceptance of the System.

4.0 DELIVERABLES

The consultant shall execute the following:

- An inception report on the design and implementation of the online IGM platform.
- A report comprising identification of good principles/practices/examples of IGM systems, and outline of proposed IGM system.
- Development of Project Management Plan
- Technical design of the IGM as well as the source code for the system.
- An operational IGM Online Platform.
- Standard operating procedures and training manual for the IGM platform, and implementation plan.
- Design and development of the IGM software
- Development and testing of the IGM IT system
- Development and conducting trainings
- Finalizing the IGM IT system and user acceptance testing
- Maintenance and support

5.0 SUPPORT FROM THE CLIENT/GIPC

The following are the ways by which the GIPC (Lead Agency) shall assist the consultant:

i.   Assign a GIPC Focal Person such as the Head of MIS, Aftercare, or any relevant Officer assigned by the CEO to help facilitate the smooth execution of work by the Consultant.
ii. Facilitate access to relevant materials required for the smooth execution of the assignment.
iii. Work with the PCU, especially the Component Specialist to execute recurring quality, document reviews, and performance assessments of the assignment.
iv. Collaborate with the GETP for approval of payments for the deliverables met.
v.   Facilitate validation workshops for the assignment.

6.0 DURATION OF ASSIGNMENT

The assignment is planned to be completed in 16 weeks. However, the contract will cover a period of 28 -weeks (i.e., an additional 12 weeks to cover reviews, stakeholder engagements, etc) for any unforeseen challenges.

7.0 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.

8.0 EXPECTED DELIVERABLES AND PAYMENT SCHEDULE

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

#	Deliverables	No. of Copies	Timelines	Payments
1	**Final Inception Report:** This shall include but not limited to; • Work plan with Implementation Schedule and methodology, Stakeholder Engagement Plan, Communication Plan, training plan, Testing plan, anticipated risk, as well as a list of key requirements and resources.	Four (4) hard copies and a soft copy	Upon Submission and acceptance of Inception	**20%**
2	**Final Report on the Design and Detailed Requirements of the IGM System. Designed and Developed:** • Design and detailed requirements of the IGM System, with requirements	Four (4) hard copies and a soft copy	Upon Submission and acceptance of draft report and	**40%**

	for the hosting environment and virtual machine configuration.		trial version of the IGM	
	• Prototype of the IGM system and report on improvements taken based on the review done by the Client and Purchaser			
	• Report on the deployment of the IGM system into the hosting infrastructure at the National Data Center.			
	• Integration of IGM into the CRM			
	• IGM user guide and manual			
	• Trial of the software after full customization			
	• Deployment of application			
	• User Acceptance Test			
3	**Final Report and Final Version of IGM:** It shall entail: • Final version of IGM • Final Standard operating procedures and User Manuals for the IGM platform • Training of relevant officers on the software • Training Report of IGM • Quality Assurance and Quality Control tests • Validated implementation plan	Six (6) hard copies and a soft copy	Upon Submission and acceptance of the final report and GRS	**40%**

9.0 EVALUATION AND REPORTING

Regular monitoring and evaluations will be conducted by the GIPC to ensure the project is on track and meeting its objectives. Monthly progress reports will be submitted by the consultant to the GIPC, detailing:

  i.   Project Status: Current progress against the project plan.
 ii.   Issues and Risks: Any issues or risks encountered and mitigation measures.
iii.   Next Steps: Planned activities for the upcoming month.

10.0 QUALIFICATION OF FIRM

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 or more, 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 the following core team/key personnel with the necessary expertise to complete the assignment as listed.

10.1 Key Personnel

1. Team Lead / IT Expert / Software Developer possessing the abilities and skills listed below:
   a. Possess a master's degree or higher in Computer Science, Computer Engineering, Information Technology, Statistics, Economics, or a related discipline.
   b. At least five years of expertise in creating IT solutions and offering similar institutions IT support and maintenance services (in investment promotion agency (IPA) desired).
   c. Knowledge of geo-reference database solutions, database development and management, etc.
   d. Knowledge of web technologies, including how they are developed and deployed, as well as how to create a customized Off-the-Shelf information system.
2. Grievance and Appeals Specialist
   a. Possess a master's degree or higher in the social sciences, Law, Economics, Statistics, and any other related discipline such as law.
   b. At least 5 years of expertise in creating systems for tracking investor or customer complaints, including creating frameworks, results models, and theories of change.

3. Investment Promotion/Economic Development Expert
   a. Possess a master's degree or higher in the Social Sciences, Economics, Statistics, and any other related discipline.
   b. 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

11.0 REPORTING

The Consultant shall report and submit all documents directly to the GIPC. An official communication regarding a request for payment for this assignment will be submitted by the GIPC to the PCU for consideration and approvals.

12.0 SUBMISSION OF PROPOSAL

Technical and Financial Proposal shall be in English and delivered via electronic means to the following email addresses: getpprocurement@gmail.com and getpcoordinator@gmail.com.

THE PROJECT COORDINATOR
MINISTRY OF FINANCE
BOX MB 40, ACCRA, GHANA

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