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## **1. BACKGROUND INFORMATION**

**1.1. Beneficiary country:** Grenada

**1.2. Contracting Authority:** Ministry of Finance, Government of Grenada

### **1.3. Relevant country background**

Grenada is a small open economy with a land mass of 344 sq km, a population of 104,000 persons (UN, 2009) and per capita GDP of EC\$12,848 (at 2005 current market prices). The economy has been traditionally dependent on export-based agricultural crops, especially bananas and spices. In recent years, tourism, manufacturing, financial services and ICT sectors have become increasingly important sources of economic growth.

In 2004 and 2005, the country suffered a significant setback to its economic and fiscal performance following the passage of Hurricanes Ivan and Emily, respectively, which inflicted damage on the economy estimated at 213% GDP. Consequently, with the exception of 2005 and 2007, economic growth remained low to negative for much of the last eight years, owing to other external shocks, including the spiralling effects of global commodity price increases in 2007 and the global recession that followed in 2008.

The Government's post-hurricane response strategy has been aimed at diversifying the economy to offset fiscal imbalance and improve resilience to external shocks as well as improving the doing business environment to attract investment by local and foreign investors. The Government has recently adopted an Investment Promotion Strategy and related policies for improving the efficiency of the investment generation system in the country.

### **1.4. Current state of affairs in the relevant sector**

The Government of Grenada (GOG) is in the process of improving the business enabling environment and streamlining its fiscal incentive scheme. In January 2006, to improve the structure and efficiency of public finances as well as to facilitate growth enhancing reforms, government announced the following economic reform measures to:

- a) Stop granting tax holidays;
- b) Provide tax incentives in the form of capital write-off during the period January 2006 to June 2006 and then move to a system of accelerated depreciation with loss carried forward provision;
- c) Publish information on all new concessions granted as of April 1, 2006;
- d) Repeal the Investment Code Incentives Act, the Qualified Enterprise Act and tax; components in all other incentive legislation including the Hotel Aids Act and the Fiscal Incentives Act;
- e) Adopt a new investment code to provide clarity and transparency of Grenada's investment régime, increase predictability, enhance the enabling environment for business development and growth and promote the development of international best practices regarding investment; and
- f) Complete review the role of GIDC with a view to improving its effectiveness in promoting new investment.

Within this context, the Investment Promotion Act was developed to provide a clear and transparent policy framework to guide investment in Grenada by residents and non-residents alike and clarifies the basis on which such investments will be welcomed and encouraged. Policy considerations were also developed for the establishment of a new performance driven incentive regime, which is expected to be approved by mid-2012.

The institutional review of GIDC as the key agency in the investment system was completed in October 2011. GIDC has since been restructured to align the organization with its key processes. Capacity building initiatives are being pursued to position the organization to engage in focus marketing of investment opportunities within specific sectors to specific targets, to foster a strong, dynamic domestic investment sector and to adopt a project driven results oriented approach in carrying out its work.

### **1.5. Related programmes and other donor activities:**

The Grenada Technical Assistance Credit Project being implemented through a Financing Agreement with the International Development Association and co-financed by the European Union grant funds, is supporting the Government of Grenada's efforts to improve the Doing Business environment. The project seeks to improve the environment for private sector led growth through the modernization of key public sector institutions and the implementation of an export strategy. With respect to investment promotion, the project will work to strengthen the strategic and institutional environment for attracting investment to Grenada. This will involve working with the Grenada Industrial Development Corporation (GIDC) to build on and complement work to be done in the context of the Public Sector Modernization to strengthen the Small Business Development Centre of GIDC.

This consultancy is focused on strengthening the investment generation system to provide all investors with customer driven, internationally comparable investment e-services.

## **2. OBJECTIVE, PURPOSE & EXPECTED RESULTS**

### **2.1. Overall objective**

The website is one of the key marketing tools that the GIDC possesses, and in many cases the first interaction that a potential investor has with Grenada. If that website creates the right impression, and can demonstrate a strong mix of relevant, well-researched content, Grenada can quickly be on that investor's project shortlist. In short, the overall objective of the project is to enhance Grenada's Business Enabling Environment.

### **2.2. Purpose**

The specific purpose of this contract is to engage the services of an IT Expert to re-design and develop GIDC's website ([www.grenadaidc.com](http://www.grenadaidc.com)).

### **2.3. Results to be achieved by the Consultant**

The consultant is expected to deliver the following:

- Assessment report of current IT capacity of GIDC
- A re-designed, completed and fully functional website ready for online users.
- Detailed functional specifications for: e-services
- A training and maintenance manual.
- Training workshop with Heads and GIDC's system administrators
- Site map for the internet site
- Terms of Use and Privacy Policy for internet site

### **3. ASSUMPTIONS & RISKS**

#### **3.1. Assumptions underlying the project intervention**

It is assumed that key stakeholders are willing to provide information and actively cooperate with the Consultant.

#### **3.2. Risks**

There is the risk that key stakeholders will not be sufficiently engaged and cooperative, which impacts the Consultant's ability to design appropriate systems.

### **4. SCOPE OF THE WORK**

#### **4.1. General**

Description of the assignment

The project is to re-design and develop the GIDC's website. The design should be search engine optimized, lightweight and user friendly. In order to develop functional specifications for the systems he/she is expected to review the Investment Facilitation Manual, the Investment Promotion Strategy Document and other relevant documents provided by GIDC, review existing IT systems at GIDC and other agencies.

#### **4.2. Specific activities**

In order to realize the objectives and results, the IT Expert will be specially required to undertake the following tasks:

- (a) Attend an inception meeting at the commencement of the contract to determine any additional requirements needed. The schedule of activities and logistics will also be discussed.
- (b) Conduct background scoping and research work on at least 5-6 best-in-class IPI websites and present their salient features and innovation as part of the inception report
- (c) Obtain domain name(s) as per client's request and register it for five years initially.
- (d) Design a prototype layout of the website and present for feedback
- (e) System Build-out based on specs previously presented and approved.
- (f) Testing, training and launch. The IT Expert will be required to test platform prior to launch to iron out all bugs. Also train relevant persons on its uses and maintenance. As mentioned above the development of a training manual is one of the key outputs. The IT Expert will be required to present the platform to the General Manager, Heads and Information Specialist prior to launching for general use.

The IT Expert is required to undertake the following:

- a. Web site Development: An investment website incorporating all functionality on the existing GIDC website(DotNetNuke and version 4), 5-6 best-in-class IPIs and additional functionality to include but not be limited to the following:

- i. Secure the existing site during the transition to the new platform
  - ii. Provide links to online application forms for incentives, permits and licences issued by 22 agencies.
  - iii. E facilities in keeping with the investment promotion strategy to support the operation of a "virtual one stop process" for processing investor's request particularly with regard to submitting applications for incentive, permits and licences on line, receiving status updates on submitted applications, conducting online survey/questionnaires, asking questions and providing feedback
  - iv. Enhancement of search capability on the site
  - v. The provision of automatic message response whenever an enquiry or application is submitted on the site (e.g. Your enquiry or application has been submitted successfully. You should expect a response within the next 48hrs. Thank You.)
  - vi. The ability to create and upload additional forms on the website
  - vii. At least two (2) "Contact Us" forms
    - General Enquiry (Fields: First Name\*, Last Name\*, Organization Name, Address, Email Address\*, Telephone No. Request)
    - Investment Enquiry (Fields: First Name\*, Last Name\*, Organization Name, Address, Email Address\*, Telephone No., Request)
  - viii. A flash screen of pics. depicting various sectors or related sites (e.g. <http://www.caipainvest.org/>; <http://gov.gd/>, <http://www.investsvg.com>).
  - ix. Implement a basic "Forum/blog/stay connected" sections. (integrating Facebook, LinkedIn, Twitter)
  - x. Photo Albums
  - xi. A subscription section (where investors can subscribe to investment publications (newsletters, magazines, etc.).
  - xii. The ability to print reports showing the activities/traffic of the site
  - xiii. The ability to upload graphics/flash created maps/videos
  - xiv. The ability to "print", "email" or "share" any page
  - xv. Links to other related sites such as Government, leading national, regional, local business organizations as well as a searchable listing of businesses in Grenada
  - xvi. The ability to translate the site into four (4) different languages (English, Spanish, Chinese and French)
  - xvii. Browser compatibility. The site must be compatible with the current versions of the following browsers (Firefox, Internet Explorer, Safari, and Chrome), as well as Internet Explorer version 6 onwards.
- b. Web site maintenance: The IT Expert will maintain full backup of the web site through the duration of the contract. The backup, code and source files will be delivered in full to client on closing of the contract.
- c. Interactive map: The creation of an interactive map of Grenada that allows users to navigate around the map and zoom in and out on specific areas. (major centers of population, infrastructure, investment locations, etc) external links

The following must be taken into consideration: The content management system should be Open Source Content Management System (CMS). Joomla is desirable but not mandatory

Use of agile development methodology which is people-oriented rather than process-oriented; which is adaptive and allows for change.

### **Time Schedule for Completion of the Major Activities**

<b>NO.</b>	<b>ACTIVITY</b>	<b>TIMELINE: DELIVERABLES (Wks)</b>					
<b>1</b>	Inception Report (including: assessment the 5-6 IPIS, detailed work plan and delivery time, and registration of domain name(s))	1					
<b>2</b>	Draft Layout of website (structured-ready for data)		3				
<b>3</b>	Final layout structure (incorporating changes suggested by the client along with presentation)			4			
<b>4</b>	Present website with all agreed features, etc.				8		
<b>5</b>	Training and maintenance manual (including recommendations)					9	
<b>6</b>	Final Report						10

The Consultant must observe the latest Communication and Visibility Manual for EU External Actions concerning acknowledgement of EU financing of the project. (See [http://ec.europa.eu/europeaid/work/visibility/index\\_en.htm](http://ec.europa.eu/europeaid/work/visibility/index_en.htm)).

#### **4.3. Project management**

Responsible body

The GIDC will be responsible for managing this project on behalf of the Contracting Agency.

Management structure

The Consultant is expected to work closely with the staff of GIDC. The lines of communication within GIDC, which is responsible for managing the project, are as follows:

- The Project Coordinator
- The General Manager
- Chairman of the Board of Directors of the GIDC

Facilities to be provided by the Contracting Authority and/or other parties

The GIDC will assist in making available relevant reports, documents and data, as well as organise consultations with Government officials and key stakeholders.

## **5. LOGISTICS AND TIMING**

### **5.1. Location**

The operational base for the project will be the offices of the GIDC located at Frequente, St George's, Grenada.

## **5.2. Commencement date & Period of implementation of tasks**

The intended commencement date is May 1, 2012 and the effective period of implementation of the contract will be ten (10) weeks from this date, while the total duration is ten (10) weeks from commencement. Please refer to Articles 4 and 5 of the Special Conditions for the actual commencement date and period of implementation.

## **6. REQUIREMENTS**

### **6.1. Personnel**

Key experts

All experts who have a crucial role in implementing the contract are referred to as key experts. The profile of one (1) key expert for this contract is as follows:

#### **Database Expert**

##### **Qualifications & Skills**

1. Tertiary level training in Information Technology, Engineering or related field (Minimum BSc Computer Science/InformationTechnology/ CIS)
2. Excellent knowledge in Database Management Systems (MySQL or Microsoft SQL Server desirable)
3. Specific knowledge in systems analysis and modeling and Enterprise Content Management System implementation
4. Excellent oral and written communications skills.
5. Evidence based graphic design expertise
6. Project Management Expertise

##### **General Professional Experience**

1. Minimum ten (5) years' experience in Information Management, Information Systems, and/or Information Technology
2. Strong track record in website design; security and administration; Search Engine Optimization
3. Proven experience of web design and support in the investment sector
4. Strong experience in developing in widely used open source platforms, such as Joomla, WordPress, etc.
5. Understanding of End Users needs to match with adequate technical solutions
6. Demonstrated knowledge/use of any of MySQL servers
7. Strong knowledge of Web Services and Service Oriented Architecture;
8. Knowledge of Portal technologies is preferred

##### **Specific Professional Experience**

A proven track record in enterprise-level Web Content Management (WCM) and Enterprise Content Management (ECM) implementation.

Prior experience in investment promotion and/or facilitation and marketing would be an asset.

Other experts, support staff & backstopping

CVs for experts other than the key expert should not be submitted in the tender. The Consultant shall select and hire other experts as required according to the needs. The selection procedures used by the

Consultant to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience.

Cost for backstopping and support staff, as needed, are considered to be included in the financial offer of the tenderer.

Note that civil servants and other staff of the public administration of the beneficiary country cannot be recruited as experts, unless prior written approval has been obtained from the European Commission.

## **6.2. Office accommodation**

No office accommodation at the GIDC is required for the IT Expert.

## **6.3. Facilities to be provided by the Consultant**

The GIDC shall ensure that experts are adequately supported. In particular it shall ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support its activities under the contract and to ensure that its employees are paid regularly and in a timely fashion. Tools, laptops and software required for the performance of the tasks will be supplied by the Consultant except where otherwise agreed with GIDC.

## **6.4. Equipment**

**No** equipment is to be purchased on behalf of the Contracting Authority / beneficiary country as part of this service contract or transferred to the Contracting Authority / beneficiary country at the end of this contract. Any equipment related to this contract which is to be acquired by the beneficiary country must be purchased by means of a separate supply tender procedure.

# **7. REPORTS/DELIVERABLES**

## **7.1. Reporting requirements**

The consultant will submit the following reports in English in one original and 3 hard copies as well as by soft copy to [invest@grenadaidc.com](mailto:invest@grenadaidc.com).

- **Inception Report** of maximum 12 pages to be produced within 5 working days of commencing implementation. In the report the consultant shall describe e.g. assessment of the 5-6 IPIs, the first findings, the progress in collecting data, and encountered and/or foreseen difficulties in addition to submitting a detailed work programme. The IT Expert is advised to proceed with his/her work also in absence of comments by the Contracting Authority on the inception report.
- **Draft Layout of website (structured-ready for data)** for the updated GIDC website  
- Final layout structure (incorporating changes suggested by the client along with presentation)  
(week 4)
- **Present website with all agreed features, etc.** – (week 8) this would include all source code for the systems developed; the source code of these systems shall be the exclusive property of the GIDC.
- **Training and maintenance manual (including recommendations)** – user friendly manual and trained personnel. *All deliverables as indicated in the scope of works must be completed by week 9.*
- **Draft Final Report** of maximum 20 pages (excluding annexes) shall be submitted by week 9. The final report should provide a brief summary of the implementation of the project, including any specific challenges faced; any adjustments to the scope of works jointly agreed by the GIDC,

Consultant and Contracting Authority; outputs and deliverables produced; and any recommendations for ensuring optimal use of the systems by end-users.

- **Final Report** the IT Expert shall submit a Final Report by the latest two-weeks after the completion of implementation of the project along with all the project deliverables.

## **7.2. Submission & approval of reports**

The reports/deliverables referred to above must be submitted to the Project Manager identified in the contract. The Project Manager is responsible for approving the reports. Comments on reports/deliverables must be provided within 6 working days of delivery by the Consultant.

## **8. MONITORING AND EVALUATION**

### **8.1. Definition of indicators**

Performance on the project will be measured by timely submission of the deliverables outlined in Section 4.2 and as outlined within the work plan. Feedback on each submitted Progress Report is not a requirement for the continuation of the project. The Contracting Authority will provide feedback to the IT Expert within five (5) working days of receipt of the final report

### **8.2. Special requirements**

No special requirements are foreseen.

## **SELECTION PROCESS**

The proposal should (i) clearly establish an understanding of the services required and separate out activities according to the four (4) areas of work listed above; (ii) describe how the company engages with its clients: what processes they follow and requirements they have regarding timelines, rates, requests, sign-off and payments; (iii) provide a standard SLA; and (iv) include CV of the team of (programmers and designers) assigned to the work, the timetable, and the financial proposal. The budget should be broken down by activities.

The proposals received will be evaluated according to the following criteria:

- a. Profile and experience of the company 40%
- b. Professional capacity and experience of professionals assigned 40%
- c. Accessibility and proximity of the support team 20%

The deadline for submissions is **April 30, 2012**.

All proposals should be submitted to: "**IT Expert to re-design and develop GIDC's website**" and addressed to: Grenada Industrial Development Corporation (GIDC), Frequente` Industrial Park, Frequente`, **ST. GEORGE'S**. Tel #: [1-473-444-1033-35](tel:1-473-444-1033-35) Fax #: 1-473-440-4828

A copy of the detailed Terms of Reference can be found via our website: You are here: [GIDC](#) » [E-Services](#) » [Downloadable PDFs](#)

Or: Adisa A. Alexis ([aalexis@grenadaidc.com](mailto:aalexis@grenadaidc.com)) or Ronald Theodore ([rtheodore@grenadaidc.com](mailto:rtheodore@grenadaidc.com)) at Tel: 444-1035