

Terms of Reference



iDICE

Investment in Digital and Creative
Enterprises Programme

Consultancy Services

for the

Development of a Grievance Redress Mechanism Implementation Framework

Sector: Technology and Creative

Financing Agreement reference: 2000200005160

Project ID No.: P-NG-K00-009

19th of May 2025

1. Background

The Federal Government of Nigeria (FGN) has received financing from the African Development Bank (AfDB), Agence Française de Développement (AFD) and the Islamic Development Bank (IsDB) towards the implementation of the Investment in Digital and Creative Enterprises (iDICE) Programme¹. The objective of the iDICE Programme is to promote entrepreneurship, boost innovation, create jobs, enhance social development, and achieve economic transformation by fostering growth in the digital technology and creative ecosystem, building on brownfield investments and synergies with ongoing initiatives in Nigeria.

As part of its commitment to transparency, accountability and stakeholder engagement, the iDICE Programme Coordination Unit (PCU) within the Bank of Industry (BOI) – the Executing Agency for the Programme appointed by the FGN – is seeking to engage the services of a **Consultant to develop a Grievance Redress Mechanism (GRM) implementation framework**.

A Grievance Redress Mechanism (GRM) is a crucial component of any programme, designed to address complaints and resolve issues efficiently and effectively. As such, the consultant will develop a comprehensive GRM framework to efficiently manage and address grievances from stakeholders, including beneficiaries, community members and other relevant parties, throughout the lifespan of the programme.

2. Objective

The primary objective of this consultancy is to develop a comprehensive Grievance Redress Mechanism (GRM) framework that will guide the customization of a digital GRM system for the programme. The framework will ensure accessibility, transparency, responsiveness, and alignment with international best practices and regulatory requirements.

3. Scope of work

The consultancy will involve but not limited to the following:

- a) **Needs Assessment:** Conduct a needs assessment to understand the programme's grievance handling requirements.
- b) **Desk Review:** Review existing grievance mechanisms, relevant policies and regulatory frameworks.
- c) **Stakeholder Engagement:** Engage relevant stakeholders to identify key concerns, grievance types and resolution procedures.
- d) **Design of the Framework:** Design a structured GRM framework including
 - a. Categories of grievances

¹ More details about the iDICE Programme as documented in the Program Appraisal Report (PAR) can be accessed at <https://www.afdb.org/en/documents/nigeria-investment-digital-and-creative-enterprises-i-dice-program-project-appraisal-report>

- b. Grievance reporting channels
 - c. Grievance categorization and prioritization
 - d. Resolution timelines and escalation procedures
 - e. Roles and responsibilities of relevant actors
 - f. Monitoring, evaluation and reporting mechanisms
- e) **Integration into the digital system:** provide guidance on the integration of the GRM into a digital system.
 - f) **Conduct** validation workshops with stakeholders
 - g) **Prepare** a final GRM framework and recommendations for implementation.

4. Qualification and Experience

The consultant should possess the following qualifications and experience:

- a) A minimum of a Master's degree in Law, Social Sciences, governance, or a related field
- b) At least 7-10 years of professional experience in designing GRMs or similar accountability mechanisms.
- c) Prior experience with digital grievance systems and international practices (experience working with international standards (e.g., World Bank, AfDB, UN frameworks) is an advantage.
- d) Experience engaging with stakeholders, including government and civil societies.
- e) Strong analytical and problem solving skills.
- f) Excellent report writing and presentation skills.
- g) Knowledge of the Nigerian socio-economic context and familiarity with ongoing initiatives in the digital and creative sectors in Nigeria.

5. Reporting and Deliverables

The Consultant shall prepare a suitable and appropriate Grievance Redress Mechanism (GRM) for the Project to be approved by the PCU. The minimum content of the GRM is below:

- a. Analysis of existing administrative and traditional/customary dispute management systems;
- b. Mechanism for registering complaints and means of filing;
- c. GRM management bodies by level and composition;
- d. Operating mode:

- Receipt of complaints and grievances/Acknowledgment of receipt (any mechanism, Anonymity)
 - Registration of complaints and grievances
 - Assessment of admissibility and notification
 - Summons/processing of the complaint/investigation
 - Negotiation - resolution
 - Communication to all stakeholders of the outcome of the negotiations
 - Implementation of result/resolution or review in case of disagreement – notification
 - Case closure and archiving (physical and electronic) – notification
 - Evaluation of the operation of the GRM (record keeping, processing time, resolution rate, systematic notification of the outcome, dissemination of information)
- e. Cost of GRM implementation: the budget may include the following:
- Procurement of materials and equipment: vehicles, computer hardware (software if necessary), office and topographical equipment, etc.
 - Costs of training sessions for complaints management committees
 - Operating costs of complaints management committees
 - Costs of disseminating information relating to the GRM
 - Investigation mission costs (PCU operating costs)
 - Resources for resolving complaints (corrective/compensation measures)
 - Recourse of experts (e.g.: evaluators), mediators or lawyers
 - Operating budget
- f. Annexes :

Template of complain form (to be contextualized)

Project X	
Registration of the complaint	
Date of the complaint:	Number of the complaint:
First Name and Surname of the complainant:	Gender : F M
Works site (village, quarter):	Profession of the complainant:

Date of the incident:	Telephone number:	
Means of transmitting the complaint	Telephone: SMS:	Email: Verbal:
Parties concerned: Subject of the complaint: Description of the complaint: Solution recommended by the complainant:		
Signature of the complainant:	Name and signature of the person receiving the complaint (President of the committee of Environmentalists of the PIU)	

Template of complaint handling form (to be contextualized)

Complaint handling	
Complaint registered for handling:	Yes No
Comments: Recommended solutions: Responsible party:.....	
Signature of the responsible party:	Date:

Template of monitoring sheet (to be contextualized)

Monitoring of the complaint resolution	
Actions implemented:	
Level of satisfaction and comments of the complainant:	
Date of feedback to the complainant:	Date of resolution:
Signature of the complainant:	Signature of the PIU Coordinator:

Template of GRM register (to be contextualized)

No. of the complaint	Date of filing the complaint	name of the complainant	Contact of the complainant (Telephone)	Gender of the complainant	Subject of the complaint	Work site concerned by the complaint	Complaint record (Yes/No)	Date of registration of the complaint	Date of transmission of acknowledgment receipt to the complainant	Date of implementation of corrective measures	Complaint resolved (Yes/No)	Complaint resolution date	Method of handling the complaint (amicable or judicial)	Complaint closing date

The Consultant shall also develop a training plan and prepare the training report with the following minimum content:

- a. Executive Summary
- b. Table of Content
- c. Introduction
- d. Background
- e. Methodology
- f. Findings from training sessions
- g. Conclusion
- h. Issues and Challenges
- i. Recommendations
 - a. Annexes
 - b. Participant's evaluation of training
 - c. Pictures

The Consultant shall submit the following deliverables:

S/N	Deliverable	Description	Timeline*
1.	Inception Report	An inception report detailing the consultant's: <ul style="list-style-type: none"> • Methodology; • Workplan and; • Key stakeholders 	D+ 7 days (1 Week)
2.	Draft GRM Framework	A framework detailing: <ul style="list-style-type: none"> • Process flow • Governance structure, and; • Integration guidance 	D+ 35 days (5 Weeks)
3.	Final GRM Framework	Final GRM Framework, following inputs and approval of the draft framework from the PCU	D+ 49 days (7 Weeks)
4.	Training Plan and actual training	Preparation of the training agenda and training of the PCU	D+ 63 days (9 Weeks)

S/N	Deliverable	Description	Timeline*
		Staff and other relevant stakeholders	

*D = Day of Contract Execution with Consultant

6. Duration

The specified duration of the consultancy shall be for a maximum of **NINE (9) weeks**. The consultant shall communicate to the PCU in writing and with justifications stated, if there is any need for an extension.

7. Confidentiality

All data and information obtained during the consultancy must be treated as confidential, and used solely for the purpose of this project.

8. Safeguarding, Equity and Social Inclusion

The programme will carry out necessary measures to prevent safeguarding issues, and there will be timely reports of any safeguarding issue in the course of this assignment. The delivery of activities under this intervention will follow the equity and social inclusion considerations of the programme.

9. Conflict of Interest

The Consultant will be required to highlight any areas where there is a potential conflict of interest and should propose mechanisms to resolve or manage these conflicts. This shall not be regarded as a negative feature of an application, in as much as the BOI iDICE PCU is satisfied that any conflicts will be handled in a manner consistent with the interests of the project. Wherever possible, prospective Consultant should follow technical, operational and commercial best practices in managing potential conflicts.

Prospective Consultant should note that failure to disclose any material conflict of interest that is subsequently identified in the assessment process will be regarded as a significant negative feature. For joint ventures, the lead partner must have the power of attorney.