GLOBAL GOVERNMENT INVESTOR NETWORK SERVICE
Financing for Development Tool to help developing country governments create business-enabling environments

**Service Agreement for the *Global Government-Investor Network Service*
(version 4.0)**

NOTE: This is a draft Service Agreement. Please contact the Global Clearinghouse Director of Operations with questions: feedback@globalclearinghouse.org

This is the Service Agreement for the Government-Investor Network Global Service ("Service Agreement") between [AGENCY] - the "Operating Entity" on behalf of [GOVERNMENT] and the Global Clearinghouse for Development Finance – BCSamuels LLC ("GCH"), to define the agreement for effective operation of a Government-Investor Network ("GIN").

The Government-Investor Network (GIN) is an Intranet-based subscription service, developed as a nonprofit project by United Nations designated business interlocutor Samuels Associates with funding from the Swiss Government, Norwegian Government, Ford Foundation, United Nations, and Samuels Associates. The GIN has been developed as a concrete practical tool to implement *The United Nations' Monterrey Consensus* objective of enhancing developing country government capacity to "create business-enabling country environments" and mobilize private sector capital for development.[1] The Global GIN Service is intended to be easily available as a cost-effective tool for all developing country governments and regional governmental organizations seeking to implement this objective as a means to increase economic growth, job creation, and poverty reduction.

Responsibilities to Ensure GIN Effectiveness:
All parties agree to advance development of the GIN as a practical "Global Public Tool" available to all interested developing countries and regional organizations to enhance the capacity of all developing country governments to improve their business-enabling environments. To enable this, all parties agree to collaborate in improving the GIN Service, and to enable dissemination of GIN success stories at global forums, such as the United Nations Finance for Development Global Summits and other related meetings as examples of the implementation of the Monterrey Consensus. To ensure effectiveness of the GIN, **[**AGENCY] and GCH agree to fulfill certain responsibilities, as detailed below.

Responsibilities: GCH
The GCH accepts the following responsibilities as part of the Service Agreement.
The Global GIN Service is provided free of charge to [AGENCY]. The Global GIN Service is a standard Intranet-based subscription service with basic applications that facilitates government-investor communication in the identification of investment impediments and possible remedies to enable UN member country governments to implement their commitment to create "business-enabling environments." The Global GIN Service is intended to be an extremely cost-effective and credible independent Intranet-based communication platform that can be utilized by multiple developing country governments and regional entities for nominal cost. The Global GIN Service includes:
1. Communications Platform: A web-based, password protected intranet platform that provides a secure venue for all GIN Members to work together in identifying and

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[1] For background information, see UN Global Clearinghouse Discussion Paper:
http://www.un.org/esa/esa02dp23.pdf

resolving impediments affecting the business-enabling environment. The platform can also serve as a "one-stop-shop" for important information resources.

2. <u>Performance Reports (Ticket System)</u>:[2] An optional software feature in the GIN allows the GIN Manager to assign issues for follow-up to government officials. Automatically generated reports can be run that show how many investor issues have been resolved or are outstanding (Performance Reports).

3. <u>GIN Toolkit</u>: GCH provides training and orientation materials to: 1) the GIN Manager (designated by [AGENCY]); and 2) GIN Network Members selected by the government (including government officials, private sector executives, and donors). These materials are continually updated, based on "lessons learned" and identified best practices in operating GINs provided by GIN Managers and Members.

4. <u>Continuous Software Service Enhancements</u>: The Global GIN Service will continue to be improved so long as sufficient funding exists. All enhancements made to the GIN Global Service will be automatically updated for *all* GINs in use. [AGENCY] is encouraged to suggest improvements to the Global GIN Service that could facilitate the objective of the GIN, which is to bring members of the public and private sectors together to identify and overcome investment impediments, as well as offer suggestions on ways to improve the business-enabling environment. GCH will review all requests to enhance the basic software that runs the subscription service. If deemed an enhancement that will be useful to all GIN users, it will be implemented, providing the available funding is sufficient for the requested changes.

5. <u>Committed Help Service</u>: GCH is committed to ensuring that the GIN functions as a high quality tool to help [AGENCY] work with the private sector to improve the business-enabling environment. [AGENCY] can email for assistance at any time (email: feedback@globalclearinghouse.org), and GCH will respond within 1 business day. The Global GIN Service includes:

    a. <u>Service Quality</u>: GCH will ensure reliable performance of the Global GIN Service using a proven external server. Service levels will be commensurate with the standards of commercial software services, such as those used by governments and private sector companies to ensure the integrity, privacy and security of all GIN content.

    b. <u>Server Integrity</u>: GCH is responsible for maintaining a contract with the server provider that enables a reliable, remote and secure hosting of the network that protects each country's or region's GIN communications. GCH will employ the latest industry-recognized tools to ensure that the server is operating and available to users.

    c. <u>Software Integrity</u>: GCH provides technical support of the software enabling the GIN Service. This includes fixing any bugs and updating the software in response to requests made by users. Updates/repairs will be immediately available to [AGENCY].

    d. <u>Communications Integrity</u>: The GIN is dedicated to enabling candid communication between governments and investors. GCH will not remove, alter or change the content posted on a GIN.

6. <u>Development Finance Portal</u>: The Portal is a free, publicly accessible website that can be used by the GIN Manager and by GIN Members as an information resource for investors. The Portal can be accessed at: http://www.globalclearinghouse.org/gch or by using the "Global Clearinghouse" button on the GIN Network. In addition, Members have the option to recommend web content for inclusion to the Portal.

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[2] As of this Agreement, basic Ticket System functionality exists, although it will be enhanced. The reporting features are currently in development. [AGENCY} will automatically receive full access to these enhanced features once they are in place.

[AGENCY] Responsibilities

[AGENCY] commits to using the GIN as defined in this Service Agreement (and annexes); as a mainstream tool for investor outreach and consultation, in the identification of investment impediments and possible remedies (see Annexes 1 and 3). The GIN is intended to enhance [AGENCY]'s effectiveness by providing a cost-effective tool that enables:

- Investor consultation on draft government plans, policies, programs, laws and regulations;
- Intra-governmental coordination with the other government agencies that are critical to improving the business-enabling environment; and
- Cost-effective reporting to senior government officials on issues related to investment.

To ensure GIN effectiveness, [AGENCY] commits to comply with the identified success factors for each GIN in operation, that are critical to successful outcomes, as summarized below. See also Annex 2.

1. <u>Fulltime GIN Manager</u>: [AGENCY] commits to having a full-time Manager in charge of each GIN Network. The GIN manager will be chosen in an interview process based on their abilities (as outlined in the job description), and their job performance will be monitored against the established GIN performance metrics (see Annexes 3 - 5). The GIN Manager will collaborate with the GCH in ensuring the GIN is operating according to the specifications set out in this Service Agreement. Adequate resources need to be provided to each Manager (i.e., laptop; cell phone; office space; and access to a printer, copier and fax machine).

2. <u>Integration of GIN into [AGENCY] Functions, Government Functions and Senior Official Support</u>: The GIN Manager's ability to be successful in investor consultations and issue resolution is dependent on the active support and responsiveness of senior-level government officials. [AGENCY] agrees to integrate the GIN into [AGENCY] activities so that the GIN Manager will be able to present issues and receive senior level guidance in how to deal with investor issues, and also be able to post draft [AGENCY] plans and programs for investor feedback.

3. <u>Supervision & Reporting Processes</u>: The GIN Manager will report to a specified supervising public sector official, and use the GIN Progress Reports and Issue Tracking Reports for reporting GIN Issues to the Supervisor and identified Senior-level officials who support the GIN, such as a GIN Steering Committee and related senior government meetings as well as possible other external supports (such as private sector leaders).

4. <u>Issue Follow-Up Process</u>: [AGENCY] agrees to provide dedicated and effective follow-up on investor issues, responding to investor issues within a timely manner. This includes (a) regularly reviewing automatic issue reports generated on the GIN and using them to take corrective action as needed; (b) enlisting other government officials to support the GIN Manager in resolving issues; and (c) forming Working Groups as needed to resolve systemic impediments and to post the suggested solutions on the appropriate GIN Network. [AGENCY] agrees to provide the GIN Manager with a standard letter that can be presented to all public sector officials asking for their full cooperation to address issues raised on the GIN.

5. <u>Conduct a minimum of 3 Workshops/Year</u>: [AGENCY] agrees to have a minimum of 3 workshops a year. An initial "Government GIN Orientation Workshop" is needed for all government officials in the relevant government agencies. The workshop will explain that their jobs will include using the GIN on a daily basis to: (1) respond to private sector issues and problems; (2) consult proactively with private sector members on proposed

government initiatives; and (3) disseminate information resources. A minimum of 3 "Issue Workshops" need to be conducted by [AGENCY] with broad government and private sector participation, to address the priority issues on the GIN and advance implementation of possible remedies.

6. <u>GIN Enhancements and Success Stories</u>: [AGENCY] commits to suggesting possible enhancements to the GIN and the GIN Toolkit, so that the Global GIN Service can be continually improved; sharing success stories so they can be broadcast in United Nations and other international forums; and also to reporting any problems to GCH so that they can be remedied in a timely manner.

Cost and Agreement Timeframe

GCH will provide the Global GIN Service free of charge during the time period of current Swiss donor funding to support existing GINs.

In the event current funding does not cover the server costs, the Annual Service Fee for operation of a Government-Investor Network will be approximately US$1-3,000 depending on amount of GIN usage and the ability of other GIN users to contribute to server and maintenance costs. Note that the Annual Service Fee does not include any consulting services, on-site support services, or on-site visits.

Mediation

All parties agree in good faith in developing practical tools as "Global Public Goods" to advance the ability of all developing country governments to improve their business-enabling environments, in order to enhance job creation and reduce poverty. As organizations committed to these nonprofit goals, all parties agree to resolve any issues in a simple, effective manner that does not require legal litigation, dedicated time commitment, or any other expense.

Signed by [AGENCY]:

Signed:_____
Name: [DIRECTOR OF AGENCY IMPLEMENTING AGENCY]
Title: [TITLE], [AGENCY]
Date:_____

Signed by Global Clearinghouse for Development Finance - BCSamuels LLC:

Signed:_____
Name: Dr. Barbara Samuels
Title: President, BC Samuels Associates LLC; Founder & Executive Director, Global Clearinghouse for Development Finance
Date:_____

Annexes
1. Definition of the Global GIN Service
2. Critical Success Factors
3. Local Administrative Capabilities
4. GIN Manager Job Description
5. GIN Manager Performance Metrics
6. GIN Manager Interview Questions

Annex 1: Definition of the GIN Global Service

The Government-Investor Network (GIN) is an intranet-based subscription service, developed as a nonprofit project by BC Samuels Associates[3] with funding from the Swiss Government, Norwegian Government, Ford Foundation, United Nations, and Samuels Associates as a concrete practical tool to implement *The Monterrey Consensus* objective of enhancing developing country government capacity to "create business-enabling country environments."[4] The Global GIN Service is intended to be easily available as a cost-effective tool for all developing country governments and regional governmental organizations seeking to implement this objective as a means to increase economic growth, job creation, and poverty reduction.

The GIN enables ongoing cost-effective communication between government and investor members on initiatives and priority issues for resolution. The problems or issues raised in these communications can be followed up in GIN Working Group meetings or Issue Workshops, where members are invited to collectively discuss in-person the possible ways to overcome identified impediments. After in-person meetings, members can also use the GIN to offer follow-up comments to further solutions and other ideas. In this way, an on-going dialogue on overcoming specific impediments can be maintained and facilitated by the GIN.

The creation of the Global GIN Service has been provided within the global context of enabling all UN member developing country governments with an enhanced capacity to implement the UN Monterrey Consensus objective of greater private sector consultation in enhancing business-enabling environments. As such, the Global GIN Service is designed to be a cost-effective instrument available to multiple developing countries and regions, and all regional and country GINs are serviced from a secure server operated by the Global Clearinghouse for Development Finance (GCH) in order to provide a highly cost-effective service to all governments requesting use of the GIN Global Service.

The GIN is sponsored by senior government officials and managed by a government GIN Manager. The government sponsor of the GIN Network selects the government officials and investors most relevant to the specific Network issue. Members can suggest additional members for inclusion. The Global GIN Service allows a government to operate up to 10 Networks at a time. Each Network should be setup to support ongoing processes to improve a certain aspect of the business environment. See Annexes 2 and 3 for more details.

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[3] Samuels Associates is a designated business interlocutor of the United Nations Financing for Development (FfD). Since 2001, the President of Samuels Associates, Dr. Barbara Samuels, has served as pro bono senior advisor to the United Nations and also Vice-Chair of the UN Business Steering Committee (consisting of the International Chamber of Commerce, World Economic Forum, and other business organizations).

[4] For background information, see UN Global Clearinghouse Discussion Paper: http://www.un.org/esa/esa02dp23.pdf The funding provided by United Nations, the Norwegian government, and Ford Foundation enabled the development of the Global Clearinghouse for Development Finance (GCH) conceptual framework and its testing with developing country governments, business leaders, and experts. Many developing country governments and their business organizations contributed to the development of the GCH concepts, notably Ghana, Mauritius, Ecuador, Chile, Brazil, Argentina, Mexico, and South Korea. The Global Clearinghouse concept originated at the Council of Foreign Relations *Roundtable on Country Risk in the Post-Asia Crisis Era: Identifying Risks, Strategies, and Policy Implications: Identifying Risks, Strategies, and Policy Implications -- Key Recommendations from Working Group Discussions 10/98 -9/99, directed by Dr. Samuels with more than 250 experts.* For more information, see the link: http://www.globalclearinghouse.info/POC4/Documents/CFR%20%20REPORT%2099.doc

The Global GIN Service is a standard intranet-based subscription service with basic applications that facilitates government-investor communication in the identification of investment impediments and possible remedies to enable UN member country governments to implement their commitment to create "business-enabling environments." The GIN Global Service is intended to be an extremely cost-effective and credible independent intranet-based communication platform that can be utilized by multiple developing country governments and regional entities for nominal cost. The means are three-fold:

1) Enable cost-effective adoption of Global GIN Service in developing countries and regions by using a technology design -- a standard intranet-based subscription service -- that is inexpensive for governments and regional entities to administrate, and for Network members to use:
   — The Global GIN Service can be accessed by authorized Members on any computer with Internet access.
   — The Operating Entity running the Service does not need to have any other equipment, technology experts or spend any resources for technology support in order to operate the GIN.
   — If the government or regional entity wishes to integrate the Global GIN Service into other eGovernment services (such as its own government portal or other software applications), it can do so using its own technical skills (i.e., use local web design and software programming skills).
   — Economies of scale enable large-scale replication within countries/regions and also across multiple developing countries. The cost of operating multiple intranet-based networks worldwide is limited to the costs of one shared server, basic maintenance, and software programming for requested enhancements provided to all GIN Service subscribers.

2) Provide governments with autonomy in operating the Global GIN Service, so that they can integrate the Service into ongoing governmental activities and customize it according to their individual priorities:
   — Governments control the use of the Global GIN Service in their own country, determining applications, content, and members.
   — Governments can customize the Global GIN Service, modifying the specific colors, graphics and layout of the GIN so that it has a local "look and feel."

3) Provide an independent communication platform that assures all GIN Members that their statements and those of other members cannot be altered in any manner. An independent platform using one server outside the host countries assures all GIN Members that GIN Managers cannot alter their statements posted on the GIN Global Service. Also any statements made on a non-attribution basis cannot be traced to the statements' authors by the government/regional entity, other users, or even the GCH staff. This independent platform is particularly important in providing investors with the confidence that they can speak freely of their candid views of investment impediments and possible solutions.

Annex 2: Critical Success Factors for Government-Investor Networks (GINs)
(based on Pilot Experiences)

The success of each GIN for improving the country's business environment and investor aftercare is entirely dependent on strong institutional support and resources from the operating government and the implementing GIN governmental agency. The five critical success factors listed below, and the related operational means, need be included as an integral part of any GIN implementation process, and integrated into donor funding agreements.

1.Commitment from Senior Level Government Officials
Operational Means:
- Stated Agreement by Senior Government Official(s) to implement recommended GIN Organization and Process Template (provided in GIN Senior Official Toolkit)
- Provision of Written Endorsement to be on GIN Welcome Page and used to explain to government officials to ask for participation
- Designation of effective network of government officials to support GIN Manager (such as "GIN Steering Committee")

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2. Alignment with Government Strategic Plans and Objectives
Operational Means:
- Use of GIN to consult with Investors on Government Plans, Programs, Regulations, Laws, etc.
- Assignment of Government Officials to use GIN systemically as investor consultation mechanism for feedback on government initiatives (see GIN Senior Official Toolkit)

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3. GIN is fully integrated into governmental processes as cost effective platform for:
  i. Cost effective open consultation with investors on ways to improve and implement Strategic Sector Plans, and related laws, programs, policies, regulations, etc.
  ii. Identification of priority investment impediments (reported by investor members)
  iii. Issue Resolution through intra-governmental and private sector coordination (can use Ticket System to assign issues and track progress)
  iv. Creation of Performance Reports to enhance focus and effectiveness of high-level government meetings and decisions

Operational Means:
- Integrate GIN Manager into Senior Government Decision-Making Forums (such as regular GIN Issue Reports and briefings at high-level government meetings and planning cycles)
- Report Priority Issues to Government Cabinet Meetings
- Use GIN Tools for Tracking and Reporting Performance "Ticket System"

4. Each Network Managed by Full-time Government "GIN Manager"
    i.   Perceived as neutral & skilled professional; has motivation & skills to deliver results
    ii.   Excellent skills: communications (investor outreach; intra-government coordination);
    iii.   Troubleshooting, mediation and arbitration; management & business; managing training/workshops
    iv.   Support from senior level government officials: written endorsement of GIN directing mid-level government officials to fully participate in consultation and issue resolution, participation in meetings, integrate GIN issues into high-level agendas and meetings, etc.

Operational Means:
- Competitive selection process for hiring a qualified GIN Manager based on GIN Job description and suggested interview questions (See Annex 6)
- Weekly Progress Reports to GIN Manager
- Use of Performance Metrics to insure GIN Manger is responsive to Investor Issues and involves government officials in proactive investor consultation (see Annex 4)

5. Conduct Regular Training & Issue Workshops
    i.   "Orientation Workshops" of government officials on how to participate in GIN for both open investor consultation & issue resolution
    ii.   "Issue-Focused Workshops" run by strong moderator with key participation from government & private sector aimed at resolving investor issues

Operational Means:
- Conduct a Minimum of 3 Workshops a year to Advance Resolution of Investment Issues posted on GIN

Annex 3: Local Administrative Capabilities

The Operating Agency Controls the In-Country GIN Service: Application, Content, Members and Customization & Integration.

1. CONTROL OF GIN APPLICATIONS: The GIN is designed to enhance the ability of developing country governments to work cost-effectively with the private sector in identifying and overcoming impediments to investment. Specifically, the Operating Agency can:
   a) Create up to 10 GIN Networks (for example add new Networks for sectors);
   b) Specify Network Communication Sections within each Network to structure private-public exchange (for example, specific topics of focus in that Network); and
   c) Define Permissions for Each Network Communication Section, specifying which member-type can post what content for each quadrant (for example, government officials can only provide "Updates" in the Section "Government Initiatives").

2. CONTROL OF CONTENT: The Operating Agency shall control content posted to its GIN, other than the postings of Network members and basic text explaining the GIN Global Service. Specifically, the Government can:
   a) Add a banner graphic that appears on all GIN pages (for example, a banner of the government or regional entity)[5];
   b) Add/edit the Welcome Page for each Network, including graphics and welcome text;
   c) Add text for About this Network Page and Contact Us Page[6];
   d) Create Links to other eGovernment services to enable efficient interfaces for users;
   e) Create Information Resource Categories for each Network that link members to related in-country and international services; and populate each category with information resources (including text, documents & links to other websites, intranets, and databases as desired); and
   f) Include Useful Links, such as those of various government agencies, under the Links page, as well as have access to links from the Global Clearinghouse Info Portal in the Global Clearinghouse page (The Global Information Clearinghouse Portal is an open web site with over 42,000 content items on 160 developing countries arranged by geography and topic to assist investors in making investment decisions and completing transactions. The Info Portal homepage can be accessed at: http://www.globalclearinghouse.org/gicp).

3. CONTROL OF MEMBERS: The Government shall have the ability to determine membership of accountable government officials and investors (i.e., business organizations, company executives) for each GIN Network. This includes the following activities:
   a) Add and Remove Members; and
   b) Group Members by Organizational Affiliations (on the Members Page).

4. CONTROL OF CUSTOMIZATION & INTEGRATION: The Operating Agency will be provided the capacity to modify the specific colors, graphics and layout of the GIN with a custom Cascading Style Sheet (CSS). This CSS customization capability also allows the government to create and modify the layout, color and graphics of a public GIN page, which can be used as a government-specific page to access the GIN. The government also will have the ability to integrate the GIN into its other user interfaces by providing a link from these user interfaces to the GIN. All modifications will need to retain the name of the service,

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[5] The overall name and purpose of the service must remain "Government-Investor Network" or such similar name, consistent with this agreement that the use of the Global GIN Service be to improve the country's business environment and investor aftercare.

[6] Some text will be hard-coded such as the objectives of the Monterrey Consensus and the Global GIN Service, operational guidelines, and links to the Development Finance Portal. That appear under the Global Clearinghouse button.

"Government-Investor Network", and maintain related information links on the *Global GIN Service* and Monterrey Consensus.

The Operating Agency will also be provided the capacity to add links to the existing GIN toolbars. Specifically, the following modifications will be supported:

a) <u>Top Toolbar</u>: Each GIN network will support custom additions to the top toolbar. The Operating Agency is responsible for supplying all necessary graphics to preserve a consistent "look and feel" with the existing toolbar buttons.

b) <u>Side Toolbar:</u> Each GIN network will support a custom block of Information Resource Category links in the side toolbar. This optional custom block of links will appear at the top of the toolbar, and before the Administration block of links (the latter is only visible to GIN Managers).

The Operating Agency agrees that any application of CSS would be consistent with the spirit and intent of the Monterrey Consensus and the Global Clearinghouse for Development Finance Initiative. Particular guidelines and considerations include:

a) The Global GIN Service is dedicated to providing developing country government's capacity to consult with the private sector in improving the business-enabling environment, and this objective must remain at the core of any GIN design modified through CSS. Specifically:

   — The goal of increasing information transparency and access is preserved in any CSS modifications made to a country's GIN.

   — Recognition that enhancements made to the GIN through CSS will not in any way affect core GIN functionality or software code, but rather are restricted to changes affecting the look and feel of a country's particular GIN.

b) Improvements to the Global GIN Service software are automatically shared by all participating countries and regions. Possible future global enhancements to the Global GIN Service software could affect the performance of CSS customizations. It is the responsibility of any implementing GIN Agency to ensure that such customizations are kept compatible with GIN improvements.

c) In support of South-South cooperation, the Global Clearinghouse for Development Finance may adopt enhancements made by any implementing GIN country into the mainstream Global GIN Service, so that all implementing GIN countries can benefit from a country's particular CSS enhancement.

d) When making customizations, the implementing entity is responsible for ensuring that all added links are functional and consistent with the integrity of the GIN. Link text must be provided in both the Local Language and English.

The Global Clearinghouse for Development Finance has the right and obligation to maintain the integrity and reputation of the Global GIN Service, and insure that it is being used according to this agreement. Any CSS changes that violate the aforementioned guidelines represent a breach of contract under this service agreement, and will result in the temporary or permanent suspension of the Global GIN Service.

5. WHAT CANNOT BE MODIFIED IN THE GLOBAL GIN SERVICE: To enable economies of scale and affordable use, the Global GIN Service uses one basic standard communication platform to facilitate government-investor communication, and government management tools to facilitate issue tracking and performance measurement. These are basic functions common to every government, and therefore provided in one cost-effective global service.

An Operating Agency cannot make any changes to the underlying programming code of the software used to run the GIN Global Service. Just as in other global services (such as email, computer software, etc), users of the Global GIN Service are encouraged to provide

suggestions on improvements that can be made to the overall service and shared with all users. Having a different software program for each country is not possible for the following reasons:

a) It is too costly to develop different software applications for each country/region.
b) It is an extremely inefficient use of limited available funding from donors and developing country governments to replicate the same basic software across countries for the same basic functions.
c) Users need to have one standard interface to reduce cost of learning how to use the GIN Service (just as other communication venues such as telephones and computers operate similarly across all countries).
d) Users who are members of multiple GIN Networks (especially government officials) need to have one streamlined interface to access all communications, track results, and follow-up on common issues.
e) Having one standard Global GIN Service enables countries in the same regions to create "ecosystems of GIN Networks" across their countries to advance regional collaboration and economic integration.
f) Having one basic GIN Service enables higher quality, and cost-effective sharing of enhancements for all GIN users across developing countries/regions, as well as the development of best practices.
g) The GIN Toolkit is designed to assist GIN Managers and GIN Members in using the Global GIN Service as effectively as possible, so as to ensure the likelihood that positive, concrete improvements to the country's business environment will be forthcoming. If the GIN software were developed differently in each country, the GIN Toolkit would have to be revised for each country/region using a GIN. In addition, GIN Managers and Members in each country/region would need to be retrained, creating significant additional costs.

Annex 4: GIN Manager Job Description Template
(the actual description should be modified based on your specific GIN objectives)

Government-Investor Network Manager

Position
Position Name: Government-Investor Network (GIN) Manager
Reports to: [Director Position], [GIN Operating Agency]

The GIN Manager will report to the [Director Position], [GIN Operating Agency] and present progress reports to [Name of Specific Committee Dealing with Investment Issues] overseen by the [Senior Government Official Position], [GIN Operating Agency].

Objective

To facilitate communications being posted on the GIN, ensuring that the GIN functions as an effective communication channel between the private sector and the government, resulting in concrete solutions that overcome impediments to creating an effective business-enabling environment and mobilizing private sector investment.

Basic Duties

- Planning, launch, operation and monitoring of the GIN
- Training Members to use the GIN (public and private sector, donor community
- Overseeing the coordination of key actors involved in supporting the GIN, in order to insure the GIN includes consultations and info resources of interest to Members
- Ensuring follow-up to suggestions and comments made by Members to insure the effective on-going operation of the GIN
- Classifying, evaluating and disseminating GIN benefits, achievements, and success stories
- Evaluating how the GIN is functioning and ensuring it is effective in overcoming impediments to the business-enabling environment

Activities

- Design and present for approval, the annual GIN operating plan, based on specific agreed-upon objectives for the GIN
- Develop and monitor indicators that track the results made on the GIN, and include these in yearly evaluation reports
- Develop a communication strategy based upon the objectives of the GIN that include specific issues and consultations that can be added for Member Feedback.
- Implement the Ticket System that enables the government to track responses to investor issues
- Coordinate, organize and execute activities included in the annual GIN operating plan

- Promote the benefits and value-added of the GIN, in order to help encourage more persons to join and communicate in a pro-active manner
- Train Members to use the GIN
- Facilitate effective and quick government responses to issues, facilitating intra-governmental coordination on responses where needed
- Present weekly, monthly and yearly reports on GIN activities, results and status if GIN issues resolution, with specific indicators being approved by [AGENCY]
- Oversee the transparent management of the GIN operating budget, including working with the appropriate officials from the financial department; present periodic financial reports as needed
- Conduct surveys of GIN Members
- Present suggestions on improving content, functionality and effective operation of the GIN
- Other duties as required

Position Profile

Academic level**:** university graduate in Business Administration, Communications, Economics, Engineering, Marketing, with familiarity in using computers and Internet

Requirements:
- Previous experience: at least 3 years in similar positions; preferred experience related to planning and institutional or government administration
- Specialization: project planning, project management and marketing
- Willingness to sign a 2 year renewable contract with 6 month probationary period
- Language skills related with communicating to Members of the GIN [English and Local language]

Desired Skills:
- Knowledge or background with [sector and objectives] related to the GIN
- Strong communication and inter-personal skills
- Dynamic, pro-active attitude
- Self-starting individual with demonstrated ability to take the initiative
- Strong analytic skills

Annex 5: Draft Performance Monitoring Indicators

Objective: To define a performance-monitoring framework that can be used to gauge the effectiveness and quality of the Government-Investor Network (GIN) Manager.
NOTE: The Global Clearinghouse for Development Finance is available on a consultancy basis to periodically conduct an independent evaluation of the GIN with interviews of GIN users. This service is not included as part of the service agreement, and the Performance Metrics below are designated as guidelines only for the supervisor of the GIN Manager.

Ongoing: Weekly Meetings on GIN Network Development & Operation	
Monitoring Indicator	GIN Manager
1. Candid, Timely Identification of Issues & Remedies (Candid identification of issues and proactive, constructive remedies)	*Weekly*
2. Suggestions on GIN Integration into Ongoing Government Processes (how GIN can yield cost-effective results through deep integration into ongoing Government processes;	*Weekly*
3. Reported Progress on Member Outreach, New Content Resources (Identification of possible public and private sector members to be included; Identification and inclusion of new content items to GIN; identification of info gaps, and Info Resource categories/info needed to fill info gaps)	*Weekly*
4. Timely, Effective Prompting of Government to Post Critical Updates (Identification of public sector proposals that could benefit from private sector feedback, such as draft project proposals; training and support of officials in posting items; tentative dates for items to be added to GIN)	*Weekly*
5.Timely, Effective Follow-Up of GIN Private Sector Member Issues (Follow-up of private sector issues & development of strategies on issue remedies; identification of officials who can assist in resolving issues; tentative dates for resolving issues)	*Weekly*

Pre-Launch Project Design: Timely, Effective Execution of Specific Actions	
Monitoring Indicator	GIN Manager Completion Date
1. Set Up Office at Location of Government Entity Operating GIN (Desk, Chair, Office Supplies, Office Phone and Cell Phone with voice mail, Email Account, Computer with Internet, Printer, Access to Copier/Fax)	One Week after Hired
2. Configure GIN Network (Focus of Network, Welcome Page Text and Graphic, Banner Graphic, Communication Section Headings Finalized, Initial Members, Initial Information Categories and Resources Included, Initial Content Postings for Feedback; also working on creating new content)	One to Two Months after Hired
3. Prepare for GIN Launch (Configure GIN as needed; conduct demos and trips as needed; reserve date and room for launch with internet and ability to show computer presentation; Invite letter sent to all GIN Members)	Two Months after Hired
4. Conduct GIN Government Orientation & Workshop Launch (Presentation on benefits of GIN and how it will be used as tool to get feedback on government proposals etc.; discuss possible initial issues to support investors and private)	Two-Three Months after Hired
5. Ensure Private Sector Supports GIN (Based on member input from launch, add new info categories, content; work to ensure public sector follow-up occurs for items posted to Network; work to ensure that priority government issues and action plans included on Network; conduct visits and demos as needed)	Immediately after Launch

Ongoing GIN Operations: Indicators for Monthly Performance Reviews	
Indicator	GIN Manager
1. Responsiveness to Private Sector Issues Posted on GIN (Length of time for GIN staff or government official to respond to issues posted by private sector on Network; reported investor satisfaction level; number of unresolved private sector issues)	*Monthly*
2. Confirmed Success Stories (Private & Public sector agreement on success stories)	*Monthly*
3. Integration into Government Processes (Member postings that refer to Government meeting agenda items & priority initiatives)	*Monthly*
4. Proactive Government Consultations with Private Sector (Government Updates for private sector feedback)	*Monthly*
5. Proactive Private Sector Remedies to Issues (Private Sector Updates with suggestions on possible solutions to issues)	*Monthly*
6. Level of Government Participation (Number of Government Updates posted; average number of Feedbacks per Private Sector Update; diversity of government members posting to the GIN)	*Monthly*
7. Level of Private Sector Participation (Number of Private Sector Updates posted; average number of Feedbacks per Gov Update; diversity of private sector members posting to the GIN)	*Monthly*
8. Level of Information Sharing (Number of Private and Public Sector postings of info resources to GIN)	*Monthly*

Annex 6: GIN Manager Interview Questions
NOTE: As each GIN has different focuses, additional questions may be required. The below questions are provided as a guide based on previous experience.

Draft Interview Questions for Candidates

Objective: To define key interview questions for candidates applying for the GIN Manager Position

NAME:_____POSITION:_____DATE:_____

PRIOR EXPERIENCE
1. What prior experience have you had that is relevant to this position?

2. What job(s) have you had that have required selling, marketing, or outreach skills?

3. Have you ever had to sell an idea or concept? If so, how did you go about doing this?

4. What motivational experience have you had? Have you ever had to convince people to use a new technology at the work place? For example, how would you convince an important government official to use the GIN if they believed that it would not help them do their job?

5. Have you had experience working in groups or teams?

6. Have you ever had to bring people together to solve an issue?

7. Have you had an experience with customer care or trouble-shooting?

8. In your previous job experience, to what degree have you had to use problem-solving skills?

9. What experience have you had in analyzing information? How did you go about writing up and synthesizing such analyses?

10. What experience have you had in making presentations? Who was the audience for these presentations?

11. What prior research experience have you had?

12. What have your previous work environments been like (i.e., small office, lots of independence, worked closely with boss, large companies)?
Have you ever worked independently?

13. *(Optional—If GIN will be focusing on foreign investors)* Have you had a job using English in a frequent, professional setting? How comfortable are you in using English in a professional setting?

GENERAL QUESTIONS

1. Why are you interested in the position?

2. Why do you believe in the Network?

3. Are you comfortable interacting with senior-level individuals from the private and public sectors? What experiences have you had?

4. How do you approach people when you need a response or an answer to an important question? How have you gotten quick responses in the past?

5. How would you bring new participants into the Network?

6. What background knowledge do you have regarding [**include here sector or issue focus of GIN**]?

7. Are you comfortable using the Internet and MS Office Applications?

8. Do you have much experience using search engines to conduct research?

9. What other ideas do you have on how you could do your job effectively as GIN Manager?

COMMITMENT QUESTIONS

1. This position requires a minimum two-year commitment, as we are developing a catalytic, innovative new tool. Are you able to make such a commitment? Where do you see yourself professionally in the future?

2. Are you available to begin immediately? When would be the earliest you can begin?

WRITING SAMPLES & REFERENCES

1. Please submit 1-3 examples of writing and research papers if available.

2. Please submit work and academic references.