



📍 14th Senchi Street , Airport Residential Area
Accra - Ghana

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Expression of Interest (EOI)

For Enterprise Support Organizations (ESOs) to pilot the SCALE Quality Improvement Programme

Invitation letter

Dear Sir / Madam,

Impact Investing Ghana (hereinafter referred to as IIGh) is pleased to invite Enterprise Support Organisations (ESO) to apply to participate in the ESO Quality Improvement Programme. Do you want to position your ESO to deliver results and attract more funding. A small number of ESOs will be selected to participate in this pilot running from August to December 2023.

As part of this program we will work together to:

- Make your organization more competitive and agile
- Align with global best practices in enterprise support
- Ensure enterprises coming through your programs grow and reach their full potential
- Become more financially sustainable.
- Get direct visibility from program partners like the Argidius Foundation.

This journey will see us review your ESO programme or programmes through conducting a diagnostics with the SCALE assessment tool embedded in the esoghana.org platform, followed by developing an action plan to elevate the programme design based on the SCALE Diagnosis results and proceed to access a post-assessment grant for quality improvement to implement your action plan based on the SCALE Diagnostics results.

SCALE has been designed as a package that helps any ESO to redesign their programming.

[Read more here.](#)

Responses may be submitted on or before Friday August 18th, 2023 by midnight via this google form: <https://forms.gle/V1FzTZt8byd147KK7>

Interested ESOs should submit an application with response to the following:

[With supporting documents]

1. RGD registration certificate and form 13/ company profile (or similar)
2. One to two pager;
 - i. describing the programmes you are currently running or upcoming programmes.



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- ii. the ESO's Impact to date,
- iii. Why you are interested in the project and what you seek to accomplish from participating in it
- iv. Profiles of the team members who will be implementing the project

We look forward to receiving your applications.

Approved by:

Mohammed Suhuyini Zakaria
Program Officer, Enterprise Support and Transaction Advisory



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1.0 About Impact Investing Ghana

Impact Investing Ghana (IIGh) is the Ghana National Advisory Board for Impact Investing. We are an independent private-sector-led initiative promoting sustainable development and advancing the development of the impact investment ecosystem in Ghana. Established as a nonprofit, IIGh is Ghana's representative to the Global Steering Group (GSG) for Impact Investing, the successor to the Social Impact Investment Taskforce established by the G8. The GSG's National Advisory Boards (NABs) currently cover 33 countries and provide a global platform to drive investment and increase visibility for its members globally. IIGh aims at tackling Ghana's pressing social and environmental challenges by driving more capital to deliver real impact. We are a local platform representing all the stakeholder groups needed to redirect significant capital flows toward social and environmental impact. Private-sector-led, yet in close partnership with the national government, we raise awareness, create market intelligence, change policies, and mobilize additional financial resources for the public good. IIGh brings together leaders from the worlds of finance, business, government, social organizations, and philanthropy. IIGh has an ambitious plan to support the growth of impact ventures and to catalyze \$1 billion in impact funds for investment in impact ventures in Ghana and the West African sub-region.

Terms of Reference (Annex 1)

2.0 Background: Piloting the SCALE Quality Improvement Project for ESOs in Ghana

The need for this project arises from the challenges faced by SMEs in Ghana, as outlined in the Catalytic Capital Investment report. SMEs play a crucial role in Ghana's economy, contributing significantly to employment and GDP. However, they face numerous challenges, including limited access to finance, lack of business development services, and inadequate capacity to scale their operations. In response to these challenges, ESOs in Ghana have been working to provide support to SMEs. However, the effectiveness of these ESOs has been limited due to a lack of quality improvement tools that can enhance their service delivery.

In 2022, ESOs in Ghana participated in the Ghana ESO forum where they assessed several tools and agreed on the SCALE Quality Improvement tool as the most effective for the Ghanaian ecosystem. This tool, developed by Argidius Foundation to identify what works best in ESOs and Business Development Services (BDS) to enable Small and Growing Businesses (SGBs) to grow and create employment, focuses on five key considerations: Select the right enterprise, Charging for services, Addressing problems through problem-solving, Learning by evaluating enterprise performance, and Leading by example. SCALE has been designed as a package that helps any ESO to redesign their programming. [Read more here.](#)

How can SCALE benefit ESOs or BDS Providers?

- Implement practices that are proven to enhance performance and increase impact
- Use SCALE in conversations with funders to develop program goals that will demonstrate results
- Build the case for funders to provide support beyond project delivery
- Integrate continuous learning and support reliable delivery of impact outcomes at increasing scale
- Strengthen the effectiveness and sustainability of your own organization
- Incorporate SCALE into key inflection points to assess areas of strength and areas for future improvement.

3.0 Project Objective:

The objective of this project is to leverage the SCALE Quality Improvement tool to enhance the capacity of Enterprise Support Organizations (ESOs) in Ghana. The purpose of the tool is to help ESOs or BDS providers assess how their programs and organizational practices are aligned with what works and identify areas of opportunity to improve. And in return to improve the quality of services provided to Small and Medium-sized Enterprises (SMEs), thereby fostering their growth and development, and contributing to the overall economic development of Ghana.

4.0 Project Scope:

Interested ESOs will be expected to:

- Pilot the SCALE tool with existing programme or upcoming programmes
- Undergo a diagnostic assessment based on the SCALE considerations on the esoghana.org platform.
- Work together with the lead Consultant to co-create tailored recommendations for improvement, and develop an action plan for implementing the recommendations.
- ESOs will also be expected to work closely with the lead consultant, program staff and other stakeholders throughout the project implementation period .
- Share learnings from participating in the programme with peers locally and at conferences, forums, summits, etc.
- Submit progress reports co-developed with the lead Consultant highlighting key learnings and any recommendations for improvements. .

5.0 What are we looking for in ESOs who wish to apply?

We are looking for ESOs that are:

- Have their own programme for entrepreneurs for at least 6 months or implementing one
- Supporting SMEs/startups
- Are looking to improve quality and build an effective model and framework for their programme
- Are willing to commit an Executive Member or Senior Management and staff to the diagnostics process and project

- Will work with past and/or present participants of their programmes, and the lead consultant and have a programme they will be implementing within the period of the project.

Project Duration: August to December 2023

Budget for the project: Maximum grant accessible is USD 3,000.00 by each ESO selected

6.0 Project Deliverables:

The key deliverables for ESOs participating in the project include:

- After being shortlisted for the project, ESOs will have to complete the diagnostic assessment based on the SCALE considerations on the esoghana.org platform. [If you do not have access to an account kindly signup at esoghana.org and send an email requesting for support if needed to: josephine.brown@impactinvestinggh.org and copy, mohammed.zakaria@impactinvestinggh.org]
- Development of a tailored action plan for implementing the recommendations from the diagnostic assessment.
- Active participation in the project activities [peer learning meetings, knowledge sharing meetups, impact story, and collaboration with the lead consultant and other key stakeholders.
- Implementation of the action plan and demonstration of improvements in the quality and effectiveness of the ESO's support to SMEs.
- Regular reporting on progress and outcomes to the project team and stakeholders.

7.0 Selection Criteria:

1. **Type of Support:** The ESO should be actively supporting SMEs/startups. This could be through various forms of support such as mentoring, training, access to finance, networking opportunities, etc.
2. **Program Duration:** The ESO should have a running program for entrepreneurs that has been in operation for at least 6 months. This shows that the ESO has some experience in supporting SMEs/startups and is committed to their growth.

3. **Improvement Mindset:** The ESO should be looking to improve the quality of their support and build an effective model and framework for their program. This shows that the ESO is open to learning and improvement, which is crucial for the success of the SCALE Quality Improvement Project.
4. **Commitment:** The ESO should be willing to commit an Executive Member or Senior Management and staff to the diagnostics and project period with entrepreneurs and the lead consultant from July to December 2023. This shows that the ESO is serious about the project and willing to invest the necessary time and resources.
5. **Future Plans:** The ESO should have a program that they will be implementing within the period of the project. This shows that the ESO is forward-thinking and has plans for the future growth of their SMEs/startups.
6. **GESI Considerations:** The ESO should have a clear strategy or history on gender and social inclusion considerations, ensuring that their services are accessible to all, regardless of gender, and social status.
7. **Track Record:** The ESO should have a proven track record of supporting SMEs/startups to grow and succeed. This could be demonstrated through case studies, testimonials, or data on the SMEs/startups they have supported.
8. **Alignment with SCALE:** The ESO should show alignment with the SCALE considerations and be open to integrating them into their operations. This could be demonstrated through their current practices or their plans for the future.

9.0. Evaluation Process:

Applications will be reviewed by a Steering committee composed of representatives from Impact Investing Ghana (IIGh) and the Enterprise Support Organizations' Collaborative (ESO) Action Group Members. **The selection will be based on the eligibility, an interview and materials submitted by the Enterprise Support Organization(ESO).**

- **Submission deadline:** Friday, August 18th 2023
- **Evaluation of proposals:** On a rolling basis, early submissions of applications is highly encouraged
- **Selection and notification by:** Wednesday, August 23rd 2023
- **Project initiation and kickoff meeting:** Friday, 25th August 2023

10. Expression of Interest Submission:

Interested ESOs are requested to submit their expressions, including the required information by close of day **on or before Friday, August 18th, 2023 by midnight via this google form:**

<https://forms.gle/V1FzTZt8byd147KK7>

1. Most recent Profile of the ESO and RGD registration documents
2. One to two pager;
 - i. highlighting the programme currently running or upcoming programme,
 - ii. the ESO's Impact to date,
 - iii. Why you are interested in the project and what you seek to accomplish from participating in it
 - iv. Profiles of the team members who will be implementing the project

For any inquiries or clarifications regarding this Request for Proposal, please contact Mohammed Suhuyini Zakaria via mohammed.zakaria@impactinvestinggh.org or 0509492249.

We look forward to receiving your proposal and appreciate your interest in working with Impact Investing Ghana to improve the ESO ecosystem in Ghana.