



Empowered lives.  
Resilient nations.

G H A N A

## TERM OF REFERENCE (ToR) FOR THE RECRUITMENT OF INDIVIDUAL CONTRACTOR (IC)

### GENERAL INFORMATION

**Services/Work Description:** Recruitment of Consultant to undertake mapping and assessment of e-governance initiatives in Ghana

**Consultant Level:** Senior Consultant

**Duty Station:** Home Based (Ghana)

**Expected Places of Travel:** Other Parts of the Country as applicable

**Duration:** 30 working days distributed over two months (September – October 2021)

**Expected Start Date:** Immediately after Signing the Contract

### I. BACKGROUND / PROJECT DESCRIPTION

Digitalization in the public sector provides opportunities to support the achievement of the 2030 Agenda and the Sustainable Development Goals (SDGs), including by enhancing the efficiency and effectiveness of public service delivery and by reaching those left behind. Indeed, recent experience suggests that deploying e-government in support of good governance generally is essential for building effective, accountable, and inclusive institutions at all levels, as indicated in SDG Goal 16, and for strengthening the implementation of Goal 17.

To capitalize on the power of modern technologies, growing numbers of United Nations Member States including Ghana are accelerating the digital transformation of governance and public administration<sup>1</sup>. E-government/governance is becoming a fundamental reform tool for enhancing public administration especially in developing countries like Ghana where public organisations face resource constraints in their delivery of public services. This pandemic period has seen the deployment of ICT to reach people with services and information. E-governance enhances transparency and accountability of government through open data; increases public sector efficiency and effectiveness; improves access to quality services; enhance citizens participation and promotes economic growth, social inclusion and environmental protection. It therefore provides legitimacy to government's work and it is regarded an anti-corruption tool. In the United Nations biannual worldwide E-Government Development Index (EGDI) survey, Ghana was ranked 101 in the 2020 ranking this has been an improvement since 2016 of 120<sup>th</sup> position following several reforms in the area. Ghana's Ministry of Communication, in collaboration with the World Bank, initiated an e-government development project called eGhana. eGhana initiative was a Ghanaian government project conceived to

<sup>1</sup> UN E-government survey 2020 pg. 39

support ICT-implementation strategy. It provided strong initiatives for generating employment in ICT-related service sectors, enhancing efficiency, accountability, and transparency in government institutions, departments, and agencies by implementing online government systems under public-private partnerships (PPP). The National Information Technology Agency (NITA), the ICT policy implementation arm of the Government of Ghana which was set up to provide policies and e-government implementation frameworks in Ghana through an act in parliament named NITA Act (Act77I, 2008).

To leverage the potential of e-governance for accelerating good governance and public service delivery in the decade of action to accelerate the achievement of the SDGs; particularly goal 16, UNDP is interested in building on the existing and on-going initiatives. To achieve this, UNDP in Ghana is looking for a consultant to assist in mapping past and ongoing e-governance initiatives in Ghana. The focus will be to map and assess their relevance, performance, management arrangements, success, lessons learnt, challenges and levels of sustainability of ongoing initiatives.

## II. SCOPE OF THE WORK

The scope of the assignment should cover the following components:

- (i) Map out the e-governance initiatives in the country and their status; this should include past initiatives that are not currently running with reasons for their termination
- (ii) Assess the impact of e-Governance initiatives at the national and sub-national levels,
- (iii) Assess relevance to national strategies and to beneficiaries as well as its effectiveness and awareness of such initiatives
- (iv) Assess performance/success of the identified e-governance systems in terms of effectiveness, efficiency, and timeliness in delivering the expected results
- (v) Assess relevance of the project's management arrangements; identify advantages, bottlenecks and lessons learnt with regard to the management arrangements
- (vi) identify/document lessons learned, challenges and make recommendations to improve the design and implementation of other related e-governance initiatives
- (vii) Establish the capacity of public officers to operationalize those initiatives and awareness of end-users of initiatives
- (viii) Assess the relevance, performance, management arrangements, impact, success, lessons learnt, challenges and levels of sustainability of ongoing initiatives

## III. EXPECTED OUTPUTS AND DELIVERABLES

No.	Deliverables / Outputs	Estimated Duration to Complete	Review and Approvals Required
1	An inception Report, detailing the methodology for data collection including draft instruments and schedule of timelines for completing the assignment	5 working days after contract signing	Peace & Governance Analyst
2	A draft report on e-governance initiatives with findings and recommendations	20 working days after approval of methodology and timelines	Peace & Governance Analyst

3	Final report with findings and recommendations on e-governance initiatives	5 working days after receipt of comments	Peace & Governance Analyst
---	--	--	----------------------------

#### IV. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

- a. The Consultant(s) will be supervised by the UNDP Peace & Governance Analyst; Payments will be made upon satisfactory delivery of outputs, certification of payment form, and acceptance and confirmation by UNDP on outputs satisfactorily delivered.
- b. The consultant is responsible for identifying institutions/organizations/individuals with whom to liaise/interact/collaborate/meet with in the course of performing the work e.g., other agencies, project co-implementers, donors, communities, local government units, etc. and confirm with UNDP
- c. UNDP Governance Cluster will approve work of consultant for payments as well as evaluate performance of consultant for future referencing

#### V. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC (if any)

- a. The consultant will be given access to relevant information necessary for execution of the tasks under this assignment.
- b. The consultant will be responsible for providing her/his own working station (i.e. secretariat, laptop, internet, phone, scanner/printer, etc.) and must have access to reliable internet connection.
- c. The consultant is expected to be available for consultations and be in reliable email contact for a set number of hours that align with Government/UNDP business hours.

#### VI. DURATION OF THE WORK<sup>2</sup>

- a. The consultancy is for 30 working days within two months starting from the day contract is signed
- b. UNDP will require 3-5 days to review deliverables and provide the needed comments to consultant

#### VII. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)

##### Education:

- A minimum Master's degree in social sciences, political science, development studies, Social policy analysis, Economic analysis, or a related field, preferably with a combination of academic and technical experiences in both social and economic fields

##### Experience:

- 7 years' experience in conducting mapping exercises and conducting socio-economic and governance analysis.
- Demonstrate knowledge and experience in E-Government with possible experience of advising national governments on designing and implementing large scale E-Government initiatives
- Understanding of public sector reform issues as related to implementation of E-Government Strategy;
- Understanding of E-Government implementation risks, drawbacks, and trade-offs;
- Understanding of the specifics of the current governance systems and the dynamics of political, economic, social and technological transition;

<sup>2</sup> The IC modality is expected to be used only for short-term consultancy engagements. If the duration of the IC for the same TOR exceeds twelve (12) months, the duration must be justified and be subjected to the approval of the Director of the Regional Bureau, or a different contract modality must be considered. This policy applies regardless of the delegated procurement authority of the Head of the Business Unit.

***Managerial Competencies:***

- Excellent team-playing, diplomatic and interpersonal skills
- Able to establish trustful relationships with governments, donors, non-government, and international development organizations
- Resourcefulness, initiative, and maturity of judgment.

***Behavioral Competencies:***

- Strong communication and advocacy skills, in particular ability to communicate effectively, orally and in writing, with a wide range of actors, within the UN system, with Government officials, traditional structures, donors, and civil society.
- Ability to work in a complex environment requiring liaison and collaboration with multiple actors.
- Ability to demonstrate sensitivity, tact, and diplomacy.
- Excellent analytical, organizational and negotiation skills, especially resource management systems.
- Excellent networking skills.
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment

**Core Competencies:**

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism; and
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

**Important Note:**

The Consultant is required to have the abovementioned professional and technical qualifications. **Only the applicants who hold these qualifications** will be shortlisted and contacted.

**VIII. CRITERIA FOR SELECTING THE BEST OFFER**

Upon the advertisement of the Procurement Notice, qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. **Financial proposal must be all inclusive and contain all professional fees, travel and transportation costs, and daily sustenance costs including field travel.** Accordingly; Individual Consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
  - a. Technical Criteria weight is **70%**
  - b. Financial Criteria weight is **30%**

Criteria	Weight	Max. Point
<b>Technical Competence (based on CV, Proposal and interview (if required))</b>	<b>70%</b>	100
<ul style="list-style-type: none"> <li>▪ <b>Criteria a.</b> Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization &amp; completeness of the proposal</li> </ul>		35 pts*
<ul style="list-style-type: none"> <li>▪ Education</li> </ul>		10 pts**
<ul style="list-style-type: none"> <li>▪ Experience in similar work</li> </ul>		25 pts**
<ul style="list-style-type: none"> <li>▪ Knowledge of e-governance and public sector Landscape in Ghana</li> </ul>		30 pts **

<b>Financial (Lower Offer/Offer*100)</b>	<b>30%</b>	30
<b>Total Score</b>	<b>Technical Score * 70% + Financial Score * 30%</b>	

#### IX. PAYMENT MILESTONES AND AUTHORITY

The qualified consultant shall receive his/her lump sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

<b>Installment of Payment/ Period</b>	<b>Deliverables or Documents to be Delivered</b>	<b>Approval should be obtained</b>	<b>Percentage of Payment</b>
1 <sup>st</sup> Installment	Submission of an inception report which should include Methodology/Approach and Analysis Action Plan	Head of Governance Cluster	30%
2 <sup>nd</sup> Installment	Submission of a Draft Report in an agreed format	"	30%
3 <sup>rd</sup> Installment	Submission of Final and Summary Report	"	40%

#### X. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

##### This TOR is prepared by:

**Name:** Melody Azinim

**Designation:** Peace & Governance Analyst

**Signature:** Melody Azinim

**Date Signed:** 17-08-2021

##### This TOR is approved by:

**Name:** Jennifer Asuako

**Designation:** Head of Governance a.i.

**Signature:** Jennifer Asuako

**Date Signed:** 17-08-2021