



Republic of Ghana

Ministry of Communications

eTransform Ghana Project Additional Financing

IDA CR 6741-GH

Terms of Reference

for

Rapid Assessment of eJustice Project

eTP/AF/Comp/3.6.2 – GH-MOC-200578-CS-CQS

December 2020

Terms of Reference for Individual Consultant

Rapid Assessment of eJustice Ghana Project

1.0 Background

The Government of Ghana (GoG) has embarked on an ambitious effort to utilize ICT to improve efficiency and transparency of government functions. Under Component 3 of the World Bank supported eTransform Project (IDA5304-GH), the GoG has applied part of the proceeds for the deployment of a first phase, Court/Case, Administrative and Financial Management System (CMS) for the Ghana Judicial Service, referred to as the eJustice system. The eJustice system was launched in March 2020 and has been operational since then.

The Judicial Service of Ghana (JSG) is the implementing agency for the eJustice project. Under the 1992 Constitution, the Judiciary has jurisdiction in all matters civil and criminal, including matters relating to the Constitution, and such other jurisdiction as Parliament may, by law, confer on it.

The primary business objective, of the eJustice Case Management System of the Judicial Service of Ghana (JSG), is to automate specific activities and processes within test courts (43 courts) in the newly constructed Law Court Complex in Accra. This is to demonstrate ‘proof of concept’ and make available the quantitative and qualitative data necessary for JSG. This will demonstrate the benefits of court automation and thereby justify additional funding for full, nationwide rollout/implementation of the CMS and other automated Justice Systems in a module-by-module, court by court approach over the next 10-15 years.

JSG expected to see the benefits of the System through improvement in:

- **The management of cases**, through productivity improvements that will enable Court Staff to more effectively manage a large number of cases and improve timeliness, including maximizing early hearing and improving case disposal rate while reducing the number of cases “lost” in the system.
- **The integration of existing court recording technology**, and provision of new document management functions, that will reduce hearing/trial time, and improve the overall timeliness of case completion.
- **Management reporting**, with extended capability to analyse and research the data captured about cases and clients, will enable JSG to address trouble spots.

2.0 Objectives of the Assignment

The main objective of the services under this Terms of Reference is to select an Individual Consultant to undertake a rapid assessment of the eJustice system to:

- a) Determine the extent of current development and usage of the eJustice system
- b) Document the current extent of information sharing among stakeholders of the eJustice system.
- c) Showcase lessons learnt from the eJustice system implementation to guide implementation procedures and processes during the proposed eJustice scale-up.

3.0 Scope of Services

The scope of services to be rendered by the Consultant will involve the collection and analysis of information on issues described below.

eJustice System architecture and governance

- eJustice overall architecture and infrastructure
- Assessment of governance structures for eJustice system: de jure and de facto
- Partnerships formed/facilitated under the eJustice programme
- Change management processes: planned and implemented

Technology assessment

- Assess the status of eJustice system
- Compliance of the system with technical and functional characteristics/ specifications
- Compliance of the system with business and performance metrics at design/installation
- Assess interoperability of eJustice system with other systems
- Assess use of the eJustice system by various stakeholders
- Assess impacts to date that can be ascribed to the implementation the eJustice system, including but not limited to:
 - productivity improvements in terms of improved timeliness,
 - improved case disposal rates,
 - reduction in cases “lost”;
- Clearly outline judicial performance data and KPIs capturing impacts of eJustice system.
- Assess the reports being generated in the eJustice system (usefulness, timeliness, demand by decision makers for the data)
- Assess the system’s effectiveness in performance measurement and management

Stakeholder satisfaction/experience:

- Explore stakeholder experience and user satisfaction with the eJustice system. Stakeholders include, but are not limited to: citizens, lawyers, the Ghana Bar Association, staff of the Judicial Service, Judges

Capacity/Capability Assessment

- Assess capacity of users
- Identify skills of users that require further development to enhance the eJustice system use

Lessons Learned

- Identify lessons learned from the successes and failures of the eJustice deployment.
- Identify unmet needs

Way forward

- Identify bottlenecks and design a strategy to address these
- Based on the lessons learnt, what are the major changes required for the roll-out of the future of eJustice in Ghana?

4. Approach and Methodology

The Consultant will be expected to describe in detail the approach and methodology that will be used for the accomplishment of the assignment. This will include the data collection methods and instruments that will be used for the purpose, the techniques for data interpretation analysis and presentation as well as safeguards to ensure quality and reliability of data. An indication of tools of analysis that will be adopted must also be given.

5.0 Reporting and Time schedules

The Consultant will report to the Chief Director of the Ministry of Communications through the eTransform Project Coordinator. He/She will work closely with the Judicial Service of Ghana in the course of assignment execution. The principal reporting requirements for the Consultant engaged under this TOR are outlined below:

	Deliverable	Timing	% Payment
2	<u>An Inception Report</u> should present a detailed plan for data collection and analysis, including tools developed to undertake data collection	Commencement date + 2 weeks	20%
3	<u>Draft Report</u> should provide information for all the issues agreed upon in the scope of work	Commencement date + 8 weeks	50%
4	<u>Final Report:</u> should incorporate comments of the Client	Commencement date + 10 weeks	30%

All reports shall be submitted in both soft and hard copies (ten copies). The MoC will review reports within two weeks of report submission by the Consultant.

6.0 Qualifications and Experience Requirements of the Consultant

The Consultant should be a Monitoring and Evaluation Practitioner with:

- At least a Masters degree in ICT, Economics, Sociology or any other related field
Post-graduate training in Monitoring and Evaluation and/or demonstrated experience in Monitoring and Evaluation of development programmes and projects
- Must have engaged in project management, monitoring and evaluation for at least ten (10) years
- Prior experience in the Government of Ghana is desirable, especially in the ICT and/or judiciary sector
- Excellent written and oral communication skills
- Proven ability to deliver high-quality outputs to meet tight deadlines

7.0 Facilities to be provided by Client

The MoC will furnish the Consultant with copies of documentation, such as Requirements specification document for the eJustice system, the eJustice implementation reports and other information relevant to the assignment. The consultant will also have access to the right counterpart staff of the client.