



Republic of Ghana

Ministry of Communications & Digitalisation

**Ghana Digital Acceleration Project (GDAP)
(IDA 70960-GH)**

Terms of Reference

For

**CONSULTANCY FOR THE DEVELOPMENT OF STRATEGIC PLAN AND INTEGRATED
BUSINESS FRAMEWORK FOR THE NATIONAL INFORMATION TECHNOLOGY AGENCY
(2025-2029)**

DECEMBER, 2024

Background

The Government of Ghana through the Ministry of Communications and Digitalization (MoCD) has obtained support from the International Development Association (IDA) towards financing the Ghana Digital Acceleration Project (GDAP). The Project seeks to expand access to broadband, enhance efficiency and experience of selected digital public services, and strengthen the digital innovation ecosystem in line with the Digital Transformation Blueprint

The Project is implemented through five (5) components namely:

- Component 1: Ensuring Inclusive and Safe Digital Transformation
- Component 2: Modernizing Digital Government Services
- Component 3: Support for Digital Transformation of Productive Strategic Sectors.
- Component 4: Project Management and Implementation Support
- Component 5: Contingent Emergency Response

The National Information Technology Agency (NITA) is a public sector institution established under Act 771 of 2008 to regulate ICT and provide for related purposes. The Agency also implements and enforces the provisions of the Electronic Transactions Act 2008 (Act 772) and its regulations. NITA operates under the general supervision of the Ministry of Communications and Digitalization (MoCD).

NITA's mandate includes identifying, promoting, and developing innovative technology standards, guidelines, and practices among both government and private institutions. Additionally, the agency ensures the sustainable growth of ICT through strategic research, development planning, and technology acquisition. These efforts aim to position Ghana as a technology-driven, knowledge- and value-based economy, as outlined in the Digital Economy Policy documents. This policy supports government efforts to foster growth and employment by leveraging ICT and encouraging public-private partnerships.

Despite significant progress in establishing a world-class regulatory regime in Ghana, the ICT sector still lacks comprehensive regulation, which NITA is mandated to enforce. Key elements of the regulatory framework have yet to be introduced, and there is no explicit process for addressing and implementing these mandates. Consequently, consumers face poorer quality of service. This issue is further compounded by NITA's recent focus on the administration and operation of government ICT infrastructure.

NITA is aligning its five-year plan with Ghana's Acts and National Digital Economic Policy to address regulatory challenges in the ICT ecosystem. This alignment requires articulating a

new vision for continuous improvement and realigning internal structures to support and achieve this vision.

It is against this background that NITA is seeking a qualified consultant to develop a comprehensive strategic plan for that aligns with its legislative mandates, fosters innovation and growth, advances national ICT policies, strengthens the management and oversight of government-owned ICT infrastructure, and better positions NITA as a leading ICT regulator in the digital economy.

OBJECTIVES

The purpose of this assignment is to develop a comprehensive strategic plan for NITA that aligns with legislative mandates, fosters innovation and growth, ensures compliance with national ICT policies, strengthens the management and oversight of government-owned ICT infrastructure, and better positions NITA as a leading ICT regulator in the digital economy.

The specific objectives of this assignment are as follows:

1. Identify Strategic Priorities

- Conduct a thorough analysis to determine the key strategic priorities that will guide the organization's initiatives and resource allocation.

2. Develop a Comprehensive Strategic Plan

- Create a detailed strategic plan that aligns with the mandate of the National Information Technology Agency (NITA) as stipulated in the NITA Act, 2008 (Act 771) and 772, ensuring all goals and actions are in accordance with these legislative frameworks.

3. Improve Government Service Delivery

- Enhance the efficiency and effectiveness of government services through the integration and optimization of ICT solutions, aiming for increased accessibility and user satisfaction.

4. Foster Innovation and Growth

- Promote an environment that encourages technological innovation and growth within the ICT sector, supporting both public and private sector advancements.

5. Ensure Alignment with National ICT Policies and Goals

- Ensure all strategic initiatives are in harmony with national ICT policies and goals, contributing to the broader objectives of the country's digital transformation agenda.

6. Establish Robust Monitoring and Oversight Mechanisms

- Develop and implement comprehensive monitoring and oversight mechanisms to ensure compliance with regulatory frameworks across both public and private sector entities operating within the ICT sector.

7. Enhance Management and Monitoring of Government-Owned ICT Infrastructure

- Strengthen the management and monitoring of government-owned ICT infrastructure, including Base Transceiver Stations, Data Centre facilities, Fiber Optic networks, and other assets, particularly those leased to private partners through public-private partnerships, to ensure optimal performance and sustainability.

SCOPE OF WORK

The scope of work of the Consultant will include:

1.a. Study of ICT Acts/Laws

- i. Conduct a comprehensive review and analysis of existing ICT Acts and laws applicable to Ghana, including Acts 771 and 772 that establish NITA and Draft NITA LI and Draft ETA LI.
- ii. Identify key provisions, regulations, and requirements relevant to NITA's mandate and operations.
- iii. Assess alignment with international best practices and emerging trends in ICT regulation.

1.b. Other Related Documents to Review

- Digital Economy Policy Document. <https://moc.gov.gh/>
- Ghana Government Enterprise Architecture and eGovernment Interoperability Frameworks (GGEA/eGIF). <https://nita.gov.gh/>
- Cybersecurity Act (Act 1038). <https://www.csa.gov.gh/>
- Data Protection Act (Act 843). <https://dataprotection.org.gh/>
- ICT Standards developed by NITA- <https://nita.gov.gh/>

2. Review of NITA's Role and Mandate:

- i. Review NITA's role, objectives, and mandate within the context of NITA's Acts and Ghana's digitalisation agenda.
- ii. Establish strategic goals and priorities aligned with national development strategies and ICT sector needs.

- iii. Clarify NITA's responsibilities in regulating, promoting, and advancing ICT across public and private sectors.

3. Situational Analysis of NITA

- i. Conduct a situational analysis of NITA's current operations, capabilities, and organizational structure.
- ii. Assess strengths, weaknesses, opportunities, and threats (SWOT analysis) to inform strategic decision-making.
- iii. Identify operational bottlenecks, resource constraints, and areas for improvement.
- iv. Conduct a needs assessment of the Agency, considering the situation analysis and identifying constraints and opportunities for growth and development.
- v. Develop a strategic plan for a comprehensive organizational structure and culture, including a human resource framework and development of an HRM policy.
- vi. Conduct a capacity assessment of the existing structure, define job descriptions for each position.

4. Roadmap for NITA

- Develop a comprehensive 5-year roadmap outlining strategic initiatives and action plans for NITA.
- Define specific objectives, timelines, and performance indicators for each strategic goal.
- Prioritize key focus areas such as regulatory excellence, infrastructure development, capacity building, and stakeholder engagement.
- Include resource allocation plans, budget projections, and risk management strategies.
- Ensure alignment with national ICT policies, Sustainable Development Goals (SDGs), and emerging technologies.
- Develop a Result and Resources Framework & Monitoring and Evaluation Framework for the planned period.

5. Communications Plan

- Develop a robust communications plan to effectively disseminate the strategic goals and initiatives to all stakeholders.

6. Commercial and Financial Model

- Create a commercial and financial model, including business and functional models, to support the strategic initiatives and ensure financial sustainability.
- Propose sustainable financial models and revenue-generation strategies.

7. Organizational Alignment

- Ensure the organizational look and feel align with the Ghana Government Enterprise Architecture (GGEA) and eGovernment Interoperability Framework (e-GIF).
- Recommend organizational restructuring if necessary.

8. Performance Assessment Framework

- Establish a framework for assessing performance, including metrics and indicators to measure the success of strategic initiatives.

9. Implementation Document

- Develop a detailed implementation document outlining the steps, resources, and timelines required to execute the strategic plan.

10. Assessment Document

- Create an assessment document to evaluate the effectiveness of the strategic plan and identify areas for improvement.

11. Capacity Needs Assessment:

Conduct a thorough capacity needs assessment to evaluate the current skill set of NITA and identify the capacity and skill set required for the agency to effectively fulfill its mandate and strategic objectives. This includes:

- Detailed analysis of existing skills and competencies within NITA.
- Identification of skill gaps and areas needing improvement.
- Recommendations for capacity building and training programs to address identified gaps.
- Development of a plan to align NITA's workforce capabilities with its strategic goals and regulatory responsibilities.

12. Finalize and Validate the Strategic Plan

- Develop a comprehensive strategic plan for NITA covering the period from 2025 to 2029, ensuring it is validated by all relevant stakeholders.

13. Staff Training on the Strategic Plan:

Develop and conduct a comprehensive training program for NITA staff on the newly developed Strategic Plan, ensuring they understand its objectives, implementation strategies, and their roles in its execution. This includes:

- a. Creation of training materials and resources tailored to the Strategic Plan.
- b. Facilitation of training sessions for NITA staff to ensure thorough understanding and effective implementation.
- c. Provision of follow-up support and resources to address any questions or challenges that may arise post-training.

EXPECTED OUTPUTS AND DELIVERABLES

At the end of this consultancy, the consultants will be expected to have submitted the following key deliverables:

No.	Deliverables/Outputs	Estimated Duration to Complete	Review and approvals required
1.	Inception plan/work plan and methodology with clearly defined timelines and outputs presented to NITA	10 working days	NITA and GDAP
2.	Report on review of Acts, IT policies and NITA's mandate including recommendations for legal reforms or amendments.	20 working days	"
3.	Situational Review & Analysis including Capacity Needs Assessment	20 working days	"
4.	Drafting and submission of first draft strategic plan to the Working Group	20 working days	"
5.	Roadmap for Implementation	10 working days	"
6.	Submit Second Draft SP 2025-2029 to the Working Group	10 working days	"
7.	Validation of Strategic Plan 2025-2029	10 working days	"
8.	Final Version of Strategic Plan	20 working days	"
9.	Training on Strategic Plan	15 working days	"
10.	Project Completion Report	15 working days	"

- **Inception plan:** The vendor should outline a structured approach, timeline, key activities, and deliverables for the assignment, ensuring clear milestones and outputs to guide the successful development and implementation of NITA's comprehensive strategic plan.

- **Report on Review of Acts, IT Policies, and NITA’s Mandate:** The vendor should provide a comprehensive analysis of the existing ICT Acts, policies, and NITA’s mandate, assessing their alignment with current and future ICT needs, national goals, and international best practices. The vendor should also include actionable recommendations for legal reforms or amendments to enhance NITA’s regulatory and operational framework.
- **Situational Review & Analysis:** The Situational Review & Analysis report should provide a comprehensive examination of NITA’s current operations, capabilities, and organizational structure. It should assess internal and external factors impacting NITA’s performance, identifying strengths, weaknesses, opportunities, and threats (SWOT analysis) to inform strategic decision-making and future planning.
- **Drafting and submission of first draft strategic plan to the Working Group:** The drafting and submission of the first draft strategic plan should involve the creation of a comprehensive document that outlines NITA's strategic direction for the next five years. This draft should be developed based on extensive research, analysis, and stakeholder consultations, and it will be submitted to the Working Group for review and feedback.
- **Roadmap for Implementation:** The Roadmap for Implementation will provide a detailed plan outlining the steps, timelines, and resources required to execute NITA’s strategic initiatives over the next five years. It will serve as a practical guide to ensure that the strategic plan is translated into actionable tasks and successfully implemented.
- **Submitting the Second Draft Strategic Plan 2025-2029 to the Working Group:** Submitting the second draft of the Strategic Plan 2025-2029 to the Working Group is a crucial step in the strategic planning process. This draft represents the culmination of extensive research, analysis, and stakeholder consultations, incorporating feedback from the initial draft and further refinement. The submission to the Working Group ensures that all relevant stakeholders have the opportunity to review and provide input on the strategic direction before finalization.
- **Validation of Strategic Plan 2025-2029:** The validation of the Strategic Plan 2025-2029 is a critical step in ensuring the plan's effectiveness, relevance, and alignment with organizational objectives. This process involves seeking input and feedback from key stakeholders to confirm the plan's validity and address any

potential concerns or areas for improvement before final adoption and implementation.

- **Final Version of Strategic Plan:** The Final Version of the Strategic Plan represents the culmination of a comprehensive strategic planning process, incorporating feedback, validation, and revisions to ensure alignment with organizational goals and stakeholder input. The vendor should provide a clear roadmap for achieving the organization's objectives over the specified period, guiding decision-making and resource allocation to drive progress and success.
- **Training on Final Version of Strategic Plan:** This training is a critical step after the final version of the strategic plan. The vendor should provide comprehensive training on the final version of the strategic plan for staff and management of NITA. The vendor should also provide a training manual to aid NITA with transition trainings and future internal trainings.
- **Project Completion Report:** This will be the final report detailing how the whole project has been executed. The vendor should provide a comprehensive overview of the entire strategic planning process, detailing the activities undertaken, outcomes achieved, challenges encountered, and lessons learned. It should present reflection on the planning process, highlighting successes and areas for improvement and provides valuable insights for future planning endeavours.

INSTITUTIONAL ARRANGEMENT

- At key stages of the desk review, the consultant shall inform NITA of key updates on the design and implementation of the review process as may be required.
- NITA shall ensure the relevant background information and documents are made available to the consultant.

LOGISTICS AND ADMINISTRATIVE SUPPORT

NITA/MoCD will facilitate meetings and training arrangements.

Duration of the Work

The duration of the consultancy is **150 working days**.

PAYMENT MILESTONES AND AUTHORITY

The qualified consultant shall receive their service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

N o.	Deliverables or Documents to be Delivered	Approval should be obtained	Percentage of Payment
1	Inception plan/work plan and methodology with clearly defined timelines and outputs presented to NITA	NITA, MoCD	10%
2	Submission of first draft strategic plan to the Working Group (on institutional and situational analysis)	NITA, MoCD	30%
3	Roadmap for Implementation	NITA, MoCD	20%
4	Submission of second draft strategic plan to the Working Group (on institutional and situational analysis)	NITA, MoCD	20%
5	Training on Strategic Plan	NITA, MoCD	10%
6	Submission of validated final strategic plan	NITA, MoCD	10%

PROFILE, EXPERIENCE AND QUALIFICATION OF CONSULTING FIRM AND KEY STAFF

To ensure the successful development and implementation of NITA's five-year Strategic Plan (2025-2029), the consulting firm and its key staff should possess the following qualifications, experience, and skills:

1. Consulting Firm Qualifications

- **Reputation and Track Record** - The consulting firm should have a proven track record of successfully completing similar projects in the ICT sector, particularly in developing strategic plans for government agencies or large organizations. A history of working with public sector institutions in Ghana or similar environments would be highly beneficial.
- **Experience with ICT Regulation** - Extensive experience in ICT regulation, policy development, and strategic planning. The firm should have a deep understanding of ICT laws, regulations, and best practices both locally and internationally.
- **Research and Analysis Expertise** - Demonstrated ability to conduct comprehensive research and analysis, including SWOT analysis, needs

assessments, and capacity assessments. The firm should be capable of identifying strategic priorities and operational bottlenecks.

- **Project Management** - Strong project management capabilities, including the ability to manage large-scale projects, coordinate with multiple stakeholders, and deliver high-quality results on time and within budget.
- **Knowledge of Ghana's ICT Landscape**- In-depth knowledge of Ghana's ICT ecosystem, including the current regulatory framework, technological infrastructure, and key stakeholders. Familiarity with Ghana's Digital Economy Policy and related strategic documents is essential.
- **The firm must be a registered legal entity with at least 10 years of experience in similar assignments.**

2. Key Staff Qualifications

a. Project Lead/Principal Consultant

- **Educational Background** - Advanced degree in Information Technology, Computer Science, ICT Policy, Public Administration, or a related field.
- **Experience** - At least 10-15 years of experience in ICT regulation, strategic planning, and policy development, with a significant portion of this experience in leadership roles. Previous experience working with government agencies and public sector institutions is crucial.
- **Skills** - Strong analytical and strategic thinking skills, excellent communication and interpersonal skills, and proven leadership and team management abilities. The project lead should be adept at stakeholder engagement and capable of driving the project towards successful completion.

b. ICT Policy and Regulation Expert

- **Educational Background** - Advanced degree in Law, ICT Policy, Public Administration, or a related field.
- **Experience** - Minimum of 10 years of experience in ICT policy formulation, regulatory frameworks, and compliance. Experience in conducting policy reviews and aligning them with international best practices.

- **Skills** - Expertise in ICT law and regulation, strong analytical skills, ability to interpret and apply legislation, and experience in developing and enforcing ICT standards and guidelines.

c. **Strategic Planning Specialist**

- **Educational Background** - Advanced degree in Business Administration, Strategic Management, or a related field.
- **Experience** - At least 10 years of experience in strategic planning and organizational development. Experience in conducting situational analysis, needs assessments, and developing comprehensive strategic plans.
- **Skills** - Strong strategic planning and analytical skills, excellent project management abilities, and the capability to develop actionable roadmaps and implementation plans. Proficiency in developing performance indicators and monitoring frameworks.

d. **Technical ICT Specialist**

- **Educational Background** - Advanced degree in Information Technology, Computer Science, or a related technical field.
- **Experience** - Minimum of 8-10 years of experience in ICT infrastructure management, digital transformation, and technology implementation. Experience with managing large-scale ICT projects and infrastructure development.
- **Skills** - Technical expertise in ICT infrastructure, familiarity with emerging technologies, and the ability to provide technical guidance on infrastructure development and digital transformation initiatives.

e. **Training and Capacity Building Specialist**

- **Educational Background** - Advanced degree in Human Resources, Education, ICT, or a related field.
- **Experience** - At least 8-10 years of experience in developing and implementing training programs, capacity-building initiatives, and HR development strategies, particularly in the ICT sector.

- **Skills** - Strong instructional design and training skills, experience in capacity assessment and development, and the ability to create and deliver effective training programs and workshops.

f. Additional Qualifications

- **Local Expertise** - Familiarity with the local context and an understanding of the cultural, economic, and social dynamics of Ghana. The ability to effectively engage with local stakeholders and adapt strategies to fit the local environment is critical.
- **Language Proficiency** - Proficiency in English, both written and spoken, is essential. Knowledge of local languages can be an added advantage for better communication with diverse stakeholders.
- **Innovative Thinking** - The ability to think creatively and propose innovative solutions to regulatory challenges and ICT development need.

CODE OF CONDUCT

The consultant must uphold utmost professionalism, ethical principles, and standards while delivering consultancy services. Open communication with the designated NITA contact and timely commitment fulfillment are expected. Confidential information shared with the consultant must be handled with strict confidentiality, even post-activity conclusion.