



REPUBLIC OF GHANA

MINISTRY OF COMMUNICATIONS AND DIGITALIZATION

GHANA DIGITAL ACCELERATION PROJECT (GDAP)

TERMS OF REFERENCE

Engagement of a Consulting firm for the development of Digital Skills Assessment Framework for the Civil Service, Ghana

May 2024

1.0 INTRODUCTION

The World Bank is providing funding support to the Government of Ghana (GOG) for the implementation of the Ghana Digital Acceleration Project (GDAP). The overall development objective of the Project is to *expand access to broadband, enhance the efficiency and experience of selected digital public services, and strengthen the digital innovation ecosystem*. The Project aims to accelerate country-wide digital transformation in the public and private sectors, focusing on critical digital enablers and safeguards that promote the digital economy. The Project will further increase Ghana's capacity to promote digital innovation, digital skills development, and sector-wide digital transformation. The guiding principle for the Project is the strengthening of the local digital entrepreneurial and innovation ecosystem, by supporting start-ups that can help develop data-driven digital products and services. The Project has four components as follows:

Component 1 – Ensuring Inclusive and Safe Digital Transformation

This Component aims at supporting the GoG's continued efforts to build solid foundational building blocks for inclusive and safe digital transformation. Specifically, it aims to establish an enabling environment for the development of a vibrant and green broadband market, expand the reach and coverage of broadband networks in lagging areas, ensure safe and resilient digital services, and strengthen the digital transformation's institutional structure and capacity.

Component 2 – Modernizing Digital Government Services

This Component aims at establishing an agile and user-centric digital government model in Ghana. The activities are focused on building the next generation government infrastructure and delivering transactional and digital by design public services. This will be achieved by (i) developing a change management moving towards a Strengthened Digital Governance, (ii) expand the availability of high-quality transactional government e-services in key sectors, and (iii) support building the next generation of government workforce.

Component 3 – Support for Digital Transformation of Productive Strategic Sectors

This Component will strengthen the local digital entrepreneurship ecosystem and talent base. Activities financed will support better innovation ecosystem coordination, better service provision by Entrepreneur Support Organizations (ESOs), expand access to early-stage financing, and promote advanced digital innovation capabilities. Activities financed will leverage and complement the interventions proposed by also encouraging the use of new public dataset made available and public goods introduced, considering recommendations of the World Development Report (WDR) 2021 on Data for Better Lives. A strong local entrepreneurship ecosystem will also aide in developing locally relevant content and services that can help stimulate digital adoption and uptake of digital services. Furthermore, this Component will support the Agriculture Sector as a pilot to unlock the digital transformation of key productive sectors. The Component will also explore synergies and opportunities for cooperation with the *YouStart* Program that forms part of the GoG's strategy to facilitate jobs creation in the country via skills and capacity development and access to funding for young entrepreneurs.

Component 4 – Project Management and Evaluation: This component will finance project management activities including fiduciary responsibilities, procurement, communication, and dissemination, as well as monitoring and evaluation of project implementation and its impact.

2.0 Background

The demand for digital skills in the workplace has never been greater, and in a progressively digital world, developing these skills can have a hugely positive impact on an officer's life.

Despite a rise in the use of technology, the ever-increasing introduction of new technologies causes a digital skills gap, which could also cause a multitude of issues in the workplace. Digital skills gap not only holds individuals back from progressing in their career, but they also have a negative impact on the overall growth and productivity of the Civil Service.

The digital skills required within the Civil Service, just as with any thriving institution, expect the vast majority of their employees to have them, not just a select few. Technology is at the center of our lives, and as our dependence on the internet and digital communications increases, our workforce must keep up with the evolving skill demand.

Due to the importance of digital skills in the work life of the civil service staff, it is imperative for the civil service to from time to time scientifically assess the adequacy of the digital skills of staff vis a vis the work demands. This has therefore called for the development of a framework to undertake this assignment.

The Office of the Head of the Civil Service is therefore seeking a highly qualified consultant to develop a comprehensive framework for assessing digital skills within the Ghana Civil Service. As the digital landscape continues to evolve, it is crucial for individuals and organizations to possess and maintain relevant digital skills. The purpose of this project is to create a structured framework that will enable accurate and consistent evaluation of digital competencies across a variety of domains.

3. Purpose & objectives of the Consultancy

The primary purpose of this consultancy is to engage a qualified consulting firm to lead the development of a robust Digital Skills Assessment Framework tailored for the Civil Service under the World Bank Ghana Digital Acceleration Project. The overarching goal is to systematically evaluate and enhance the digital capabilities of the Civil Service workforce, ensuring alignment with the strategic objectives outlined in the broader digitalization initiative.

The specific objectives of the consultancy include:

1. **Needs Assessment:** Conduct a comprehensive review of the current digital skills landscape within the Civil Service, identifying strengths, weaknesses, and areas for improvement.
2. **Competency Identification:** Define key digital competencies essential for various job functions within the Civil Service, classifying them into essential, desirable, and advanced levels.
3. **Framework Development:** Design a scalable and adaptable Digital Skills Assessment Framework that incorporates effective assessment methodologies, such as practical exercises, written tests, and interviews.
4. **Integration Recommendations:** Provide guidelines for seamlessly incorporating the developed framework into existing training and development programs, ensuring a harmonious integration with the World Bank Ghana Digital Acceleration Project.

5. **Best Practices Integration:** Conduct a thorough review of international best practices in digital skills assessment and integrate them into the framework, ensuring alignment with industry standards.

The consultancy aims to equip the Civil Service with a state-of-the-art Digital Skills Assessment Framework, fostering a digitally proficient workforce capable of meeting the demands of the evolving digital landscape and contributing significantly to the success of the World Bank Ghana Digital Acceleration Project.

4. Scope of Consultancy Services:

The consultancy will encompass the following key activities:

The consultancy services encompass a comprehensive set of activities aimed at developing a Digital Skills Assessment Framework tailored for the Civil Service under the World Bank Ghana Digital Acceleration Project. The scope of services includes, but is not limited to, the following key components:

1. Needs Assessment:

- Conduct a thorough review of existing job roles and responsibilities within the Civil Service.
- Utilize interviews, surveys, and other relevant methodologies to assess the current digital skills levels across different departments.
- Identify specific digital skills gaps and areas for improvement within the Civil Service.

2. Competency Identification:

- Define and articulate key digital competencies required for various job functions within the Civil Service.
- Classify identified competencies into foundational, intermediate, and advanced levels, considering the unique context of the Civil Service in Ghana.
- Align digital competencies with the strategic goals outlined in the World Bank Ghana Digital Acceleration Project.

3. Framework Development:

- Design a Digital Skills Assessment Framework that is scalable, adaptable, and tailored to the specific needs of the Civil Service.
- Develop clear assessment methodologies, including practical exercises, written tests, and interviews, ensuring they are aligned with the identified competencies.
- Establish benchmarks for each competency level to facilitate effective skills assessment.
- Develop a Socioemotional Skills Assessment: Develop a comprehensive assessment that evaluates the key socioemotional skills and attitudes critical for success in the digital landscape, such as:
 - Interpersonal communication
 - Problem-solving and adaptability

- User-centricity
- Growth mindset and continuous learning

4. **Integration Recommendations:**

- Provide detailed guidelines on integrating the developed Digital Skills Assessment Framework into existing training and development programs within the Civil Service.
- Recommend strategies for seamless alignment with the objectives of the World Bank Ghana Digital Acceleration Project.
- Ensure the framework supports continuous assessment and improvement.

5. **Best Practices Integration:**

- Conduct a comprehensive review of international best practices in digital skills assessment.
- Incorporate relevant and proven international standards into the framework to ensure it meets or exceeds industry benchmarks.
- Ensure compliance with global best practices in digital skills assessment.

6. **Gender or Disability Integration**

- Identify skills gaps based on gender and/or disability.
- integrate strategies for addressing these gaps through existing programs.

The scope of the consultancy services is designed to result in a robust and practical Digital Skills Assessment Framework that not only addresses the specific needs of the Civil Service in Ghana but also aligns seamlessly with the overarching goals of the World Bank Ghana Digital Acceleration Project.

5. **Deliverables from the Consultancy Services:**

The firm will work with the Team to produce and submit the following deliverables:

Deliverable 1: Inception Report

Objective: To provide a comprehensive overview of the consultancy's approach, methodology, and timeline for developing the digital skills assessment framework.

Deliverable 2: Digital Skills Assessment Framework

Objective: To provide a standardized and comprehensive framework for assessing the digital skills of civil servants in Ghana.

Deliverable 3: Assessment Tools and Methodologies

Objective: To develop effective, reliable, and scalable assessment tools and methodologies to facilitate the evaluation of digital skills across the civil service.

6. **Duration of the Assignment:** The consultancy is anticipated to span 6 months.

The assignment is expected to be completed within a period of six months from the date of signing the contract. The following timeline provides a breakdown of the estimated duration for each phase of the consultancy:

- Phase 1: Inception and Review Duration: 4 Weeks
 - Review of existing frameworks and methodologies
 - Development of project plan and methodology
 - Preparation of Inception Report
- Phase 2: Framework Development Duration: 16 Weeks
 - Development of digital skills assessment framework
 - Design of assessment tools and methodologies
- Phase 3: Pilot Assessment and Analysis Duration 2 Weeks
 - Conduct pilot assessment of the framework
 - Analyze pilot assessment results and identify skills gaps.
- Phase 4: Recommendations and Training Plan Duration 2 Weeks
 - Develop recommendations for refining the framework.
 - Develop comprehensive training and development plan.

The consultant will be expected to adhere to this timeline and provide regular progress reports to the Ministry of Communications and Digitalisation. The ministry reserves the right to adjust the timeline, if necessary, in consultation with the consultant.

7. Technical Qualifications of The Consulting Firm

The consulting firm should possess the following technical qualifications to be considered for this assignment:

- Demonstrated experience in developing and implementing digital skills assessment frameworks for government agencies or other organizations with a significant workforce.
- Proven expertise in assessing digital skills across a wide range of job roles and responsibilities, including technical, administrative, and managerial positions.
- Ability to design and administer effective assessment tools and methodologies, including online and offline assessments, practical exercises, and simulations.
- Strong data analysis skills to interpret assessment results, identify patterns and trends, and provide actionable recommendations.
- Experience in developing training and development plans tailored to address specific digital skills gaps and enhance the overall proficiency of a workforce.
- Familiarity with the Ghanaian context and the digital transformation goals of the Government of Ghana would be an asset.

In addition to these technical qualifications, the consulting firm should also demonstrate the following:

- A strong track record of successfully completing similar projects on time and within budget.
- A team of experts with relevant experience in digital skills assessment, training development, and project management.
- The ability to work effectively with government stakeholders, including civil servants and policymakers.
- A commitment to quality and attention to detail in all aspects of the project.

8. Team Composition

The consulting firm is expected to assemble a team of key experts with diverse academic qualifications and substantial professional experience to effectively undertake the development of the Digital Skills Assessment Framework for the Civil Service under the World Bank Ghana

Digital Acceleration Project. We suggest that, the team composition include people with the following expertise and experience:

Project Manager:

- *Academic Qualifications:* A minimum of a Master's degree in Project Management, Business Administration, or a related field.
- *Years of Experience:* At least 10 years of experience in managing projects, preferably in the field of digital skills development or public sector transformation.

2. Digital Skills Specialist:

- *Academic Qualifications:* A Master's degree in Digital Technology, Information Technology, or a related field.
- *Years of Experience:* A minimum of 8 years of practical experience in digital skills development, with a focus on identifying and classifying digital competencies in governmental organizations.

3. Data Analyst and Researcher:

- *Academic Qualifications:* A Master's degree in Data Science, Statistics, or a related field.
- *Years of Experience:* A minimum of 7 years of experience in data analysis, research methodologies, and conducting needs assessments, preferably in a public sector context.

4. Framework Development Specialist:

- *Academic Qualifications:* A Master's degree in Information Systems, Computer Science, or a related field.
- *Years of Experience:* At least 8 years of experience in designing scalable and adaptable Digital Skills Assessment Frameworks, including establishing benchmarks and assessment methodologies.

5. Training and Integration Expert:

- *Academic Qualifications:* A Master's degree in Education, Training and Development, or a related field.
- *Years of Experience:* A minimum of 8 years of experience in developing guidelines for integrating digital skills frameworks into training programs, preferably within the public sector.

6. Communication and Presentation Specialist:

- *Academic Qualifications:* A Master's degree in Communication, Public Relations, or a related field.
- *Years of Experience:* A minimum of 5 years of experience with strong communication and presentation skills, particularly in conveying technical information to diverse stakeholders.

The proposed team's collective academic qualifications and years of experience are critical to ensuring the successful execution of the consultancy, aligning with the complexities and requirements of developing a Digital Skills Assessment Framework for the Civil Service in Ghana within the framework of the World Bank Ghana Digital Acceleration Project.

7. Deliverables –

The deliverables under this assignment shall be as follows:

#	Deliverable	Submission Time for each Deliverable	Payment Schedule
i.	Inception Report	4 weeks	15% of the contract sum
ii.	Draft Digital Skills Assessment Framework	16 weeks	65% of the contract sum
iii.	Conduct pilot assessment of the framework	2 Weeks	
iv.	Develop comprehensive training and development plan.	2 Weeks	20% of the contract sum
Total		24 Weeks	

9. Contract Duration, Location and Reporting

The assignment is planned for a maximum duration of 24 weeks. The firm will report to the OHCS -Accra and with visits to other regional offices of OHCS. OHCS will assign a counterpart team to work with the consultant to undertake the planned tasks.

10. Data, Local Services, Personnel and Facilities to be provided by the Client.

OHCS will make available on request all data necessary to assist the Consultant in carrying out the assignment. OHCS will provide office space and relevant office facilities during the period of the assignment. Furthermore, OHCS shall be responsible for forming an adequate counterpart team alongside the steering committee and a user's group in a properly structured set of Governance structures.

11. Ownership of Material

Any Studies, reports pr other material, graphic, software or otherwise, prepared by the consultant for the client under the Contract shall belong to and remain the property of the Client.