



Republic of Ghana

**Ministry of Communication, Digital Technology and
Innovations - (MOCDTI)**

**Ghana Digital Acceleration Project (GDAP)
IDA70960 -GH (P176126)**

Draft Terms of Reference

for

PROJECT COORDINATOR

March 2025

1 Background

The Ghana Digital Acceleration Project (GDAP) activities seek to support a strong enabling environment for fast-tracked digitization by accelerating country-wide digital transformation, focusing on critical digital enablers that promote the digital economy and build on existing digital foundations. The project aims to accelerate country-wide digital transformation, focusing on critical digital enablers that promote the digital economy and build on existing digital foundations. Complementary investments on the supply and demand sides of the digital economy will also be supported. Based on recommendations of previous assessments, including the Ghana Digital Economy Diagnostic, the project activities seek to support a strong enabling environment for fast tracked digitalization. The project will promote a shift in digital public services from service to life-event focused approach to enhance the Government's digital capabilities. The project will further increase Ghana's capacity to promote digital innovation and sector-wide digital transformation in selected strategic sector(s). Finally, the project will boost digital skills development and capability to increase Ghana's digital talent base.

The project is an Investment Project Financing (IPF) operation comprising of five components. Component 1 will use a result-based approach, with part of the financing linked to Performance Based Conditions (PBCs). Components 2 and 3 will be a traditional IPF. Component 4 is reserved for project management and implementation support, while Component 5 is a contingency emergency allocation aimed at mobilizing unallocated funds from the project to rapidly respond to emergency situations.

Component 1: Ensuring Inclusive and Safe Digital Transformation

This component will support the GoG in improving the strategic, policy, and regulatory environment for the acceleration of a vibrant, safe, and inclusive digital transformation. Specifically, it aims to establish an enabling environment for the development of a vibrant broadband market, expand the reach and coverage of broadband networks in rural areas, ensure safe and resilient digital services, and strengthen the digital sector's institutional structure and capacity.

Component 2. Modernizing Digital Government Services

This component is focused on the public sector side of digital transformation and aims at supporting Ghana to establish an agile and citizen-centric digital government model. It supports developing adequate institutional setup reinforced by a strong governance framework and change management, essential for implementing the next generation government infrastructure and delivering transactional and digital by design public services. Accelerating Ghana's digital transformation agenda requires a realignment to support the transition towards sustainable and user-centric e-government.

Component 3. Support for Digital Transformation of Strategic Sectors

This component is focused on the private sector side of digital transformation and aims to boost the digital innovation ecosystem by (i) removing the key barriers that tech start-ups, digital

entrepreneurs, and Business Process Outsourcing (BPO) firms in the ICT sector face and (ii) unlock the digital transformation in selected productive sector (such as agriculture) through the relevant government entities and digital accelerators. Each subcomponent aims to provide end-to-end support to set up a proof-of-concept of how other sectors can also leverage and reap the full benefit of digital solutions to drive more robust and inclusive sector growth and diversified economy.

Component 4. Project Management and Implementation Support

This component will provide support for the management and implementation of project associated activities. It will finance activities related to the recruitment of consultants in areas of project management, project coordination, fiduciary specialists (e.g., procurement, financial management), Monitoring and Evaluation (M&E), an Environment and Social Safeguards (E&S), project communication, and citizen engagement. This component will also cover modest office equipment and independent audits and learning/training for key beneficiaries (e.g., the Project Implementation Unit and the Technical Committee) up to the official closing date of the project. Moreover, special attention will be devoted to promoting equal participation of women in all decision-making bodies under the project and contributing to tackling barriers in recruitment, retention, and promotion. It is also anticipated that consultant's Terms of References (ToR) clearly stipulate knowledge transfer and hands on training to ministry staff.

Component 5: Contingent Emergency Response Component

In the context of the COVID-19 crisis, a Contingent Emergency Response Component (CERC) is added to the project structure to provide support to the Government to swiftly respond to an eligible crisis, including climate or natural disasters and public health emergencies. Including CERC at the preparation stage, albeit with zero funding, provides for flexibility for an agile response to an imminent or actual emergency (such as COVID-19) through quick disbursement of uncommitted balances from other components. The crisis response expenditures could cover, for instance, the facilitation of emergency payments to vulnerable groups of population using mobile money or ensuring business continuity of core government functions, when civil servants are required to continue home-based work. The CERC is not expected to finance civil engineering works that can induce risks and/or negative environmental and social impacts. However, CERT component is not added to finance any activities that include adverse environmental and social risks and impacts.

The project aims to actively close gender gaps between women and men across various pillars of digital development and aligned with International Development Association-19 (IDA-19 theme, the WBG's 2016–2023 Gender Strategy and the Digital Development Gender Strategy. Actions designed to close gender gaps between women and men in the digital economy are incorporated across various components of the project.

2 Objectives of the Assignment

The main objective is to ensure effective and flexible planning, coordination, implementation, monitoring and evaluation of the Ghana Digital Acceleration Project (GDAP), inter alia, and ensuring that the beneficiaries are well involved in all project activities and the Project Development Objective is achieved.

3 Scope of Services

The Project Coordinator will work under the guidance of the Chief Director of the Ministry of Communication, Digital Technology and Innovation, liaising with other staff of the Ministry, including the NITA and other beneficiary institutions, under the project. He/She will be accountable for ensuring that all project activities are conducted in accordance with the World Bank project guidelines/Regulations and procedures agreed between the World Bank and the Government of Ghana in an efficient and accountable manner.

A. Essential Duties and Responsibilities

The Project Coordinator shall:

- Ensure the effective and flexible coordination, management, and implementation of the project
- Effectively liaise with the Inter-Ministerial Oversight Committee and the Technical Committee of GDAP and with all public and private stakeholders involved in its implementation.
- Ensure that project beneficiaries are well informed and involved in all project activities in cooperation with the MoCDTI, ensure effective administration and financing of the project, including timely submission of application for project funds,
- Ensure timely disbursements and efficient use of project funds
- Supervise the GDAP Management Team.

More specifically, the Project Coordinator shall:

- ensure *coordination* among beneficiaries, MoCDTI, and the World Bank in implementing the project
- ensure *optimal cooperation of beneficiaries* with regard to implementation of all components of the project
- ensure *efficient, economic, and effective management* of all aspects of the project including:
 - a. *effective integration of project processes* (plan development, integration of various components of the project, execution, and integrated change control)
 - b. *scope definition* (planning, definition, verification of various services under project)
 - c. *planning* (annual work program, activity sequencing, duration estimation, and schedule development and management)
 - d. *cost* and quality control (resource planning, cost estimating, budgeting and quality assurance and control)
 - e. *human resource management* (project organizational planning, staff acquisition, and team development, mentoring of MoCDTI staff)

- f. **communications** (with support of a Communication Specialist, ensure efficient communications planning, information distribution, and administrative closure)
- g. **risk management** (risk identification, analysis, response planning, and risk monitoring and control)
- h. **procurement** (with the support of procurement and financial management team, procurement planning, solicitation, source selection, contract administration, and contract closeout)
- i. supervise the **procurement process**, in particular the selection of consultants
- j. Terms of references preparation (and ensuring **terms of reference** for project subcomponents meet GoG and World Bank quality guidelines)
- k. Review of relevant project/technical documentation, including Service Providers' reports and documentation from beneficiary institutions.
- l. assist the MoCDTI to conduct **contract negotiations**
- m. supervise the **financial management and administration** of the project
- n. ensure the conduct of **bi-weekly project team meetings** and monthly meetings with the GDAP Management Team
- o. with support from the M & E Coordinator, ensure efficient **monitoring and evaluation** (M & E) of the project in accordance with the pre-defined M & E indicators
- p. prepare and submit **quarterly project progress reports** to the MoCDTI, MoF, and the World Bank

The Coordinator will work with the Chief Director of the MoCDTI to identify staff in the Ministry who will understudy the Coordinator. The latter will develop a work and training program for the MoCDTI staff. Annual review of the Coordinator's performance will include successful training of MoCDTI staff.

4.0. Time Schedule

The assignment is expected to start by May 2025. It will cover a period of one year, renewable for additional one-year terms subject to successful performance appraisal at the end of each term. Intermediary performance evaluations will be conducted bi-annually. The Coordinator will be located at the Offices of the Ministry of Communication, Digital Technology and Innovations in Accra, Ghana.

5.0. Qualification Requirements

a. Academic Qualifications

Successful applicants will have a Master's degree in a relevant field, a strong knowledge of Project Management and general knowledge of Information and Communications Technology. As the position involves dealing with a wide range of local stakeholders and organizations, it is also

important that the project coordinator has good knowledge of business operations in Ghana or similar environment. The prospective candidate should have:

- Master's degree in Information Technology, Economics, Social Sciences, Project Management or any related discipline;
- at least 10 years' experience of managing projects of similar magnitude.

b. Knowledge, Skills, and Abilities Requirements

- Strong leadership capabilities and a demonstrated record of successful leadership of multi-disciplinary teams
- considerable knowledge of World Bank project and procurement guidelines
- considerable knowledge of IT Enabled Services and eGovernment applications, architecture and infrastructure and digital innovations
- working knowledge of personal computers, including word processing, presentation, and spreadsheet applications
- appropriate involvement and/or experience in similar projects in developing countries, including least developed countries, is essential
- ability to find and communicate accurate information concerning process, policies and procedures to project stakeholders
- ability to handle stakeholders tactfully, courteously, and diplomatically
- must be of high integrity, transparent, and accountable
- ability to establish and maintain effective working relationships with project team members, MoCDTI and World Bank staff, vendors and the public

To ensure impartiality, the project coordinator must not in any way be affiliated with business entities that are currently providing or are seeking to provide goods or services to the project.

6 Data, Facilities and Personnel to be provided by the Client

MoCDTI will provide relevant tools, suitable office space, and office equipment for this role. A vehicle will be provided from the pool when an official assignment is to be undertaken by the officer. The MoCDTI will furnish copies of project implementation documentation and other information relevant to the assignment.