



Republic of Ghana

**Ministry of Communication, Digital Technology and
Innovation (MOCDTI)**

**Ghana Digital Acceleration Project (GDAP)
IBRD/IDA7096 -GH (P176126)**

Terms of Reference

for

Environmental and Social Safeguards Specialist

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.

2.0 Objectives Of The Assignment

The objective of the assignment is to recruit a dynamic and results-oriented individual as an Environmental and Social Safeguards Specialist to lead the safeguards function of the project. The Environmental and Social Safeguards Specialist (ESSS) will ensure that policies, standards and operational procedures designed for the project are adhered to, as well as identify, avoid, mitigate and minimise adverse environmental and social impacts. The assignment will be undertaken following an agreed environmental and social management framework (ESMF) and Resettlement Policy Framework (RPF). It should also be in full compliance with World Bank environmental safeguards policies (see detail in ANNEX 1).

3.0. SCOPE OF SERVICES

Specific tasks to be carried out by the successful candidate will include but are not limited to the following functions:

Task 1. Preparation of Environmental and Safeguard Documents

- Identify environmental and social aspects and concerns associated with the construction/rehabilitation activities and the delivery of social services, which will require detailed sub-component specific environmental and social analysis.
- Review policy, legal and institutional framework (e.g. Laws, regulations, and procedures) of the Government of Ghana for addressing environment and social risks and impacts of MoCDTI projects, and related implementation capacity.
- Prepare the procedures for MoCDTI projects to assess and manage environmental and social issues associated with the implementation of civil works on construction and/or rehabilitation of social service infrastructure and facilities, and with the implementation of grant/social contracting schemes (sub-projects), ensuring compliance with relevant safeguards policies of the Government of Ghana and the World Bank.
- Prepare a systemic approach to labor and working conditions of project workers and related labor risk management by supporting the PCU to develop a Labor Management Procedure, proportionate to the nature and scale of MoCDTI projects.
- Prepare a proposal to engage key project stakeholders, including both affected parties and interested parties in the context of MoCDTI projects. This includes mechanisms for consultation and disclosure of safeguard policies as well as a feasible grievance redress mechanism proportionate to the potential risks and impacts of the projects.
- Prepare a guideline to plan, implement, and monitor measures related to any land acquisition and involuntary resettlement that may arise in the course of the implementation of MoCDTI projects.
- Define roles and responsibilities for the implementation of safeguards strategy and plans.
- Define reporting and monitoring measures to ensure effectiveness as well as periodical reviews of the mechanisms based on findings.
- Prepare a strategy for provision of effective training and sensitisation on social issues such as empowerment and inclusion under the project.

- Prepare training materials, and conduct technical training workshops to the PIU, Government staff and project implementation agencies on safeguards requirements.
- Liaise on a regular basis with the Environmental Protection Agency (EPA) and WB safeguards team to ensure timely clearance by designated institutions.
- As part of project preparation, the Specialist will be required to prepare the following instruments in accordance with the relevant laws and policies of the Government of Ghana and the ESF of the World Bank, and taking into consideration the World Bank's requirements under the ESSs relevant to the project, the World Bank Group's Environmental Health and Safety Guidelines, and the World Bank Good Practice Notes: (i) Environmental and Social Management Framework (ESMF) and (iii) Stakeholder Engagement Plan (SEP). The ESMF should establish procedures to screen, assess, manage and monitor mitigation measures of environmental and social impacts of subprojects when details are identified. Again, the ESMF should also address potential social risks associated with labour and resettlement. In this regard the ESMF should include Labour Management and screening to identify potential resettlement issues. Additionally, the ESMF should outline the process for determining further environmental and social assessments that may be required. It should also determine the institutional responsibilities as relating to managing and monitoring of implementation of mitigation measures of sub-projects.

The ESMF should include, but not be limited to, the following:

- i. Description of the proposed project (from the project documents, with any additional descriptions of components which may have direct, indirect and/or cumulative E&S impacts);
- ii. Assessment of the potential E&S impacts of the project against the 10 ESSs, and recommend appropriate mitigation measures, benefit enhancement measures and minimum standards / criteria;
- iii. Review of the existing instruments and relevant national laws and regulations, and identification of gaps against applicable ESSs, and measures to fill the identified gaps;
- iv. Describe principles and objectives governing resettlement preparation and implementation, linking resettlement implementation to civil works;
- v. Subproject screening process including eligibility for funding under the project, compliance with the ESF and local laws, risk classification, E&S tool(s) to be prepared including ToRs, and stakeholder consultation and disclosure requirements. The screening tool should include sections to help identify potential land and economic displacements.
- vi. E&S implementation arrangements, including the role of technical design consultant,
- vii. Chance Finds Procedures: Include a chance finds procedure that will be followed if previously unknown cultural heritage is encountered during project activities. The chance finds procedure should set out how chance finds associated with the project will be managed. The procedure should include a requirement to notify relevant authorities of found objects or sites by cultural heritage experts; to fence-off the area of finds or sites to

avoid further disturbance; to conduct an assessment of found objects or sites by cultural heritage experts; to identify and implement actions consistent with the requirements of ESS8 and national law; and to train project personnel and project workers on chance find procedures.

viii. Description of the process for preparing and approving resettlement plans; ix. Institutional arrangements for E&S management during implementation, including the mechanisms and responsibilities for E&S screening, the preparation of E&S tools, and monitoring, evaluation and reporting systems;

x. Identification of capacity gaps of the project implementing unit (PIU) and key stakeholders and a capacity building plan (with budget) during the project implementation;

xi. Hazardous and Electronic Waste Handling and Disposal Procedures: develop procedures for collecting, transport, recycle and final disposal of electronic and hazardous waste.

xii. Labour management Plan: As part of the ESMF, develop labour management plan/procedures applicable to the project. These plans/procedures should set out the way in which project workers will be managed, in accordance with the requirements of national

law and ESS 2. The plans/procedures should address the way in which ESS2 will apply to different categories of project workers including direct workers, and the way in which the project will require third parties to manage their workers in accordance with ESS2. It should also address issues relating to (i) protecting the work force (including strategies to avoid child and forced labour), (ii) occupational Health and Safety (OHS), contracted workers and community workers.

xiii. Description of the project Grievance Redress Mechanism (GRM) and worker GRM;

xiv. Framework to guide gender assessments and the gender-based violence (GBV)/sexual exploitation and abuse (SEA) Action Plan, indicating:

- GBV/SEA mitigation measures, including:

- An Accountability Framework that outlines how the PMU/contractor will handle allegations, including related to investigation (in alignment with national processes) and sanctions for potential perpetrators;
- Code of conduct (CoC) for project workers with GBV-related protections, to be signed and understood by all contractors and consultant staff;
- Plan for sensitization/awareness raising for the community and intended training activities for workers on CoC and SEA provisions;
- Mapping and collaboration with GBV service providers;
- A Reporting and Response Framework that outlines key requirements for reporting cases if they arise and measures to enable safe, ethical, survivorcentered response;
- Establishment of special channel/procedures for safe, confidential reporting of GBV incidence that connect to the project GRM, and enable training of GRM operators on how to respond to cases that come forward;

- GBV requirements to be clarified in bidding documents (including requirements for CoCs, training of workers, and how GBV related costs will be covered in the contract); bid evaluation to include consideration for GBV response proposal; and
- Make additional funds available to implement measures to address GBV and SEA risks and impacts that may arise during Project implementation.
- Guide for the hiring of the *Third-Party Monitoring* for GBV/SEA risks with a focus on ensuring that provisions to prevent and respond to GBV are in place;
- Monitoring framework for GBV/SEA; xv. COVID-19 considerations: The Consultant shall include in the ESMF an assessment of potential exposure of project communities and workers to COVID-19 risks and propose mitigations following national protocols and WHO/ World Bank Guidelines. This includes proposing appropriate channels of stakeholder engagement and communication to reduce risk of exposure.
- xvi. Training Need: Assess institutional capacity of implementing agencies on ESMF implementation and identify needs for capacity building. The section should also describe how sensitization meetings and launching workshops can bring out environmental and social issues and considerations of the proposed economic and social infrastructure subprojects.
- xvii. Public Consultation and Disclosure: Public consultation is a vital part of this Environmental and Social Assessment process. Since the ESMF is developed before most of the sub-project decisions are made. Propose consultation and disclosure processes undertaken during project design and ESMF development.
- xviii. Summary of stakeholder consultations on the ESMF; and
- xix. Annexes including negative and positive lists for eligibility, screening checklists and form, term of reference for ESMP, E&S Codes of Practice for Construction Works, and relevant baseline or contextual E&S data, GBV/SEA Framework and COVID 19 Control Protocol

The SEP should include, but not be limited to, the following:

- i. Description of the range and timing of information to be communicated to project-affected parties and other interested parties, as well as the type of information to be sought from them;
- ii. Description of how communication with stakeholders will be handled throughout project preparation and implementation, taking into account the main characteristics and interests of the stakeholders, and the different levels of engagement and consultation that will be appropriate for different stakeholders;
- iii. Description of the differentiated measures to allow the effective participation of those identified as disadvantaged or vulnerable. Dedicated approaches and an increased level of resources will need to be identified for communication with such differently affected groups so that they can obtain the information they need regarding the issues that will potentially affect them;
- iv. Where the stakeholder engagement with local individuals and communities depends substantially on community representatives, description of measures to verify that such persons do, in fact, represent the views of such individuals and communities, and that they are facilitating the communication process in an appropriate manner;

- v. Description of methods for information disclosure taking into account any specific needs of groups that may be differentially or disproportionately affected by the project or groups of the population with specific information needs (e.g., disability, literacy, gender, mobility, differences in language or accessibility);
- vi. Description of how the project will ensure that consultations are a two-way process, which encourages stakeholder feedback as a way of informing project design
- vii. Description of the GRM, based on an assessment of existing and informal grievance mechanisms in the project area. The GRM should include an element to capture GBV-sensitive grievances.

Task 2. Coordination, Consultation and Disclosure

The PCU is responsible for the disclosure and public consultations on the environmental and social aspects of the proposed Project, presenting the draft safeguards documents for public review. The Consultant will assist the PCU with the organization and holding of the consultation meetings and will contribute to the discussions as needed. The audience for the public consultation meetings shall include local communities, potentially affected people, vulnerable groups, local governments and environmental authorities, municipalities and NGOs.

Relevant materials (draft ESMF, RPF, other documents) will be made publicly available in a timely manner prior to consultations and in a form and language that is understandable and accessible to the groups to be consulted. The Consultant, under supervision of the PCU, will prepare the relevant materials for public review and consultations, and keep all records. These records should include:

- (a) An indication of any means other than consultations (e.g. surveys) that have been used to seek the views of affected stakeholders,
- (b) The date and location of consultation meetings,
- (c) A list of attendees, their affiliation and address/telephone number, and
- (d) Summary minutes including issues raised and clarification provided. Any valuable feedback should be duly incorporated into the final safeguards documents.

Task 3. Supervision of Safeguards Implementation

- Provide recommendations, advice and guidance on measures to enhance the effectiveness of project implementation and achievement of the project development objectives through appropriately addressing the social and environmental issues of the project.
- Act as the main contact person with overall responsibility for action and reporting on environmental and social safeguards for the project.
- Using all available data on environmental and social issues (including the ESMF, social assessment and analysis, and studies undertaken as part of project preparation) to evolve a strategy for social mobilisation and community organisation that is based on actual demonstration of what is possible in the different parts of the project area.

- Provide review of documentation pertaining to environmental and social compliance (including bidding documents, reviews on-site, reports from contractors etc.) during project implementation.
- Coordinate and facilitate the work of consultants engaged to carry out environmental and social impact assessments and monitoring of environmental safeguards instruments implementation.
- Coordinate with other members of the PCU in monitoring of contractors and works to ensure environmental and social safeguards compliance.
- Conduct audits in matters pertaining to timely payments, provision of temporary measures etc. to affected persons.
- Undertake field visits to ascertain if the grievance redress mechanism established for the project is functioning appropriately and the individual projects are implemented in an environmentally sustainable manner.
- Perform regular sub-project inspections and monitoring and provide technical advice to other members of the PCU.
- Prepare monthly/quarterly/bi-annual/annual Environment Monitoring and Evaluation reports.
- Contribute to project progress reports pertaining to overall implementation of environmental and social requirements of the project.
- Collate appropriate performance and monitoring indicators as input into the Monitoring and Evaluation (M&E) Framework of the project.

4.0. REPORTING AND TIME SCHEDULE

Reporting Requirement

The Safeguards Specialist will report to the Chief Director of the Ministry of Communication, Digital Technology and Innovation, through the Project Coordinator.

Duration of Assignment

It will cover a period of one year renewable for additional one-year term subject to successful appraisal of performance at the end of each term. Intermediary performance evaluations will be conducted on a bi-annual basis. The Safeguards Specialist's office will be located in the Ministry of Communication, Digital Technology and Innovations in Accra, Ghana.

Deliverables

- Prepare and submit Environmental and social safeguards documents for MoCDTI projects to ensure compliance with relevant safeguards policies of the Government of Ghana and the World Bank

- Monthly, Quarterly, Bi-Annual and Annual reports on all safeguards activities of MoCD projects

5.0. QUALIFICATION AND EXPERIENCE

Essential:

- At least a Master's degree in Environmental Management, Social Science, Economics, Environmental/Civil Engineering, or other relevant field.
- Minimum of 10 years of relevant experience of which at least 5 years in projects funded by international financing institutions.
- Experience in preparing, assessing, and reviewing environmental and social safeguards compliance documents.
- Knowledge of institutional, environmental and social issues in Ghana.
- Knowledge of Ghanaian national and regional legislations related to environmental issues, particularly those affecting the agriculture and water sectors.
- Proven track record in working effectively within multidisciplinary teams.
- Evidence of being able to work effectively in high-pressure environment and to tight delivery deadlines. ○ Computer literate.
- Thorough knowledge of Government of Ghana and World Bank guidelines, policies and procedures in environmental and social safeguards, social assessment, social analysis, effective stakeholder engagement and grievance redress systems.
- Excellent verbal and written English language skills.

- Desirable:***
- Experience in carrying out stakeholder consultations and organizing environmental safeguards training workshops/seminars.
 - Established working relationship with the Ghana EPA.
 - Experience and ability to work with Geographical Information System (GIS).
 - Experience of ICT/ Digital Technology/Telecom projects.

6.0. DATA AND FACILITIES TO BE PROVIDED BY 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.

ANNEX 1. World Bank’s Environmental and Social Management Framework

Since October 1, 2018, a new Environmental and Social Management Framework (ESF) will be applied all World Bank funded projects. There are ten Environment and Social Standards (ESS) under the ESF (see details in the ESF website: <https://www.worldbank.org/en/projectsoperations/environmental-and-social-framework>)

For the newly proposed Digital Acceleration Project in Ghana, overall risk classification is assessed as moderate, and the following ESS standards are considered relevant to the project:

- ESS1: Assessment and Management of Environmental and Social Risks and Impacts
- ESS2: Labor and Working Conditions
- ESS3: Resource Efficiency and Pollution Prevention and Management
- ESS4: Community Health and Safety
- ESS5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement
- ESS6: Biodiversity Conservation and Sustainable Management of Living Natural Resources
- ESS8: Cultural Heritage
- ESS10: Stakeholder Engagement and Information Disclosure

The potential environmental and social risks and impacts may include: (i) solid and e-waste generation (mostly old computers and ICT devices) from institutions that will be connected to the internet and digital platforms; (ii) energy consumption and noise pollution from back generators; (iii) expansion and installation of IT equipment resulting in small-scale land acquisition, temporary disruption of social and business activities leading to loss of livelihood; and ; (iv) safety hazards for civil workers and local communities where rehabilitation or construction is occurring. No major civil works is anticipated under this project. The impacts associated with these risks will be localized and are not likely to be significant and there is low probability of serious adverse effects to human health and/or the environment. The impacts can easily be prevented and/or mitigated in a predictable manner.