



**Republic of Ghana**

**Ministry of Communications and Digitalisation  
(MOCD)  
Ghana Digital Acceleration Project  
IDA-70960-GH  
(P176126)**

**Terms of Reference**

**for**

**Independent Verification Agent**

**April 2024**

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## 1. Background

The Ghana Digital Acceleration Project (GDAP) is a Government of Ghana (GoG) initiative which is financed by the World Bank financing to the tune of US\$200 million. The project is planned for implementation from 2023 to 2027.

The Ghana Digital Acceleration Project is in line with Ghana's Coordinated Program of Economic and Social Development Policies 2017 – 2024, An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All (October 2017); the policy direction focuses on entrenching ICT, at the centre of the national development agenda.

The Project Development Objective (PDO) of the Ghana Digital Acceleration Project is to expand access to broadband, enhance the efficiency and experience of selected digital public services, and strengthen the digital innovation ecosystem.

This PDO will be achieved through a set of activities that are grouped into four components:

- Component 1: Ensuring Inclusive and Safe Digital Transformation (US\$43 million): This component aims at supporting the GoG's continued efforts to build solid foundational building blocks for inclusive and safe digital transformation.
- Component 2. Modernizing Digital Government Services (US\$76 million): This component aims at establishing an agile and user-centric digital government model in Ghana. Activities financed will contribute to respond to the Covid-19 crisis by "Building back better" through investments that improve the front-end user experience of digital public services as well as the efficiency of back-end government systems.
- Component 3. Support for Digital Transformation of Productive Strategic Sectors (US\$66 million): This component will strengthen the local digital entrepreneurship ecosystem and talent base.
- Component 4. Project Management and Implementation Support (US\$15 million): This component will provide support for the management and implementation of project-associated activities.

Achievement of the PDO will be measured according to the following results indicators:

*Expanding access to broadband*

- Number of people provided with enhanced access to broadband (percentage of which are female)
- Number of additional public broadband access points established, under the project [PBC]

*Enhancing efficiency and experience of selected digital public services*

- Number of digital services transactions completed through Ghana.gov and user app

*Strengthening the digital innovation ecosystem*

- Percentage of increase in average value of net revenue of the digital businesses supported by the project (percentage of which are women-led)
- Number of individuals secured new employment opportunities after completion of digital skills training supported by the project (percentage of which are women and PwDs)

The financial instrument of the GDAP is Investment Project Financing (IPF) with Performance Based Conditions (PBCs)<sup>1</sup> modality as a results-based financing mechanism within the scope of Component 1. Disbursements under the PBCs up to a capped amount will be made upon verification of the achievement of a specified performance target and against eligible expenditure program (EEPs) corresponding to pre-specified line items in the MoCD’s annual budget. Such approach reflects a shift from an emphasis on inputs to focusing on incentivizing achievement of results.

The Project has two Performance Based Conditions (PBCs) shown below:

<b>Performance Based Condition</b>	<b>Actions to be completed</b>
PBC1: Optimising telecom network infrastructure operations and investment	PBC 1.1. Recipient has issued regulatory guidelines for sharing of passive network infrastructure
	PBC 1.2. Recipient has established single information point on existing physical infrastructure and planned civil projects for network infrastructure
PBC2: Extending digital connectivity in lagging areas	PBC: 2.1. Number of public access points established

Under PBC 1, the Project will disburse US\$5million over 2 years (in Project Year 2 and Project Year 3), once relevant milestone results indicators are achieved.

Under PBC 2, the Project will disburse an amount of US\$ 18million over a 4-year period, beginning from Project Year 2, once relevant milestone results indicators are achieved.

A summary of the planned results, targets and disbursements is provided at **Annex 1**.

To ensure independency in verifying the results, the MoCD seeks to contract an Independent Verification Agent (IVA) whose function is to independently verify and validate the baselines and achievements of the PBC 1 and PBC 2.

## **2. Objective**

The objectives of this assignment is to verify the baselines and achievements of PBCs in accordance with specific verifications protocols as approved by the World Bank.

## **3. Scope of Work**

### **a. Tasks and Responsibilities**

The tasks and responsibilities of the IVA are as follows:

- a. Conduct verification activities related to the achievement of results by MoCD for PBC 1 and PBC 2 in a timely manner in accordance with the verification protocol approved by the World Bank.
- b. Develop a detailed methodology for assessing the baselines and results against each PBC, based on the verification protocol and guidance described in the Project Appraisal

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<sup>1</sup> For Projects approved before January 2020, PBCs were referred to as Disbursement Linked Indicators (DLIs).

Document (PAD), Financing Agreement (FA), and in the Project Implementation Manual (PIM). The methodology will be presented to and require the World Bank's approval in writing.

- c. Verify the baselines of each PBC indicator in accordance with the developed and approved verification methodology above.
- d. Conduct field visits to offices of relevant government agencies as may be appropriate and necessary.
- e. Prepare and submit PBC Achievement Reports to the Project Coordination Unit (PCU). The reports will include: summaries of verification activities undertaken to check the accuracy of results data, supporting documents, verified baselines and results of all PBC indicator, recommended disbursement levels for each PBC indicator, summaries of major discrepancies between with short explanations, and recommendations and analysis of its progress for each PBC indicator.
- f. Prepare inception, verification, and final reports incorporating the required data on a semi-annual basis (unless a different schedule is agreed between the MoCD and the World Bank). These reports should include all necessary data and analysis to substantiate the verification findings and support accountability and informed decision-making regarding disbursements.
- g. Conduct consultation workshops to engage with Civil Society Organizations (CSOs) prior to submission of the final report, to obtain feedback which will be reflected in the final report.
- h. Verification and Reporting

The IVA will be expected to conduct assessments every six (6) months.(unless a different schedule is agreed between MoCD and the World Bank). Apart from the Team Leader who will have a time input of 15 man days for each of the eight (8) recurrent report preparation period (during the 6month period), each of the remaining key staff will have a time input of 10 man days for each of the eight (8) recurrent report preparation period. In addition, each IVA team member will have a total of 6man days for inception reporting and final reporting. (Details of staff mix required for assignment are presented in section 8 of this ToR).

The assessment will involve verification of achievement of the PBC target, and shall include on-site physical review of the results. The IVA will prepare a verification report and submit it for approval to the MoCD. Progress reports, which will include comprehensive data on the results achieved, will be prepared by MoCD and submitted to the World Bank for review.

The verification reports shall be reviewed by the World Bank and must meet the World Bank's criteria for acceptability before any disbursement can be processed.

The World Bank will monitor the process of results achievement and retain the right to make the final decision on whether a result has been achieved, partially achieved, or not achieved, when confirming results. The basis of this confirmation will be the detailed verification protocols and reporting requirements set out in the table below.

The project has two PBCs with seven related Results that have set targets and achievement levels linked to them over the project life (see **Annex 1**). The IVA will verify PBC 1 and PBC 2.

The Consultant’s detailed methodology, including sampling framework, will be aligned to the criteria enumerated below and the disbursement requirements to be computed for PBCs per verification cycle:

Results	Definition and list of documents to be submitted	Verification Protocols	Standards for Calculation of Eligible Amounts for Disbursement	Targets for Calculation of Eligible Amounts for Disbursement
<p><b>Result 1.1. Recipient has issued regulatory guidelines for sharing of passive network infrastructure</b></p>	<ul style="list-style-type: none"> <li>• Verification Report: A document confirming that the recipient has issued the regulatory guidelines for sharing passive network infrastructure.</li> <li>• Copy of Regulatory Guidelines: An official copy of the issued guidelines.</li> <li>• Stakeholder Consultation Summary: A report summarizing the consultations with stakeholders during the development of the guidelines.</li> <li>• Compliance Checklist: A checklist verifying that the issued guidelines meet the standards and requirements set forth in the project documentation.</li> </ul>	<ul style="list-style-type: none"> <li>• Obtain and review the official copy of the issued regulatory guidelines.</li> <li>• Confirm that the guidelines align with the project's objectives and regulatory standards.</li> <li>• Check the stakeholder consultation summary to ensure that a comprehensive and inclusive consultation process was conducted.</li> <li>• Use a compliance checklist to verify that all required standards and criteria have been met in the guidelines.</li> <li>• Ensure that the guidelines facilitate cross-sectoral coordination among regulatory authorities, infrastructure owners, and private</li> </ul>	<ul style="list-style-type: none"> <li>• Verification that the regulatory guidelines have been issued and align with the project's objectives.</li> <li>• Confirmation that the guidelines are officially published and accessible to stakeholders.</li> <li>• Assessment of the stakeholder consultation process to ensure inclusivity.</li> <li>• Completion of a compliance checklist to confirm adherence to required standards.</li> <li>• The disbursement of US\$2 million is linked to the satisfactory completion of these requirements by the specified deadline.</li> </ul> <p><b>Eligible Expenditures:</b></p> <ul style="list-style-type: none"> <li>• Costs associated with the preparation of technical studies to draft the regulatory framework on infrastructure sharing.</li> <li>• Expenses related to stakeholder consultations and dissemination of the guidelines.</li> <li>• Legal and administrative costs for the official publication and implementation of the guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Sample a minimum of 10% of all stakeholders involved to confirm that at least 80% are aware of and are compliant with the regulatory guidelines.</li> <li>• Verify that the guidelines are published on the recipient's official website and accessible to the public.</li> </ul>

Results	Definition and list of documents to be submitted	Verification Protocols	Standards for Calculation of Eligible Amounts for Disbursement	Targets for Calculation of Eligible Amounts for Disbursement
		telecommunications operators as intended.		
<b>Result Recipient has established single information point on existing physical infrastructure and planned civil projects for network infrastructure</b>	<b>1.2.</b> <ul style="list-style-type: none"> <li>Establishment Report: A document verifying the establishment of a single information point and detailing its operational status.</li> <li>System Audit Report: An audit report assessing the functionality, data accuracy, and user accessibility of the information point.</li> <li>User Feedback Summary: A compilation of feedback from users of the single information point, indicating its effectiveness and areas for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the establishment report to confirm the creation and operational status of the single information point.</li> <li>Conduct a system audit to assess the functionality, data accuracy, and user accessibility of the information point.</li> <li>Analyze user feedback to determine the effectiveness of the information point and identify any areas for improvement.</li> <li>Verify that the platform includes detailed geographic climate risk information and supports adaptation measures for civil works projects in vulnerable areas.</li> <li>Confirm that legal and regulatory mandates are in place for operators to submit</li> </ul>	<ul style="list-style-type: none"> <li>Verification of the establishment and operational status of the single information point.</li> <li>Confirmation of the functionality, data accuracy, and user accessibility of the information point.</li> <li>Verification that the platform includes geographic climate risk information.</li> <li>Confirmation of legal and regulatory mandates for information submission by operators.</li> <li>The disbursement of US\$3 million is linked to the satisfactory establishment of this single information point by the specified deadline.</li> </ul> <p><b>Eligible Expenditures:</b></p> <ul style="list-style-type: none"> <li>Investment in hardware, software, IT equipment, and tools required to establish and operate the single information point.</li> <li>Costs for system audits, data verification, and maintenance of the information point.</li> <li>Regulatory due diligence assessment and related consulting services.</li> </ul>	<ul style="list-style-type: none"> <li>Sample a minimum of 10% of the users registered to use the single information point to verify that at least 80% find the information accurate and useful.</li> <li>Ensure that the single information point is fully operational and contains up-to-date information.</li> </ul>

Results	Definition and list of documents to be submitted	Verification Protocols	Standards for Calculation of Eligible Amounts for Disbursement	Targets for Calculation of Eligible Amounts for Disbursement
		information to the central data portal.		
<b>Result 2.1. Number of public access points established</b>	<ul style="list-style-type: none"> <li>• Public Access Points Report: A document listing all the public access points that have been established, including their locations and technical specifications.</li> <li>• Functionality Verification Report: A report verifying the operational status of each public access point, including evidence of usage and maintenance records.</li> <li>• Site Inspection Summaries: Summaries of physical inspections conducted at various public access point locations to ensure they are operational and accessible to the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Verify the public access points report, ensuring that all established access points are listed with accurate locations and specifications.</li> <li>• Review the functionality verification report to confirm the operational status of each public access point, including usage and maintenance records.</li> <li>• Perform site inspections at various public access point locations to ensure they are operational and accessible to the public.</li> <li>• Confirm that the public access points are established at public buildings or facilities such as Community Information Centers (CICs), schools, libraries, health clinics, and through free Wi-Fi hotspots for community use.</li> </ul>	<ul style="list-style-type: none"> <li>• Verification of the number of public access points established.</li> <li>• Confirmation of the operational status of each public access point through reports and site inspections.</li> <li>• Assessment that the access points are established at designated public buildings or facilities.</li> <li>• Incremental disbursement based on the number of access points established by specific deadlines (e.g., US\$6 million for 30 points, additional US\$4 million for each subsequent set of 30 points up to 120).</li> </ul> <p><b>Eligible Expenditures:</b></p> <ul style="list-style-type: none"> <li>• Construction and upgrade costs of public buildings and facilities to establish public access points.</li> <li>• Pre-purchase of Internet bandwidth from private sector operators.</li> <li>• Provision of sustainable and reliable energy solutions for project locations.</li> <li>• Operations and maintenance costs during the project lifetime.</li> <li>• Capacity-building and training for technical staff to operate and manage the access points.</li> </ul>	<ul style="list-style-type: none"> <li>• Sample all 120 public access points to verify whether at least 80% of the sites are connected to fully operational sites and have physical space.</li> <li>• Ensure that at least 80% of the public access points are equipped with the necessary technology and resources to provide services to the community, as per the project specifications, within 12 months of establishment.</li> <li>• Confirm that each public access point is being utilized by the community, with at least 80% reporting regular usage.</li> </ul>



Results	Definition and list of documents to be submitted	Verification Protocols	Standards for Calculation of Eligible Amounts for Disbursement	Targets for Calculation of Eligible Amounts for Disbursement
		<ul style="list-style-type: none"> <li>• Ensure that the establishment of public access points is contributing to closing the broadband infrastructure gap in selected rural areas and that they are developed in cooperation with GIFEC to promote competition and sustainability.</li> </ul>		

#### 4. Tasks

The Consultant's tasks will include, but will not be limited to, the following:

1. Inception
  - (a) Review the Project documents, including the results framework, Project Implementation Manual (PIM) and other relevant documents on the project to comprehend the assignment.
  - (b) Develop a detailed verification protocol including the methodology, sampling framework, data collection tools and instruments for assessing and verifying results against each PBC 1 and PBC 2 based on the PBC verification protocol presented above, and also aligned to the criteria outlined in the PIM in order to produce credible evidence.
  - (c) The Consultant is expected to use a mix of methods involving among others, desk reviews, field visits, phone calls, photographs, focus group discussions and key informant interviews.
  - (d) Prepare an Inception Report for the assignment presenting:
    - i. Team composition and plan for mobilization plan
    - ii. Verification methodology for the PBCs.
    - iii. Verification matrix indicating the verification protocol, performance standards for computation of amounts to be disbursed and means of verification.
    - iv. Sampling framework to assure credibility and representativeness of the programme interventions.
    - v. Tools and instruments for data collection and analysis.
    - vi. List of stakeholders to be consulted.
    - vii. Work plan and timing for the assignment.
  - (e) Make presentation of the Inception Report to MoCD and the World Bank for approval. The Consultant's entire team of experts shall be required at the presentation.
2. Desk-Based Verification of Results
  - (a) Review reports, documentation, and online publications to confirm evidence of achievement of reported results.
  - (b) Collect data on indicators or required actions to be completed by MoCD for the PBC under verification.
  - (c) Ascertain level of completion of reported results for the PBC using predefined criteria for evaluation.
3. Field-Based Verification of Results
  - (a) Pre-test and validate tools and instruments for field data collection.
  - (b) Undertake field visits to selected or sampled sites to observe, review, record and adduce evidence of achievement of reported results.
  - (c) Ascertain level of completion of reported results for the PBC under verification.
4. Data Analysis, Payment Recommendations and Reporting

- (a) Consolidate the data and based on the collated evidence, verify progress made for each PBC against their agreed targets.
- (b) Compute amount to be disbursed for each PBC based on the achieved and verified results, and the performance standards
- (c) In case of the targets that have not been achieved at the time of the verification exercise, identify major barriers and constraints which impede progress towards the attainment of the PBCs; and provide recommendations and solutions to overcome the barriers identified.
- (d) Prepare and submit to the MoCD an Independent Verification Report presenting:
  - i. Executive summary of key findings.
  - ii. Summary of progress for each PBC against targets.
  - iii. Outline of verification activities undertaken and methodologies applied to check accuracy of results (data) reported.
  - iv. Verified results for all PBCs along with recommended disbursement levels for each PBC.
  - v. Highlights of major discrepancies between reported and verified results along with explanations for such discrepancies.
  - vi. Critical analysis for why achievement against specific PBCs may be above or below targets.
  - vii. Recommendations for achieving PBC targets.
  - viii. Annexes with screenshots copies of data collection tools and complete and cleaned data.
- (e) Make presentation of the Independent Verification Report to the MoCD and the World Bank for approval. The Consultant's team of experts shall be required at the presentation.

## 5. Finalisation

- (a) Prepare Final Report for completion of the assignment presenting:
  - i. The extent to which the objectives of the assignment have been met.
  - ii. Challenges met during execution of the assignment.
  - iii. Summary of the achievements of the PBCs by MoCD.
  - iv. Summary of the recommended disbursements against eligible expenditure programmes and any amounts not earned under each PBC.
  - v. Highlights of areas of non-achievement and reasons for under performance.
  - vi. Recommendations for improvements in performance.
  - vii. Lessons learnt in implementing the Performance Based Conditions (PBCs) modality of Investment Project Financing (IPF).
- (b) Make presentation of the Final Report to the MoCD and the World Bank for approval. The Consultant's entire team of experts shall be required at the presentation.

## 5. Expected Deliverables and Timing

The duration of the assignment is for 48 months, or any other period as may be agreed by the parties in writing. The contract may be extended depending on business needs. The Consultant shall verify the results presented in this TOR. However, in case of any activities not reported on and therefore not verified, the Consultant shall verify those activities during the subsequent verification or at the time the reports are made available in case they come earlier than the scheduled subsequent verification.

The Consultant shall submit the following reports and in one (1) electronic format (on CD) and five (5) hard copies in accordance with the schedule below:

<b>S/N</b>	<b>Deliverable</b>	<b>Time from Contract effectiveness</b>	<b>Payment Schedule</b>
1.	Inception Report	1 Month	5%. Upon submission and acceptance of the Inception Report
2.	Independent Verification Report No. 1	3 Months	10%. Upon submission and acceptance of Verification Report
3.	Independent Verification Report No. 2	9 Months	10%. Upon submission and acceptance of Verification Report
4.	Independent Verification Report No. 3	15 Months	10%. Upon submission and acceptance of Verification Report
5.	Independent Verification Report No. 4	21 Months	10%. Upon submission and acceptance of Verification Report
6.	Independent Verification Report No. 5	27 Months	10%. Upon submission and acceptance of Verification Report
7.	Independent Verification Report No. 6	33 Months	10%. Upon submission and acceptance of Verification Report
8.	Independent Verification Report No. 7	39 Months	10%. Upon submission and acceptance of Verification Report
9.	Independent Verification Report No. 8	45 Months	10%. Upon submission and acceptance of Verification Report
10.	Final Report	48 Months	15%. Upon submission and acceptance of the Draft Final Report and Final Report inclusive of the lessons learned and recommendations.

## **6. Reporting Requirements**

The IVA will report to the Chief Director of MoCD, through the GDAP Project Coordinator. All deliverables including work files, document files, databases, spreadsheets, drawings, and GIS data related shall be provided to the client in electronic format upon completion of the consultancy, in addition to 10 hardcopy reports. The electronic data formats shall be compatible

with the latest versions of the Microsoft Office Suite. Any other data formats shall be subject to prior approval by the Client.

All assignment reports shall be submitted to the client in the form of one (1) electronic copy and 10 (ten) original hard copies. All documents to be submitted by the Consultant shall be in English.

## **7. Inputs provided by the MoCD**

- (a) The following reports and documentation pertaining to and as required in the assignment:
  - i. Project Implementation Status Reports.
  - ii. Project Financing Agreement and Project Appraisal Document (PAD).
  - iii. Project Implementation Manual (PIM).
  - iv. Environmental and Social Management Framework (ESMF).
  - v. Vulnerable and Marginalized Groups Framework<sup>2</sup>.
  - vi. Signed Contracts for civil works
  - vii. Semi-Annual Progress Reports (unless different schedule is agreed between MoCD and the World Bank) prepared by MoCD and submitted to the IVA for verification.
  - viii. All other reference documents and records required by the verification protocols provided in the PIM
- (b) Provision of contacts as well as access to information that is essential to the proper implementation of the assignment.
- (c) Mobilisation of project staff members and implementing partners to be available for periodic meetings as needed.
- (d) Provision of letters of introduction to Local Authorities and other relevant offices as necessary.

## **8. Firm Qualifications**

The IVA will be a consulting firm or consortium of firms with diversified technical competences including, but not limited to, management consultancy services; monitoring and evaluation; and institutional performance assessment.

The IVA shall have the following qualifications and experience:

- (i) Demonstrated knowledge, understanding, and experience with performance based or disbursement linked indicator mechanisms. Knowledge of Investment Project Financing (IPF) with Performance Based Conditions (PBCs) modality preferred.
- (ii) Proven experience of independent verification of results or performance assessment of government agencies or large private sector firms within the last eight (8) years.

The IVA shall present at least two references to prove possession of each of the above qualifications and experience.

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<sup>2</sup>Previously known as Indigenous Peoples Planning Framework (IPPF)

The IVA will deploy a team of well qualified personnel/experts to undertake field activities who will be supported by a competent team at the Consultant's home office. All the experts shall be highly skilled and experienced, and curriculum vitae (CV) of proposed staff shall be reviewed as part of the bid evaluation process.

The proposal of the IVA shall be set out in detail showing the list of experts required for each stage/cycle of the assignment and the duration (person/days) for which the services are required. The IVA shall present the staffing schedule in a manner that makes it clear as to which personnel will be involved in a specific activity. A staff organogram reflecting the envisioned activities should therefore be presented.

The IVA's team shall comprise the following key experts (or an equivalent staffing configuration which includes the qualifications and experience specified below):

- i. Project Manager (**Team Leader**)
- ii. Telecoms/Network Engineer
- iii. ICT Specialist
- iv. ICT Legal/Regulations Specialist
- v. Sociologist/Gender Expert
- vi. M&E Specialist
- vii. Financial Management Specialist

### **Qualifications and Experience of Key Staff**

- i. **Project Manager (Team Leader)** should have post graduate qualification in Public Administration, Business Management/Administration, Economics, Statistics, Project Management or relevant field. Should have at least 10 years of direct experience in leading and managing, monitoring and evaluation of projects in developing countries. Should have led at least one similar assignment involving verification of project/programme results. The Project Manager/Team Leader will: (i) provide overall leadership and direction to the team; (ii) supervise the IVA team; (iii) function as the link between the IVA and the MoCD, participating institutions and the World Bank; (iv) take responsibility for scheduling, planning and delivery of IVA activities and outputs/deliverables; and (v) be responsible for quality assurance for all IVA outputs/deliverables.
- ii. **Telecoms/Network Engineer** should have a post graduate degree in Telecom/network engineering or related field in education. Should possess at least 8 years of hands-on experience in civil works feasibility, site appraisals, design and supervision; and tender actions; network connectivity; fibre infrastructure audit; Experience in site inspections and certification of works is essential.
- iii. **ICT Specialist** should have a minimum of a Masters degree in ICT or related ICT field. Should possess at least 8 years direct experience in managing ICT services for government or large private institutions. Experience in management of hardware installations and verifications is desirable.
- iv. **ICT Legal/Regulations Specialist** should have a minimum of a post graduate degree in ICT Law or related field. Should possess at least 8 years direct experience in developing/drafting regulations in the ICT space managing ICT services for

government. Experience in management of hardware installations and verifications is desirable.

- v. **Sociologist/Gender Expert** should have a minimum of a master's degree in social development field, including but not limited to social work and social administration, sociology, social anthropology, women and gender studies, or any other related social science discipline. Should possess at least 8 years of direct experience in social development work; management of social aspects of infrastructure development in Ghana or similar developing countries.
- vi. **M&E Specialist** should have a minimum of at least a Masters degree in Economics, ICT, Sociology, Engineering or related field. Should possess at least 8 years of direct experience in project related M&E work and in conducting socio-economic research. Experience in results based M&E is required.
- vii. **Financial Management Specialist** should have a minimum of master's degree in accounting or Final professional Accounting qualification such as ACCA, CA, CIMA etc. Should possess at least 8 years of direct experience in project related financial management work. Experience with results based disbursement procedures is required.

### **Support Staff**

The IVA shall also field any technical, non-technical and administrative staff to support the team of experts to enable the timely delivery of the assignment and to the required standard.

### **9. Stakeholders**

The Consultant shall consider the following as stakeholders:

- i. Ministry of Communications and Digitalization (MoCD);
- ii. Ghana Investment Fund for Electronic Communications (GIFEC);
- iii. National Communications Authority (NCA); and,
- iv. World Bank.

### **10. Confidentiality Statement**

All data and information received for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of this TOR. All intellectual property rights arising from the execution of this TOR are assigned to the Government of Ghana GoG. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of the GoG.

## Annex 1: Planned Results, Targets and Disbursements

### (a) **PBC 1: Optimising telecommunications network infrastructure deployment and investments (Total US\$5million)**

№	Expected Result	Expected Disbursement			Total
		Y1	Y2	Y3	
1	Recipient has issued regulatory guidelines for sharing of passive network infrastructure.		US\$ 2M		
2	Recipient has established single information point on existing physical infrastructure and planned civil projects for network infrastructure.			US\$ 3M	
	Total		US\$ 2M	US\$ 3M	US\$5M

### **PBC2: Extending digital connectivity in lagging areas (Total US\$ 18M)**

№	Expected Result	Expected Disbursement					
		Y1	Y2	Y3	Y4	Y5	Total
1	Result) Number of public access points established (cumulative)*		30	60	90	120	120
2	(respective disbursement value)		US\$ 6M	US\$ 4M	US\$ 4M	US\$ 4M	US\$ 18M