MINISTRY OF INFORMATION AND COMMUNICATIONS



REPUBLIC OF SIERRA LEONE

SIERRA LEONE DIGITAL TRANSFORMATION PROJECT
IDA- E1130-SL

Draft
Terms of Reference

Recruitment of a Consultant to provide training on Digital Service Standards to Ministries, Departments and Agencies

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I. Introduction

The Government of Sierra Leone (GoSL) has committed to transforming its economy based on a more inclusive and human-centric digital growth and development approach. A high-level vision for the digital economy is articulated in the National Digital Development Policy (NDDP), which was approved by the Cabinet in December 2021 setting the GoSL's vision to transform Sierra Leone into an inclusive digital economy and society and to leverage digital technology to support the GoSL to deliver on its national development plan effectively and efficiently. The Sierra Leone Digital Transformation Project (SLDTP) aims to expand access to broadband internet, increase digital skills and improve government capacity to deliver public services digitally. The project will support the development of a strong enabling environment for the nation's digital transformation and digital development agenda as articulated in the National Digital Development Strategy and National e-Government Plan.

II. Project Description

The Sierra Leone Digital Transformation Project (SLDTP) is a five-year International Development Association (IDA)-funded project supported with a US$50 million grant. The project's main implementing agency is the Ministry of Communication, Technology and Innovation (MoCTI). The proposed Project Development Objective (PDO) is to expand access to broadband internet, enhance digital skills and improve government capacity to deliver public services digitally.

The SLDTP proposes four integrated and mutually reinforcing components, with a fifth component dedicated to contingent response to future emergencies (*Contingent Emergency Response Component*, *CERC)*.

- Component 1 – Expanding Digital Access and Increasing Resilience of the Digital Environment.
- Component 2 – Digital Skills Development and Innovation.
- Component 3 - Laying Key Foundations for Digital Government Services and Systems.
- Component 4 – Project Management and Implementation Support; and
- Component 5 - Contingency Emergency Response Component (CERC).

The proposed activities integrated into Components 1, 2, and 3 are designed to support the Government in building resilient and inclusive policies by strengthening its legal and regulatory frameworks, scaling up the citizen-centric digital public service delivery by reinforcing the government portal and relevant Ministries, Departments, and Agencies (MDAs) capacity. By enhancing the service delivery infrastructure and platforms, the project will support ensuring continuity of public services in times of crisis.

The Project is being implemented by a Project Coordination Unit (PCU) in the Ministry of Communication, Technology and Innovation. The Ministry of Communication, Technology and Innovation is the primary stakeholder of ICT-related policies and is tasked with overseeing the development, review and implementation of the Government's Digital Transformation agenda. One of its key mandates is to promote the development and utilization of digital services and ensure the availability of secured, accessible, and affordable digital services to enhance the quality of life of the people of Sierra Leone and contribute to the country's socio-economic development.

The Government recognizes that Digital platforms has increasingly become a fundamental tool in enhancing public administration and service delivery by offering products and services through digital channels such as mobile devices, computers, and internet, for all aspects of life. The Government of Sierra Leone intends to leverage digital platforms and services to transform business/service models, services and improve citizen service delivery. It has the potential to enhance efficiency, policy effectiveness, citizens' participation, and democratic values.

Currently the government has developed Government Digital Services Standards to ensure convergence and coherence of all e-government services. Research shows that there are very few successful DSS implementations globally, especially in the public sector; hence the route to establishing a ONE Government ecosystem must be carefully planned and delineated to mitigate the risks and to drive maximum benefits of DSS approach.

The DSS aims to help Ministries, Departments and Agencies, create and provide better, quicker, and more efficient government services and products for residents and businesses in Sierra Leone.

- Adopting the DSS will ensure uniformity and consistency in defining, implementing, and measuring digital services across MDAs.
- The DSS will future-proof digital services by making them technology and platform-independent.
- The DSS will enhance the inclusivity and accessibility of digital services while safeguarding Personally Identifiable Information (PII) during transit, storage, and processing.
- Adhering to DSS standards and principles will enhance the citizen experience (CX) in all digital interactions, ensuring clear and sufficient information exchange.

The SLDTP intends to engage a consultant to train ICT professionals from the MDAs in the areas of DSS.

III. Objectives

The General Objective of this activity is to equip the GoSL ICT professionals with the knowledge and skills needed to design, develop, and maintain high-quality digital services and robust enterprise architectures. Here are the primary objectives:

Digital Service Standards Training

- Understanding Best Practices: To familiarize participants with industry best practices and standards for creating and delivering digital services. This includes guidelines for usability, accessibility, security, and performance.
- Enhancing User Experience: To teach principles of user-centric design, ensuring that digital services are intuitive, accessible, and meet the needs of diverse user groups.
- Ensuring Consistency: To provide a framework for maintaining consistency across all digital services, promoting a unified and coherent user experience.
- Compliance and Regulation: To ensure that digital services comply with relevant legal, regulatory, and policy requirements, including data protection and accessibility standards.
- Quality Assurance: To introduce methods for continuous improvement and quality assurance, ensuring digital services remain reliable, efficient, and up to date.

IV. Scope of Assignment

The scope of work includes the following:

Training Preparation:

1. Familiarize with the GoSL Digital Service Standards (desk study and consultations)
2. Hold at least two (2) planning meetings with MoCTI to understand the needs of the GoSL
3. Prepare and develop a tailor-made training agenda & content.
4. Prepare and submit a project inception report that includes the training objectives aligned with the GoSL needs, delivery plan, training approach/techniques, roles and responsibilities and timelines

Implementation:

The implementation involves facilitating a series of trainings on the following:

- Introduction to Digital Service Standards
- Digital Service Life Cycle
- Standards for Government Digital Services
- Interoperability, Performance and Scalability
- Change Management and Stakeholder engagement
- Governance Framework and Adoption Roadmap

Remote Coaching and Advising

To ensure that participants can transfer the newly acquired skills into their daily work and to further enhance the delivery of digital platforms. The consultants will offer the following services:

- Support participants to use toolkits, templates, and checklists that support the implementation of digital service standards and enterprise architecture.
- Recommend and demonstrate software tools that facilitate digital service management.

V. General Requirements

The consultant shall conduct all training courses and assessments and provide all course material in the English language. The firm shall provide on-site courses in Freetown, Sierra Leone for a total of 180 government ICT professionals in six (6) batches of thirty (30) participants each over six (6) weeks. The Consultant shall offer extensive online training materials for delivered courses.

V. Reporting, Time Schedules, and Payment Schedule

The consulting firm will be responsible for delivering the following:

a. Inception report outlining the proposed methodology, work plan, and data collection instruments.
b. Provide instructor-led training for 180 ICT professionals in six (6) batches of thirty (30) participants each. The training will be conducted from February 24th, 2025, to April 4th, 2025.
c. Provide remote advisory after the training to fine-tune/apply ideas

The Consultant is expected to complete the assignment in full within nine (9) weeks. The consultant contract will begin on or around February 10th, 2025. During this time, we anticipate a close working relationship with the chosen vendor. The Consultant will regularly report to the Director of Communications, Ministry of Communication Technology and Innovation or staff designated by the Director of Policy, MoCTI, on all aspects of the agreed activities and report to the SLDTP Project Coordinator.

No	Deliverable	Timeline	Indicative payment schedule
1.	Inception report outlining the proposed methodology, work plan, and data collection instruments.	Commencement + 1weeks	10%
2.	Preparing Instructor-led training materials	Commencement + 2 weeks	25%
3.	Facilitate a 6-week training in Sierra Leone covering topics on DSS	Commencement + 8 weeks	50%
4.	**Final report**	Commencement + 9 weeks	15%

VI. Qualification and Experience of Consultant Firm

Consultant Requirements:

The consulting firm must meet the following requirements:

1. Experience and Expertise: Must have at least five (5) years of experience in training and capacity building on DSS
2. Must have experience and capacity in carrying out World Bank, EU and ADB projects.
3. Flexibility: Must provide at least two (2) contact references to inquire about their experiences working with them in dynamic or changing environments that require adaptability and flexibility.
4. Must have relevant experience working in Africa or the subregion.

Consultant Requirements:

Consultant (Digital Service Standard)	-Must have at least 5 years of post-experience in the ICT sector with strong knowledge of digital service standards, user experience design, and cybersecurity. The expert must have demonstrated experience working on at least one (1) similar assignment in the past five (5) years. Must have a minimum of five (5) years of experience in providing IT Service Management training and assessment services as described in this TOR. Must have relevant experience working in Africa or the subregion. GoSL Digital Transformation Context: Demonstrated knowledge of the GoSL structures, policies, and initiatives related to digital transformation and e-governance is advantageous.	Must hold a master's degree in computer science, Information Systems, Human-Computer interaction or a related post-graduate qualification. In addition, certifications or training in specific digital services frameworks like ITIL or COBIT and familiarity with programming languages and technologies commonly used in digital service development, such as HTML, CSS, JavaScript, and web frameworks are valuable.

VII. Facilities Data and Information to Be Provided by Client

The Ministry of Communication Technology and Innovation (MoCTI) shall provide office space, training hall, food and other logistics apart from training manuals with Air Conditioner, electricity and Internet connection for the successful consulting firm to facilitate the smooth implementation of the assignment. The following shall be provided to the Consultant by the Employer:

i. facilitate the provision of access to relevant documents and data available which may be supportive to the Consultant, and
ii. prepare a letter introducing the consulting firm to the MDAs and other relevant institutions, wherever required in performing the assignment.

The consultant shall provide all the administrative, technical professional and support staff needed to carry out the assignment efficiently.

The Consultant shall also be responsible for providing all other necessary facilities and logistical support for its staff/teams, including accommodation, vehicles/transportation, office equipment, field survey and investigation equipment, laboratory testing, communications, utilities, office supplies and other miscellaneous requirements wherever applicable to render their services. The firm shall nominate and make available a contact person for regular meetings with the Project Coordination Unit and MoCTI teams.

VIII. Working Language

The working language for the consultancy service shall be English.

IX. Conflict of Interest

The successful consulting firm shall declare any conflict of interest, especially if any or all of the consultants is/are currently carrying out consultancy work for other stakeholders including licensed operators or service providers in the telecommunications sector in Sierra Leone.

X. Confidentiality of Information

The firm shall protect the confidentiality of the data or information received to conduct this assignment and shall sign a confidentiality agreement with MoCTI. No data, information, or deliverables from this assignment will be released to third parties without the written approval of MoCTI. The Consultant shall surrender all data and other materials to the Regulatory Authority and shall not retain any information or materials after the closure of the assignment.