MINISTRY OF COMMUNICATION, TECHNOLOGY AND INNOVATION

REPUBLIC OF SIERRA LEONE

**SIERRA LEONE DIGITAL TRANSFORMATION PROJECT
IDA- E1130-SL**

**Draft
Terms of Reference**
for

Recruitment of a Consulting Firm to conduct a feasibility study to identify potential sites to serve as DAPs, and to assess the availability of internet connectivity and the viability of providing key Government-to-Citizen (G2C)/ Government-to-Business (G2B) public services with a list of potential e-services to be provided.

PROCUREMENT No: SL-MOFED-429631-CS-QCBS

JUNE 2024

Terms of Reference

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 new 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 Innovation & Digital Strategy 2019 – 2029.

II. Project Description

The Sierra Leone Digital Transformation Project (SLDTP) is a five-year International Development Association (IDA)--funded project supported by 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 Communications, 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, utilization and uptake 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 have 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.

In order to bridge the digital divide and create avenues for citizens to access digital services, there is great need for Digital Access Points where citizen nationwide, with limited access to digital devices or services could use to access critical services.

Establishing pilot Digital Access Points (DAPs) for citizens by leveraging on existing citizen-facing outlets such as post offices, digital learning hubs, internet cafes, etc. for citizens to gain access to internet and basic government and private sector services is now critical to reducing the digital divide and increasing the uptake of digital services. The DAPs will be distributed across the entire nation. A feasibility study will therefore be conducted to identify potential sites to serve as DAPs, assess the availability of internet connectivity and viability of provisioning high

transaction volume public services inclusive of birth and death certification, passport, driver license and police clearance applications. The number and location of DAPs to be piloted will be determined based on the findings of the feasibility study, which will take into account the demand for services and demographic information, particularly women's accessibility.

III. Objectives

The General Objective of this activity is to enhance digital service delivery, increase digital service uptake and reduce the digital divide in Sierra Leone through the deployment of Digital Access Points nationwide.

Specifically, the assignment focuses on the areas below:

1. To conduct a feasibility study to identify potential sites to serve as DAPs in primarily all districts.
2. To assess the availability of internet connectivity at these potential sites.
3. To assess the viability of providing key Government-to-Citizen (G2C)/ Government-to-Business (G2B) public services with a list of potential e-services to be provided.
4. Develop a list of recommended potential digital services to be provided at the identified DAPs based on the existing digital service catalogue with priority placed on existing digital services.
5. Creating a dashboard showing all identified sites and their locations with a unique digital GPS code.

IV. Scope of Assignment

The scope of work includes the following:

I. To conduct a feasibility study nationwide (with a priority on all district towns) to identify potential sites such as postal service infrastructures, digital learning hubs, internet café and other related infrastructure to serve as potential Digital Access Points in [Region/Province/City], considering factors such as population density, accessibility, infrastructure, and community needs.

II. Collaborating with MoCTI, state-owned institutions, local authorities, and stakeholders to gather information and insights on the suitability of DAP.

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III. To assess the availability and reliability of internet connectivity in the identified sites, including broadband access, power availability and available sources, and network stability and robustness.

IV. To assess the viability of providing key Government-to-Citizen (G2C)/ Government-to-Business (G2B) public services with a list of potential e-services to be provided.

V. Conducting stakeholder consultations with government agencies, citizens and the private sector to understand their needs and preferences for e-services.

VI. Evaluating the feasibility and potential impact of implementing the identified e-services at the DAPs.

VII. Developing a detailed report outlining the findings, recommendations, and proposed list of e-services to be provided at the DAPs.

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. Site assessment report highlighting potential DAP locations and internet connectivity status.

c. Stakeholder consultation report summarizing feedback and requirements for e-service delivery.

d. Feasibility study report outlining the viability of providing key G2C/G2B services digitally and recommending a list of e-services for implementation.

d. Presentation summarizing the key findings and recommendations to relevant stakeholders.

The Consultant is expected to complete the assignment in full within 12 weeks, The Consultant will regularly report to the Director of Communications, Ministry of Communication, Technology and Innovation or staff designated by the Director of Communications, on all aspects of the agreed activities and report to the SLDTP Project Coordinator.

No	Deliverable	Timeline	Indicative payment

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			schedule
1.	Inception report outlining the proposed methodology, work plan, and data collection instruments.	Commencement + 1 week	10%
2.	Site assessment report highlighting potential DAP locations and internet connectivity status	Commencement + 5 weeks	35%
3.	Stakeholder consultation report summarizing feedback and requirements for e-service delivery	Commencement + 8 weeks	15%
4.	Presentation summarizing the key findings and recommendations to relevant stakeholders	Commencement + 10 weeks	20%
5.	**Final report**	Commencement + 12 weeks	20%

VI.   Qualification and Experience of Consultant Firm

Consulting Firm's Requirements:

The consulting firm must meet the following requirements:

1. Experience and Expertise: Must have at least five (5) years of experience in conducting comprehensive feasibility studies to identify potential sites to serve as DAPs or related projects.
2. Familiarity with World Bank procurement practices and procedures is a must,
3. Must have experience and capacity in carrying out World Bank projects.
4. Reputation and Excellent Standing: Must have demonstrated experience in the execution of at least three (3) similar assignments in the past five (5) years.
5. 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.

6. Must have relevant experience working in Africa or the subregion.

Individual Consultant Requirements:

Key Position	Experience	Qualifications
Team Lead (Project Manager)	Must have in-depth knowledge of ICT, digital service development and G2C/G2B services landscape review with not less than 10 years of experience in the sector, with at least 5 years as a team leader. Moreover, must have demonstrated experience in managing at least three (2) projects of similar nature in the past ten (10) years. Must have in-depth knowledge and experience, particularly in the context of digital government or similar agency initiatives. Must provide at least two (2) client testimonials or feedback with contact references on the team lead interpersonal, communication, and collaboration skills. Must have relevant experience working in Africa or the subregion.	Must hold a Master's Degree in Engineering, Computer Science, Information Technology, Information Systems, Human-Computer Interaction, or related discipline. Additionally, specialized certifications or training in areas such as digital transformation, service design, user experience design, or business administration with a focus on technology can be valuable.

	Strong knowledge of internet connectivity infrastructure and digital service delivery models. Experience in stakeholder engagement and consultation processes. Excellent analytical, communication, and report writing skills. Previous experience working with government agencies or international organizations is desirable.	
(1) Technical Expert-1	-Must have at least 8 years of post-experience in the ICT sector with strong knowledge of digital service rollout, user experience design, and cybersecurity. The expert must have demonstrated experience working on at least two (2) similar assignment in the past five (8) years. Strong knowledge of internet connectivity infrastructure and digital service delivery models. Experience in stakeholder engagement and consultation processes. Excellent analytical, communication, and report writing skills. Previous experience working with government agencies or international organizations is desirable.	Must hold a Master's Degree in digital transformation, information systems, human-computer interaction or a related post-graduate qualification. In addition, certifications or training in specific digital service 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.
(1) Technical	☚ Suitability to undertake the responsibilities mentioned above at the	Master's Degree, or post-graduate degree in Infrastructure/Project Finance, Urban

Expert-2	required level	Finance, Geographical Information
	☐ At least 8 years of relevant professional experience in urban development and urban environmental improvement, urban sector development issues, Geographical Information Systems, or related area and in project administration and relevant experience in design of multisector projects, practical knowledge and experience in integration of financial, economic, social, institutional and safeguard requirements and issues in project design.	System, Urban Planning or related disciplines.
	☐ Excellent oral and written communication skills in English.	
	☐ International experience working in development in several countries.	
	Must provide at least two (2) client testimonials or feedback with contact references.	
	Must have relevant experience working in Africa or the subregion.	
	Excellent analytical, communication, and report writing skills.	
	Previous experience working with Geographical Inforamtion System	

(GIS) is desirable.	

VII.   Facilities Data and Information to Be Provided by Client

The Ministry of Communication, Technology and Innovation (MoCTI) shall provide office space 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 operators in the telecommunications sector and other relevant institutions, wherever required in performing the assignment.

The firm shall provide all the administrative, technical professional and support staff needed to carry out the assignment efficiently. The Consultants 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 MIC. No data, information, or deliverables from this assignment will be released to third parties without the written approval of MIC. 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.

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