

Terms of Reference

Digitization of Ghana Standards Authority Operations

A. INTRODUCTION

The World Bank is providing funding support to the Government of Ghana (GOG) for the implementation of the Ghana Economic Transformation Project (GETP)

The overall development objective of the Project is to promote private investments and firm growth in non-resource-based sectors. The Project's objective is to promote and strengthen a growth model conducive to economic transformation to achieve higher rates of investment and productivity growth across the economy, especially in non-resource-based sectors. The Project has four components, as follows:

Component 1 - Enabling investments: This component will focus on improving the enabling business environment, investment attraction capacity and the quality infrastructure support system for companies that want to invest and grow their businesses in Ghana.

Component 2 - Crowding-in investments: Promoting spatial and industrial planning and development: This component will focus on enhancing the Government's programs in investment promotion and spatial development (including Special Economic Zones), thereby addressing the constraint to access quality industrial land in the country.

Component 3 - Accelerating Entrepreneurship and Micro Small and Medium Enterprise (MSME) growth: This component will support entrepreneurship and MSME growth in non-resource-based sectors, addressing specifically the limited development of the MSME and entrepreneurship support ecosystem, including early-stage financing.

Component 4 – Project Management and Evaluation: This component will finance project management activities including fiduciary responsibilities, procurement, safeguards, communication and dissemination, as well as monitoring and evaluation of project implementation and its impact. This will include capacity building for the Project Coordinating Unit (PCU), the Economic Transformation Unit and the Resource Mobilization and Economic Relations Division (RMERD) within the Ministry of Finance (MOF).

B. BACKGROUND OF GSA

Ghana Standards Authority is an Agency of Government responsible for developing, publishing and promoting standards in the country. It does this through standardization, metrology and conformity assessment activities. Some of these activities are testing, inspection and certification. These activities ensure that products or goods and services produced in Ghana, whether for local consumption or for export, are safe, reliable and are of good quality.

Since 2019, the GSA has embarked on a drive to digitize its operations, processes and activities which would ensure efficient and better service offering to clients and the general public. The digital transformation drive will allow GSA to automate the current manual processes and

operations such as purchase of standards, testing, product certification, inspection activities. Firstly, this will help reduce bureaucracy since all job requests, services and status will be available in real time online (automated). Various business processes will be integrated allowing the staff to be more efficient and effective in their delivery. Secondly, clients will be able to create online account and request for services anywhere and receive the status of their request via SMS. All updates will be available in their online account. Thirdly, a digital invoice will be available for clients to pay online using various payment methods such as Mobile Money(Momo), Credit Card, Bank Card, and a short code and Pay at the Bank. Finally, a legacy system supporting administrative processes such as old Human Resource Systems and Payroll systems will be decommissioned and replaced as part of the entire digitization process.

C. OBJECTIVES OF THE ASSIGNMENT

GSA's prime objective under this assignment is to automate all its business processes and integrate conventional records and files into digital formats while taking into account security considerations related to documents and access protocols.

SPECIFIC OBJECTIVES OF THE ASSIGNMENT

GSA's digitalization assignment seeks to address and improve on the following;

- Automate GSA business process in order to prevent or minimize human errors that could occur from bureaucratic manual processes. This will be achieved by standardizing business processes and documentations
- Improve customer service by developing a customer portal for all client request
- Provide continuity of business growth by implementing a Customer Relation Management (CRM) module as part of the overall system.
- Reduce operational cost in day-to-day activities in the organization using automated systems and applications.
- Use analytics and real-time information that will be generated from the user data to provide trends on business growth, activities and reports for management decision and strategies.

D. Scope of Service

The scope of service must include the automation of all processes within GSA's key directorates. The automation will help to eliminate redundancies and inefficiencies while also shortening the various levels of the communications chain. The Ghana Standards Authority Directorates, staff, and valued clients are the intended beneficiaries of this digitization assignment. The scope of service for the Consultant will include but not limited to identifying and procuring the following main systems:

1. GSA Coreops software application
2. Payroll
3. HR system

4. Learning management system
5. Creative agency digital management solutions

i. GSA COREOPS SOFTWARE APPLICATION SYSTEM

The proposed web application system is expected to eliminate manual processes within the GSA's various directorates. The consultant will collaborate closely with GSA to identify Customer Relationship Management Software for managing all client interactions in both the public and private sectors.

Planning, requirement gathering/analysis, design, development, testing, implementation deployment, training go live, support, and maintenance will be among the activities. The selected vendor is required to document all milestones and deliverables as part of the project implementation plan.

The following modules and features must be present in the proposed system at a minimum.

- Testing services and online receipt of results;
- Product Certification application and approvals online;
- Management Systems Certification;
- Request for Inspection services and Reports
- Request for calibration and verification services (Updates and Add-ons)
- Request for industrial support and training;
- Standards Catalogue intergration
- Consumer complaints and queries online
- In built Customer Relationship Management (CRM)
- Online Payment/Gateway integration
- Export hub for online processing of all export certificates and permits; and Interim progress reports on monthly basis.

ii. PAY ROLL

This system is to manage the process of paying employees and filing employment taxes. The system will also be required to keep track of work hours, calculate wages, withholding taxes and other deductions, print and deliver cheques and pay government employment taxes.

This will include Gap Analysis, Customization and Testing, Deployment, Training, Pilot Run, Go Live, Support and Maintenance. All milestones and deliverables must be documented as part of the project implementation plan by the selected vendor.

The recommended system must have the following features and the ability to:

- Create and configure a contract for each employee.
- Set the contract duration and salary advantages.
- Send notification when a contract expires.
- Modify contracts.

- Use salary rules to calculate salary components.
- Create different salary structures for the employee using salary rules.
- Use salary rules and configure any type of employee benefits in the salary structure. Tax, PF, extra vouchers, deductions, allowance.
- Create and configure GSA specific rules/Structure.
- Create timesheet-based contracts, salary rules, salary structure and calculate salary based on timesheet submitted by each employee (Optional)
- Create individual/batch pay slip generation.
- Allow an employee to view and print their pay slip.
- Run an interim report for audit verification.
- Provide audit trail of all users and their activities.
- The system must be scalable, User friendly and easy to use.
- Must be a cloud base web application with top- notched security features.

iii. HR SYSTEM

This system is a centralized database to organize and manage all the employee data from a single point. Must be robust and advance enough to handle the current needs of the HR process.

This will include Gap Analysis, Customization and Testing, Deployment, Training, Pilot run, Go Live, Support and Maintenance. All milestones and deliverables must be documented as part of the project implementation plan by the selected vendor.

The proposed system must provide the ability to:

- Manage the human capital in different locations of the organization from a single point with the option to transfer employees between locations, and separate HR data from different locations or branches.
- Store the personal and contact information, job details, attach contract, timesheet and leave details in employee master.
- Store and manage employee documents like certificates, licenses and all other documents digitally.
- Send notifications when documents expire or reach their limit.
- Provide an employee master form/ability to keep the log of employee lifecycle.
- Must include an appraisals and performance management module.
- Easily track the Leaves, Attendances, Timesheets and all associated employee modules.
- Automate the contract renewals process.
- Send notification for contract renewals and allow employees to complete the process online.
- Create various shifts according to working hours, schedule the shift, sent advance notification to the employee and get employee feedback on their duty timings.
- Provide an online employment application process for both internal employee and external applicants.

- Provide different system access permission and views e.g., restrict or give access to assigned users based on job title/role.
- Allow the employees to view leave, attendance and all their personal information.
- Create different departments, assign managers and different users to replicate your organization structure.
- Provide communication tool for job or vacancy advertisement, total job applications received in a recruitment process.
- Provide the ability to send HR announcements, reminders and alerts and use mass mailing option to communicate with a group of people.
- Provide a Dashboard to analyze data in different ways and provides different kinds of graphs like pie chart bar graph e.g., an overview of total employees in a different department, full time vs. contract employees, and employee statistics etc.
- Provide an audit trail of all users and their activities, must be scalable, User friendly and easy to use.
- The system must be a cloud base web application with top-notch security features and must easily integrate with a payroll system.

iv. LEARNING MANAGEMENT SYSTEM

GSA requires a cloud-based Learning Management System that will enforce staff to go through its policies and procedures delivered through customized training such as short videos, animation, tests and certificates upon completion.

This will include Gap Analysis, Customization and Testing, Deployment, Training, Pilot Run, Go Live, Support and Maintenance. At the minimum, the system should have the following features:

- Fully customizable lesson creation with image library and sample templates
- Compliance tracking, auto-certificate generation, and custom reporting
- Unlimited storage document repository
- User and workflow management
- Automated Notification
- Data integrity, and protection from local failures, such as power outages.
- GDPR Compliance. Provider collects only necessary data.
- Data encryption. Encrypts all data in transit and at rest using 256-bit TLS/SSL
- Encryption and 2048-bit RSA public keys.
- SSO. Registered users can access the application using SAML 2.0
- Offers native integrations with other web apps and tools

v. CREATIVE DIGITAL AGENCY MANAGEMENT SOLUTIONS

GSA Public Relations Department requires a Creative Digital Agency Management Solutions to manage digital assets such as videos, photos, designs, media content, and graphics.

This aspect of the assignment will include recommending to GSA platforms that best suit the department's need.

The selected application must be able to provide the following features:

- Digital asset storage
- Workflow management
- Asset tagging
- Catalog
- Archival,
- live and on-demand video communications
- Press engagement
- Social media outreach

E. REPORTS/OUTPUTS/DELIVERABLES

1. Inception report which will propose an approach/methodology to deliver or implement the assignment.
2. An assessment report covering the automation of all processes under directorates and units within GSA (GSA CoreOps Software Application System, Payroll, HR System, Learning Management System and Creative Digital Agency Management Solutions); the report should include the following;
 - Gap Analysis of the existing system;
 - Customization, Testing and Deployment;
 - Check functionality of the proposed system with the government-wide systems (e.g. the e-government initiative) to ensure alignment and integration in the future.
 - Install system and train identified personnel
 - Developed User Manuals;
 - Pilot Run and GO Live;
 - Aftercare support and maintenance for at least one year;
3. Documentation of workflow systems or the digitization process and the identification of any additional types of equipment needed.
4. Installation of the systems as per the required specifications and conduct testing.
5. Training of identified staff
6. Final report after system testing, running and handover to GSA.

F. REPORTING

The qualified firm /consortium will report to the Director General through the Director IT, Digital Transformation and Implementation at the GSA.

G. EXPECTED OUTPUTS AND SCHEDULE OF PAYMENTS

S/No.	Description of Output	Period after Comencement	Approval by	Percentage of payment
1	Inception report	4 Weeks	GSA/PCU	20%
2	An assessment report covering the automation of all processes under key directorate within GSA	8 Weeks	GSA/PCU	20%
3	Successful installation, and implementation.	16 Weeks	GSA & PCU/MoF	40%
4	Training and submission of the final report	12 Weeks	GSA/PCU/MOF	20%

H. DURATION OF THE ASSIGNMENT

The assignment is expected to be carried out over the period of ten (10) calendar months with the possibility of a no-cost extension based on the work progress. This shall be discussed and agreed together with GSA and the PCU.

I. LOCATION OF THE ASSIGNMENT

The consultants are expected to be based in Accra with visits to the field offices as and when required.

J. FACILITIES TO BE PROVIDED BY CLIENT

GSA will provide the following facilities to the consultant/s

- i. Provision of information, data, Business Process Flows
- ii. Personnel for questions, meeting for gathering requirements
- iii. Sample forms

K. SHORTLISTING CRITERIA

QUALIFICATION:

- The IT team members must possess a Master's Degree in Computer Science or Information Systems and in other relevant related field required.
- Must maintain a technical team of the following roles and skill levels during the Supply and Installation Activities under the Contract:
 - Technical Lead: 10 years' experience
 - Business System Analyst: *5 years' experience*
 - Database Expert: *5 years' experience*
 - Software developer: *5 years' experience*
 - System Administration / Security Expert: *5 years' experience*
 - Training Expert: *5 years' experience*
 - Documentation Specialist: 5 years' experience

EXPERIENCE

- A firm /Consortium with requisite experiences in the different identified areas required for supporting the digitization and automation of business processes and operations for an organization. Preferably public institutions.
 - The Firm/Consortium must be a legally registered consulting firm; Registration Certificate with relevant regulatory authorities in the legal jurisdiction of the applicant / Certificate of Incorporation (if applicable);
 - The Consultant will be a Firm/Consortium with requisite experiences in the different identified areas required for supporting the digitization and automation of business processes and operations for an organization;
 - The Firm/Consortium must demonstrate professional capacity and have a minimum of five (5) years' experiences in designing and implementing digitization and automation of business processes and operation;
 - The Firm/Consortium must have 10 years' experience in software development and custom implementation of SAAS in similar public organization; and must have undertaken at least two (2) of similar assignments within the last five (5) years.
 - The Firm/Consortium must have 8 years' experience in installation systems for clients with nation-wide accounting and business operations using web based and other platforms for real time sharing of information; and must have undertaken at least two (2) of similar assignments within the last five (5) years.
 - The Firm/Consortium must have 8 years' experience in undertaking organizational change management and training; and must have undertaken at least two (2) of similar assignments within the last five (5) years.
 - The Firm/Consortium must demonstrate Technical and Managerial Capability; and
 - The Firm/Consortium must have experience working with public sector institutions in Ghana or similar countries;
 - Preference will be given to firms with working experience in public institutions.
 - All team members must demonstrate a strong understanding of the work to be carried out as outline in the ToR, and strong knowledge of the consultants proposed methodology/approach.

ANNEX

Digital Transformation Directorate.

Digital Transformation Directorate is responsible for GSA's technology operations and the implementation of its IT systems. These include but not limited to the following:

- Provide corporate view and oversight for all enterprise-wide digital transformation engagements.
- Lead the coordination and work across the organization on the development of the short-term and longer-term digital transformation strategy and roadmap, ensuring its integration with the overall strategy and vision.
- Set strategic and tactical planning to support the development efforts, business process re-engineering and day-to-day operation of enterprise-wide projects
- Identify opportunities for leveraging the use of IT to enhance business operations and efficiency by developing applications to automate business processes, this includes the design and development of in-house custom software and vendor- supported software for various user groups and oversee all related project including enhancement, releases and maintenance activities.
- Maintain a secure and reliable environment, including adequate plans for disaster recovery.
- Manage the acquisition, maintenance, inventory, recording, verification and protection of IT assets, including IT infrastructure equipment and servers.
- Provide IT support and training needs for headquarters and all regional offices.
- Responsible for the development and implementation of all IT policies.
- Drive technology communications strategy to ensure adequate leadership and end-user adoption as well as technology performance reporting.