

Public Finance Resource Centre

Intervention title:	Sustainable Strengthening of the Ghana Revenue Authority's Capacity in Data Science and Governance
Document type:	Terms of Reference
Country:	Ghana
FCDO client (relevant post):	British High Commission Ghana
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Beneficiary:	Ghana Revenue Authority
Expected start date:	16 th August 2024
Expected end date:	31 st March 2025 (with possible extension to March 2026)
Budget:	Up to £250,000
Funding source:	Post
Risk rating:	Moderate
Version:	10 th June 2024

Definitions

Abbreviation	Definition
FCDO	The UK's Foreign, Commonwealth and Development Office
GRA	Ghana Revenue Authority
GRP	Ghana Revenue Programme (FCDO funded)
KPIs	Key Performance Indicators
MA	Managing Agent (ASI)
ODA	Overseas Development Aid
PFCRC	(FCDO's) Public Finance Resource Centre
Supplier	The organization or entity that is delivering the Services of these Terms of Reference under the terms of the contract
TORs	Terms of reference

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1. Introduction and background

The UK's FCDO provides a wide range of support to Ghana to help improve public financial management and macroeconomic stability. This includes support through FCDO's bilateral Ghana Revenue Programme, activities delivered by FSD Africa, and through peer-to-peer partnerships between the Bank of England, the UK's Office for National Statistics, the UK HMRC and their Ghanaian counterparts. FCDO Ghana will now extend this support into the Ghana Revenue Authority (GRA).

The Ghana Revenue Programme (GRP) is an FCDO funded programme that aims to support Ghana in strengthening its revenue policy and expanding its revenue administration and collection capability to fund improved public services, enable inclusive economic growth and reduce poverty.

The GRP aims to build sustainable capability and skills, encourage knowledge-sharing and create new partnerships to support the Government of Ghana (GoG) to secure catalytic and systemic revenue reforms. This will help move Ghana onto a more sustainable path of domestic revenue mobilization and support Ghana's post-COVID recovery. The programme aims to build institutional capability to enable Ghana to move beyond aid, leave no-one behind, and stimulate economic transformation. This programme sits alongside a wider portfolio approach to improving public finance and will contribute to HMG's Integrated Business Plan goal of supporting a resilient and productive economy and enabling Ghana's exit from aid.

The GRA is focused on driving sustainable compliance in tax administration and has identified the key role that data analytics plays in driving compliance. To strengthen data collection, management, storage and usage, the GRA has committed to resourcing its recently established Data Analytics Unit with up to twenty new staff. To support this initiative, and to assist with this increase in resources and capacity, the GRA has requested support from the FCDO Ghana to fund four data experts to be embedded in the Data Analytics Unit. The experts will be focussed on improving data management in the GRA and to build capacity in this important area. These terms of reference (ToRs) are for a Ghanaian supplier to provide the expertise required.

2. Scope of work

2.1 Objectives

The objective of this intervention is to support the GRA's efforts to strengthen its capacity in data science and governance by developing and implementing good practice across the organisation. GRA has recently successfully implemented a secure data perimeter for Automatic Exchange of Information (AEOI) data and has passed OECD assessments in doing so. The organisation now requires further technical support to build on these achievements.

At the outcome level, the capacity and capability developed by the data experts through this intervention will contribute to improving taxpayer compliance, thereby increasing GRA's revenue yield as well as contributing to equity and accountability in tax administration and decision-making. Along with other reforms in tax policy and enforcement, better quality data will enable better analysis, and more secure management of data across the organisation. Better data and analysis will improve the GRA's understanding of tax risks and improve its decision-making, including through targeted compliance activities to address those risks more effectively.

At the output level, the data experts will directly contribute to the DAU's ability to deliver its core functions, as well as building capacity of existing staff within the DAU to manage and use data in the unit and across the GRA.

2.2 Approach

As indicated, the GRA has committed to increasing the resourcing of its Data Analytics Unit (DAU) with up to twenty new staff, and FCDO Ghana has agreed to fund four data experts (“the expert team”), for a period of one year, extendable up to two, to improve data management and to pass on their skills to relevant staff within this Unit. The expert team will be embedded within the DAU and will, following an initial diagnostic on overall data management in GRA, strengthen data management capacity. The four experts will be expected to deliver against their job descriptions, alongside developing capacity building plans for their respective areas of expertise. They will be considered as sub team leads, providing mentorship and coaching to their team members and will transfer technical skills via coaching and mentoring. They will use tools and evidence to track the progress made by GRA staff that they work closely with. The individual experts will report to the head of GRA Data Analytics Unit. There is no need for a technical lead to be selected from amongst the four experts, but there will be an expectation that the Supplier will manage their reporting and other administrative support requirements.

2.3 Phases of delivery

Inception Phase: The intervention will commence with a four-week inception phase during which:

- The expert team will be mobilised and introductions are made to all key GRA staff;
- A rapid data management and systems assessment exercise will be conducted by the expert team and presented to the GRA and BHC Accra GRP team, along with a detailed workplan for the first year.

At the end of the four-week inception phase, a workshop will be organised by the GRA, and attended by the BHC Accra programme team and selected senior GRA managers, for the experts to present diagnostic findings and the forward workplan for agreement by GRA. A schedule for regular reviews on progress and lessons learned will be agreed at the workshop.

Implementation phase: During the implementation phase, the Supplier will provide the expert team to be embedded in the GRA. The Supplier will be required to:

- Provide the human resource, project management and financial management functions required to ensure efficient and effective deployment of the expert team;
- Provide quarterly progress reports on specific work areas, progress in the previous quarter, and any adjustments to the following quarter's activities;
- Engage regularly with the BHC Accra GRP team and the PFRC Core Team to ensure that the experts are making progress on activities and outputs agreed in the workplan;
- Maintain regular contact with the GRA, and the Head of the DAU in particular, to ensure that expectations are being met and necessary corrective changes in direction are made as and when needed; and
- Propose changes to the workplan for consideration by the GRA and the BHC Accra GRP team, based on progress made by the expert team and on capacity within GRA.

Exit phase: The exit phase is expected to comprise the last month of the Supplier's contract. The Supplier will work with the GRA, FCDO and the PFRC to implement the approved intervention Exit Plan (to be agreed prior to the end of the implementation phase). Implementation may continue during this exit phase, but the Supplier will be required to close activities sensitively during this period and prior to the Contract End Date.

Key expected responsibilities during the exit phase will include a final data and systems assessment (in the same format, and using the same metrics, as used in the inception phase assessment), continuation of any implementation phase activities, a short lessons-learned report, and recommendations for next steps in data quality, management and systems in GRA presented to the GRA and the BHC Accra GRP team.

Delivery location: The services will be delivered at GRA Headquarters in Accra, but with the possibility of travel to sub-national offices of the GRA and other locations as determined by the Head of the DAU. Travel to, and consultations and working with, sub-national offices may be important to assess the quality of data, and ensure data management processes align across the network of GRA offices.

2.4 Deliverables

The Supplier will provide the following deliverables:

Deliverable 1: Diagnostic Study & workplan	Deadline: end of 4 th week after start date
Description: A rapid data management, capacity and systems assessment exercise will be conducted by the data expert team and presented to the GRA and FCDO Ghana, along with a detailed workplan for the first year (up to 31 st March 2025). The workplan will include, but not be limited to, details on: the specific areas of focus for each expert; the counterpart GRA staff they will work with; the tasks they will be expected to complete directly; an assessment of current capacity; the capacity building activities and techniques that will be employed; the results to be achieved; and on how progress will be tracked during the first year. The results should include a clear description of what specific capacity is expected to be built, at both the individual and organisational level, linked to tools for tracking progress at each level.	
Deliverable 2: Quarterly progress reports	Deadline: Quarterly
Description: Quarterly progress reports will be provided to the PFRC/GRA/BHC Accra on the last day of each quarter. The report structure will be confirmed during the inception phase, but is expected to include: (1) Progress in relation to activities set out in the approved workplan; (2) capacity building activities conducted; (3) evidence of any progress at output-level; (4) lessons learnt (including reflections on what is and is not working well in relation to delivery); (5) any recommendations for adjustments to the workplan for subsequent quarters; and (6) reporting on risks to delivery.	
Deliverable 3: Final assessment and results report	Deadline: 31 st March 2025 (or end of contract if extended)
Description: A final rapid data management, capacity and systems assessment exercise will be conducted by the data expert team at the end of the first year, and presented to the GRA and FCDO Ghana. If requested by GRA, a proposal, including a forward workplan, will also be prepared outlining possible intervention activities for a 2 nd year of support from the data experts. The workplan will include, but not be limited to, details on: the type of expertise required for a Year 2 intervention; specific areas of focus for each expert required for Year 2; the counterpart GRA staff they will work with; the capacity building activities and techniques that will be employed; the results to be achieved; and on how progress will be tracked during the second year. Exit planning must also be built into this proposal.	

2.5 Constraints and dependencies

Within the GRA, the expert team will require full access to its systems, data and personnel. They may also require access to external stakeholders. The GRA recognizes that this intervention is dependent on the Supplier's team having full access to data, systems and personnel.

2.6 Conflict sensitivity

The team should ensure that the assignment is conducted in keeping with 'do no harm' principles and in a conflict sensitive manner. Where appropriate, this should include taking all reasonable precautions to ensure confidentiality around sensitive data and to protect and promote the integrity of data, systems and sensitive information.

2.7 Gender equality and social inclusion

A stated aim of the Ghanaian government is to support fairness and equity in tax policy and administration, and to develop tax policies that consider the differential impact on gender groups. For example, a progressive and fair tax policy might consider tax incentives for businesses that promote gender equality in hiring, or support for women-owned enterprises which can help address gender disparities in economic opportunities. In addition, ensuring that taxation is equitable and does not disproportionately burden the disadvantaged, particularly women and those in low-income brackets, is essential for promoting gender equality. Within this, the GRA perform an implementation and support function in the design of tax policy, but responsibility for policy lies with the Ministry of Finance.

Several ongoing FCDO Ghana projects have relevant gender-related components – for example, a civil society strengthening project is upskilling women-led organisations to advocate for fairness in taxation and distribution. Moreover, the GRA's endeavours around organisational efficiency, and simplifying tax processes will be instrumental in making tax processes simpler and so less costly for the economic sectors where women make up a majority of the workforce.

Integrating Gender Equality and Social Inclusion (GESI) considerations into revenue data management can significantly enhance the effectiveness of government policies and programmes. For this reason, the intervention should ensure that the revenue data structure is designed to collect information disaggregated by gender, age, ethnicity, disability status, and other relevant socio-demographic characteristics. By capturing data on revenue generation and taxation patterns across different population groups, governments can identify disparities in economic participation and income generation, enabling targeted interventions to promote gender equality and social inclusion.

The supplier should ensure that structures and systems put in place can collect and analyse high-quality GESI-related data to strengthen the understanding within the GRA of how tax affects different categories of taxpayers. The supplier will be expected to provide this analysis during the intervention. This intervention will also support work under the TaxDev programme to assess the potential impact of tax policy proposals¹, as well as HMRC's support for the GRA's High Net Worth office, Data Analytics and the design of GRA's Compliance Improvement Plan (CIP)².

PFRC is also committed to promoting diversity and inclusion in its procurement practices, in keeping with standard practice in procurement for FCDO. We welcome bids from all qualified individuals (women, differently-abled, minorities, and other underrepresented groups). Suppliers are encouraged to highlight any relevant certifications or qualifications that demonstrate their commitment to diversity and inclusion.

¹ <https://www.taxdev.org/news-events/ghanas-ministry-finance-and-taxdev-host-vat-and-distributional-analysis-event>

² The High Net Worth Office (HNWO) is an administrative tool of the Ghana Revenue Authority (GRA) to provide premium compliance assistance to taxpayers at the top of the income scale who fit the high net worth individual criteria. This criterion is determined by GRA after an evaluation of the individual's books. The Office was established in August 2017 through an initiative in GRA's second strategic plan. <https://gra.gov.gh/domestic-tax/other-tax-information/tax-terminologies/#:~:text=17The%20High%20Net%20Worth,evaluation%20of%20the%20individual's%20books>

2.8 Team requirements

The skills and competency requirements of the expert team includes the following (full job descriptions included in Annex 1):

1. A **Data Science & Product Lead**, to lead the integration of data science methodologies and to provide insights into product development and enhancement processes. This role involves leveraging advanced analytical techniques to derive actionable insights from large datasets, guiding product strategy and developing a roadmap based on these insights. It also involves close collaboration with cross-functional teams to drive innovation and optimize product performance (Annex 1A).
2. A **Data Governance & Standards Lead**, to lead and manage all organization-wide data governance activities and will have responsibility for improving data quality, relevant controls while managing the governance of data assets across the GRA landscape governance. The position will focus on establishing and ensuring adherence to an enterprise-wide data governance framework to achieve the required level of consistency, quality and protection to meet GRA's needs. The incumbent will be responsible for operationalizing, processes, policies and steering the implementation of control mechanisms revolving around the management, availability, usability, integrity and security of the data in GRA's enterprise systems (Annex 1B).
3. A **Data Structure & Infrastructure Lead**, to help the GRA to rapidly scale out structure and infrastructure. The holder will be responsible for designing and implementing the core infrastructure underlying the entire GRA systems. This role will have an influence on the continuous improvement of our infrastructure reliability and security while addressing the challenges of scale and engineering velocity (Annex 1C).
4. A **Data Change Management & Support Lead**, to play a key role in ensuring that the change initiatives meet objectives on time and on budget by increasing employee adoption and usage. This person will focus on the people side of change, including changes to business processes, data, systems and technology. The primary purpose will be to create and implement change management strategies and plans on data products to maximize employee adoption and usage and minimize resistance. The role holder will work to drive faster adoption, higher ultimate utilization of and proficiency with the changes that impact employees. These improvements will increase benefit realization, value creation, return on investment and the achievement of results and outcomes. The change manager will focus solely on data products and will serve as a coach for senior leaders and executives in helping them fulfil the role of change sponsor. The change manager may also provide direct support and coaching to all levels of managers and supervisors as they help their direct reports through transitions. The change manager will also support data project teams in integrating change management activities into their project plans (Annex 1D).

While the experts will be sourced through, and managed by, a local Supplier, they will report directly to the Assistant Commissioner, Head of GRA Data Analytics Unit, and will lead each of the appropriate sub-teams within the DAU, with each expert working with a number of GRA staff working under them. The experts should be skilled and technically competent in developing learning strategies: contributing to capacity building is critical.

In addition to the four experts, the Supplier will ensure coordination of the team, and oversee the production and quality control of deliverables, possibly through use of a small PMU resource, in addition to the four experts. The experts will be provided with laptops by the DAU in GRA. Internet connectivity and printing can also be provided by the DAU.

We anticipate that the Supplier will include in their team a small PMU (with a level of effort proportionate to the small scale of this project), which will have responsibility for financial reporting, invoicing and submission of regular narrative reports. However, the Supplier may propose a solution in which this is conducted by members of the expert team themselves.

3. Contract management and coordination

The recipient of this intervention will be the GRA. Work will be led from the FCDO side by BHC Accra's GRP Lead Adviser FCDO Ghana and the FCDO Regional Tax Adviser, both of whom are based in Accra.

The Supplier will be contracted by the PFRC MA, Adam Smith International. The PFRC MA will be responsible for ensuring that the Supplier fulfils its contractual responsibilities to a high standard. Only once the PFRC MA contract management team is content that the deliverables set out in Section 2.4 have been achieved to the required standard will they be submitted to the BHC Accra programme team for final approval.

Contract delivery will be in three phases:

- Inception (4 weeks after mobilisation);
- Implementation; and,
- Exit (4 weeks).

Supplier performance shall be measured against Key Performance Indicators (KPIs) as part of Supplier Review Meetings held on a quarterly basis. A draft set of KPIs for the inception phase are included in Annex 2. These are expected also to form the basis of the Supplier's KPIs, but may be amended during the inception phase by mutual agreement of the BHC Accra, the PFRC MA and the Supplier (see Section 2.2). Where the Supplier fails to meet the required standards in delivering the contract, the PFRC MA will be empowered to take appropriate and proportionate performance management measures up to and including suspension or termination of the Supplier's contract.

At a minimum, monthly meetings will be held between the PFRC team, the Supplier and the BHC to facilitate coordination, consultation, analysis, feedback and intervention direction.

The successful Supplier will be required to sign the PFRC Subcontractor Agreement stating that they will comply with, and ensure its Personnel comply with, all UK legislative requirements affecting the performance of the Services, including Data Protection Legislation, and all other legislative requirements, official protocols and procedures applicable in Ghana and in the Supplier's country of registration.

The Supplier will be required, where applicable, to complete reporting activities using the MA's templates and system.

The MA's internal audit team may periodically conduct audits of the Supplier's delivery of Ghana ICT focused on compliance with contractual and legal obligations and good practice management.

4. Monitoring, Evaluation, Reporting and Learning (MERL)

In line with the PFRC programme-level terms of reference, the PFRC MA's MERL team will have overarching responsibility for monitoring, evaluation and learning of the project. The Supplier, however, will be required to cooperate closely with the MA's MERL team in order to facilitate this, and will retain specific MERL responsibilities. This is set out in outline below, and will be covered in greater detail in the MERL Plan to be developed by the PFRC MA MERL Team during the inception phase.

MERL system design. The purpose of the MERL support is to ensure that the objectives of the intervention are clear so that progress can be measured and the expected results achieved.

The PFRC MA will be responsible for establishing proportionate MERL arrangements for and on behalf of the FCDO for the project. Specifically, during the inception phase the PFRC MA MERL Team will:

- Review the diagnostic study and work plan to ensure the expected results specific, measurable, achievable, relevant (sufficiently ambitious and clearly linked to the project's intended objectives) and time-bound (SMART);
- Articulate a simple, clear theory of change for the project;
- Propose a results framework for the project, which will be proportionate to its scale and the nature of the work involved. The results framework will utilize – where practicable – indicators drawn from the PFRC indicator menu already developed by the PFRC MERL lead, in order to enable effective nesting of the results framework within the broader PFRC results framework (however, this will not be mandated where it would be at the expense of relevance); and
- Set out a simple MERL Plan for the project, including mechanisms for measuring progress.

The Supplier will be required to cooperate with the MERL Team to enable this, including by ensuring that: (1) the Diagnostic Study and workplan clearly lay out the results expected from the project; (2) ensuring timely access for the MERL Team to relevant documentation; (3) facilitating MERL Team meetings with counterparts as required; and (4) engaging in constructive dialogue with the MERL Team, including providing inputs and feedback as appropriate throughout the process.

Progress Monitoring. The Supplier will have primary responsibility for the collection of the data and evidence required to monitor the project's output and outcome level progress. This will be conducted in line with the MERL Plan produced by the MA's MERL Team.

The MA's MERL Team will hold the Supplier to account for the above and will conduct additional verification and monitoring activity as appropriate, in line with the MERL Plan and any direction from the BHC Accra programme team.

Reporting. The Supplier will be responsible for producing regular progress reports. Progress reports will be reviewed by both the PFRC MA contract management team and by the BHC Accra programme team.

We anticipate the need for:

- **Monthly progress dashboard:** This should be provided for the preceding month by the end of the fifth working day of the month. The format will be confirmed during inception but is expected to involve a light touch update on progress, and any emerging risks and issues;
- **Monthly risk register update:** An updated version of the risk register (and accompanying change log) should be submitted by the end of the fifth working day of the month.
- **Quarterly Progress Report:** This formal report should be provided by the end of the tenth working day of the first month of the following quarter. The exact format will be confirmed during inception, but it is expected that this will include a more detailed update on progress against the work plan, reflections on progress and challenges, updates on the political economy context and lessons learnt; and
- **Value for Money reporting:** See Section 6; and
- **Financial reporting:** See Section 8.

Progress meetings. The Supplier will be required to attend regular progress meetings with the project SRO, the PFRC MA's Contract Responsible Officer for the project (and other members of the BHC Accra GRP team and PFRC MA contract management team as appropriate). This is anticipated to be conducted on a monthly basis by routine, but meetings may be called more frequently where required. These meetings should be attended routinely by the Supplier's authorised representative and, as appropriate, relevant members of the Supplier's delivery team. The Supplier will need to make sure relevant personnel can be available for additional ad hoc meetings as required, including at short notice.

The MA will hold discussions with the FCDO Team in Accra and with the GRA to assess the immediate results of the intervention, and to confirm the level of satisfaction with the support provided by the Supplier, and the PFRC on this assignment.

Evaluation. The MA will have primary responsibility for evaluative activity related to EPICS PFM. This will include ensuring that the project performance is reviewed annually (as part of the overarching PFRC annual review process), and conducting any additional evaluative work required in line with the project MERL Plan and direction from the project SRO. The Supplier will be expected to contribute to and cooperate fully with such reviews.

Learning. The Supplier shall take appropriate measures to enable effective knowledge management.

The Supplier must also ensure that lessons learnt from delivery are captured in progress reporting. The PFRC MA will ensure that lessons set out in the Supplier's reporting are used to inform broader work across the PFRC.

5. Security and duty of care

Safeguarding considerations are important. The expert team will have safeguarding policies and procedures in place to ensure the work is conducted in accordance with FCDO safeguarding rules. Due care should also be paid to the safety, security and reputations of any persons engaged in, or consulted through, this work.

When partnering with a local organisation the MA will ensure a due diligence approach to ensure a Duty of Care framework is in place from a legal and moral standpoint. At the start of a partnership, it is essential that certain issues are discussed, and equitable ways of working are adopted. This includes the application of partnership principles, good communication, as well as honest conversations around risk transfer and risk attitudes within the partnership.

6. Value for Money (VfM) and Social Value

The Supplier will be required to be familiar with and apply the FCDO's VfM for Service Providers Guidance³ (FCDO, 2020). In line with the PFRC Value for Money framework, the value for money provided by this project will be assessed using the 5Es framework, namely:

- **Economy:** Buying the right inputs, of the appropriate quality, at the right time, right price, and leveraging existing networks.
- **Efficiency:** PFRC produces the intended mix, quality, and quantity of deliverables, aligned with the needs of partner countries and other beneficiaries of its work.
- **Effectiveness:** PFRC projects achieve their outcomes and demonstrate impact in line with PFRC's objectives.
- **Cost Effectiveness.** Effectiveness achieved at the lowest possible cost.
- **Equity:** PFRC works to ensure that inclusion is addressed in its delivery, and the benefits from its projects reach the disadvantaged groups.

The Supplier will be required to ensure that VfM is delivered throughout the intervention, including through a strong focus on controlling costs. The expectation is that VfM relevant data is collected in collaboration between PFRC team and the Supplier, incorporated into the MERL plan as above.

PFRC will carry out a VfM assessment at the end of the first year of delivery (regardless of whether an extension to enable a second year of delivery is approved). The Supplier will be required to provide data and evidence to feed into that assessment.

PFRC aims to deliver social value through, inter alia, diversity and inclusion in its supply chain, including for women and people with disabilities, in its own workforce and in the workforce of its supplier network. The Supplier should design and operate the facility in a manner which embraces PFRC's commitment to delivering social value and contributes to delivery against that commitment.

7. Risk Management

The overall risk associated with this intervention is **moderate**.

Delivery risk

Delivery risk is assessed as moderate. There is a risk that GRA staff will not co-operate with the expert team because they consider them as 'external' to the GRA and not part of the 'system', thereby having a negative effect on the work of the experts. This can be mitigated by work that BHC Accra has already done with the GRA: agreement has been reached on this intervention with the senior management of GRA, and GRA's Head of HR is currently working with the Head of the Data Analytics Unit to ensure the experts are well embedded and existing team members well socialised about the introduction of the experts into the team. It is also essential that the expert contracts are fixed term, with a maximum duration of two years, so that staff see the expert team as a resource to help them improve and learn, and not as a competitor for their jobs.

Other key risks, such as GRA not having sufficient capacity to utilise and take full advantage of this support, are addressed through these ToRs, whereby a key focus will be on systems strengthening and on capacity building against a carefully designed and agreed workplan.

Duty of Care

Duty of care risk is assessed as medium.

Terrorism: Ghana: Analyst have raised their terrorism risk rating from Low to Moderate due to the likely facilitation of jihadist recruitment and expansion there.

Protests, Civil Unrest: Opposition protests are likely to become more common in Accra and other economic hubs over the coming year. Demonstrations tend to happen infrequently in Ghana but they become more common ahead of major elections. The next general election is due on 7 December 2024. In 2019, there were 125 protests countrywide, compared with 192 in the year of the 2020 general election, according to data from our partner the Armed Conflict Location & Event Data Project (ACLED). In 2023 there were 164 protests and we anticipate that this number will be higher in 2024.

Widespread hardship grievances will probably contribute towards this protest trend into 2024. This is especially as the Government lacks the ability to cushion locals from price shocks related to rice, grain and fuel in international markets. The Government seems to be relying on external loans to manage an ongoing foreign currency deficit. This seems to have slowed inflation but local press reporting indicates that inflation will remain high (18%) in 2024. The opposition has previously blamed the president's leadership for worsening hardship; their protest slogan is 'Stop the stealing, we are suffering'.

The authorities appear to be trying to quash any opposition mobilisation, particularly in Accra. According to ACLED (see above), this seems to explain why large protests, such as those attracting upwards of several thousand people, have been rare. But there is doubt that the Government's approach is sustainable. In a sign of this, a popular civil society group in the capital disobeyed a Government injunction on their planned protest which led to a few dozen arrests. This was – and will probably remain – an unusual occurrence.

Even in the likely scenario that protests become more frequent, the security forces appear relatively well equipped to prevent these from escalating into disruptive unrest.

Communicable Diseases: Malaria is endemic and transmission is perennial in Ghana; there are pronounced seasonal variations in the northern part of the country. There are two distinct rainy seasons in the southern and middle parts of the country, from April to June and September to November. The northern part however has one rainfall season that begins in May, peaks in August, and lasts until September.

Crime: Suppliers should be aware that petty crime poses the main risk to the in-country workforce. Pickpockets and bag-snatchers usually operate near crowded market areas, beaches, parks and tourist attractions and at Kotoka International Airport (ACC) in the capital Accra, where thieves are known to operate. Credit card scams involving simple theft, or the 'skimming' of cards, may occur during transactions, including at hotels, restaurants and supermarkets, as well as at ATMs in poorly lit places. Areas popular with international travellers and staff are affected occasionally by residential break-ins and, in some cases, criminals can resort to violence against victims who offer resistance. Most break-ins occur in large apartment buildings as it affords criminals the opportunity to raid several flats, often with the help of security guards. Robberies by taxi drivers have been reported in Accra.

The already high risk environment for LGBTQ+ people in Ghana is likely to worsen in the coming months. Parliament has moved a step closer to voting on a bill that would increase anti-LGBTQ+ sentiment. Rhetoric against same-sex relationships is likely to strengthen also in the coming months, as politicians try to appeal to conservative voters ahead of the December general election. There has been an increase in the number of assaults against LGBTQ+ people since the bill was introduced last year, according to a local advocacy group.

Disinformation: Russia-backed groups have been known in the past to be highly likely to conduct disinformation campaigns in West and Central Africa, and this could continue in the run up to elections later this year. Google noted earlier this year that online campaigns linked to the Wagner Group have continued despite its leader's death in August 2023. It added that these are carried out from troll farms in Ghana and Nigeria.

Safeguarding

Safeguarding risk is assessed as low. The nature of the intervention means that the team is unlikely to engage extensively with individuals from vulnerable groups. Risk will be mitigated by providing clear and accessible reporting protocols for any team member who becomes aware of or suspects safeguarding concerns, ensuring that reporting channels are well-defined.

Information Security

Information security risk is assessed as moderate. Access to, and handling of, taxpayer data by the Supplier experts while working in the GRA is likely to be highly sensitive. Staff of GRA might feel uneasy by perceived 'outsiders' gaining such access. Given the agreement between the FCDO and the GRA, however, on the importance of this work, the benefits outweigh this risk. Suppliers will be required to put in place strong data protection and confidentiality arrangements.

Cyber Security

The Supplier is required to report all successful and unsuccessful cyber-attacks on the Supplier within set timeframes (e.g., within 24 hours for a successful cyber-attack on the Supplier). The Supplier must ensure that every effort is made to provide the project with effective cyber security provision. All IT must have up-to-date encryption installed, and its make/type should be specified in the proposal.

The nature of the work of the GRA means it is particularly likely to be the target of cyber-attack during the life of the project. The Supplier will be required to work closely with the GRA to help mitigate this risk in relation to the work of the project.

The Supplier will hold a valid Cyber Essentials certification. Where it does not hold the certification at the point of bidding, it will be required to commit to certification and to demonstrate progress towards certification in a timely manner or to provide an alternative accreditation.

Legal and Compliance

The Supplier is required to comply with its legal obligations in relation to both UK law and the laws of the jurisdictions in which it operates in order to deliver the contract.

In particular, the Supplier must have, or must set out in its proposal a viable plan to establish, a platform and the licenses required to operate in Ghana by the proposed contract commencement date. We encourage organisations to begin the registration process as early as feasible to ensure this date is met.

Financing of Terrorism

Terrorism is a serious threat and there is an increasing risk that FCDO resources could be diverted for use by terrorist organisations or for terrorist activity. The FCDO is responsible for protecting its funds from diversion to these organisations. The FCDO, along with our partners, must comply with domestic and international law.

The Terrorism Act 2000 enables proscription of certain terrorist groups and makes it illegal to provide material assistance and support to individuals or groups knowing or having reasonable cause to suspect it will or may be used for terrorist purposes. This includes fundraising, use and possession of money or other property and funding arrangements.

The FCDO takes its own responsibility for protecting its funds from diversion to a proscribed organisation seriously and expects its partners to do the same. In line with UK legislation, the PFRC MA is accountable to the FCDO for ensuring that it is not inadvertently funding or providing humanitarian goods to terrorist organisations through PFRC. Whilst risk is low on this intervention, the PFRC MA will hold the Supplier accountable for complying with UK legislation and ensuring that this does not occur under this contract. The Supplier must therefore demonstrate an awareness and policies to ensure compliance with UK counter-terrorism legislation.

Fiduciary risk

Fiduciary risk is assessed as low. This reflects the scale of the intervention and the fact that it will be delivered using the PFRC Management Agent delivery structure.

8. Financial Management

The anticipated budget ceiling for the contract is £250,000, for an initial 12-month contract period, and a potential further 12-month contract period. The funding will be 100% ODA. The contract may be extended in duration or value at the discretion of the MA acting on the direction provided by HMG.

The contract will be let on a time and materials basis.

Proposal

As part of their proposal the Bidder will be expected to provide in the Commercial Pricing Schedule:

- The fee rates (at the Supplier's 'buy rate', and therefore not including gross margin) that will apply for the expert team throughout contract delivery;
- The (%) gross margin they will charge on fees throughout delivery of the intervention (this must be a single flat rate markup applied to all fees); and
- Expenses to be incurred in delivery of the contract (including equipment requirements – though NB that laptops will be provided by the GRA). Please note, the Supplier is not entitled to claim any travel and subsistence expenses for this Contract related to the delivery of work in Accra. Travel and subsistence outside Accra will be permitted if required, but this is not expected to be necessary.

Proposals should be made in British Pound Sterling (GBP).

Payment

The Supplier will be required to report and receive payment in British Pound Sterling (GBP). Managing exchange risk fluctuations is entirely the responsibility of the Supplier. The provision of services will be paid in accordance with the provisions of the PFRC Subcontractor Terms and Conditions.

Payments will be made in arrears with payment triggers linked to a combination of quarterly reports (which will be assessed as output milestones) and assessment of the Supplier's KPI performance. Payments may be partially or wholly delayed where output milestones are not met or where KPI performance falls below an acceptable level, and may be withheld altogether where performance is below the Critical Service Level Failure Threshold or fails to improve to above this standard despite appropriate warnings (see Annex 2).

The intervention will utilize an output-based payment mechanism:

- The Supplier's fees – not including the Supplier's gross margin – and any expenses incurred (see above question) in a given quarter will be invoiced in arrears once the relevant quarterly progress report has been approved;
- The Supplier's gross margin on fees incurred in a given quarter will be retained and paid quarterly in arrears on the basis of an assessment of KPIs (see Annex 2).

All daily rates must be based upon an eight-hour working day. It is prohibited for the Supplier to invoice for more than 8 hours of work per worker per day. The fees shall be paid in accordance with the rate card set out in the Commercial Pricing Schedule.

The Supplier must notify the MA immediately if it becomes apparent that the cost of delivering the intervention will exceed the agreed budget, and shall only proceed with and be paid for the relevant Services in excess of the agreed budget with the prior written consent of the MA.

The Supplier's invoices must always include an appropriate breakdown of the fees and/or expenses contributing to the invoice total. The precise nature and level of detail of this breakdown shall be agreed between the PFRC MA Contract Management Team and the Supplier.

At the request of the PFRC MA, the Supplier shall provide relevant supporting documentation including but not limited to all relevant timesheets, receipts (if applicable), a list of Services to which the invoice relates and a reference to the Contract and Commercial Pricing Schedule, as well as any other information as reasonably requested by the MA from time to time.

Annex 1: Detailed Job Descriptions for Data Experts

1A: Data Science and Product Lead

Job Purpose:

The Role Holder will lead the integration of data science methodologies and insights into product development and enhancement processes. This role involves leveraging advanced analytical techniques to derive actionable insights from large datasets, guiding product strategy and roadmap based on these insights and collaborating closely with cross-functional teams to drive innovation and optimize product performance.

As well as delivering these tasks the expert will be expected to assess capacities of colleagues and the organisation to integrate data science more systemically, such that the GRA can continue to deliver good practice after the Role Holder has completed their assignment.

Key Outputs:

- Applying data science techniques, such as data pre-processing, statistical analysis, and simple machine learning models, to gain insights and support decision-making processes.
- Rapid experimentation to solve high yield business problems at scale
- Support GRA in implementing data-driven decisions.
- Develop and implement data-driven product strategies using insights derived from data analysis, research and user feedback.
- Continuously monitor and analyze product performance metrics, such as user engagement, retention and revenue, to identify areas for improvement and optimize product performance.
- Develop and align the product roadmap with the authority's strategic objectives, ensuring that prioritized initiatives are backed by data-driven rationale and have a high likelihood of success.
- Implement training and development programs and sessions focused on enhancing technical skills of staff under data science vertical
- Provide mentoring and coaching to staff within the Data Mining & Analytics Unit

Key Responsibilities:

- Apply Data Science techniques – Data Modelling, Data Visualization, Statistical Modelling, Software Engineering & Data Scripting
- Build algorithms and design experiments to merge, manage, interrogate, extract data, provide insights tailored towards GRA's needs
- Machine Learning & Artificial Intelligence
- Build algorithms and design experiments to merge, manage, interrogate, extract data, provide insights tailored towards GRA's needs
- Work closely with a team of data scientists, data engineers leading the agenda for building trusted data products based on clear business cases
- Own and drive all aspects of a product evolution from product vision, design, delivery, adoption, growth and change management
- Translate business strategy into product strategy associated roadmaps and detailed requirements and prototypes
- Partner with your data science and engineering leaders to guide projects through all phases, from formulation to deployment
- Analyze data independently to deliver operational insights about operational performance and proactively drive improvements
- Conduct advanced data matching and advanced analysis of data in support of operational processes

- Investigate key problem areas by performing root cause analyses, corroborating quantitative and qualitative findings
- Collaborate with and support operations and data-focused teams to solve problems, develop solutions, and share insights
- Apply data expertise to successfully support cross-functional operational needs

Performance Standards. Satisfactory performance is deemed to be achieved when:

- Team members are successfully developed by providing guidance, training and support in data science methodologies and tools.
- The role holder leads the implementation of data-driven strategies and initiatives within GRA, leveraging advanced analytics and insights to inform policy decisions and improve revenue collection processes.
- The role holder develops predictive models and forecasting algorithms to anticipate changes in revenue streams and proactively implement strategies to address potential revenue challenges or opportunities.
- The role holder develops analytical models and tools to assess compliance levels, detect potential tax evasion or fraud and mitigate associated risks.

Required competencies. Qualifications & Experience required include:

- Master's degree in Computer Science, Statistics, Engineering or relevant field;
- At least 5 years proven experience as a Data Scientist or Data Analyst
- Experience in data mining
- Understanding of machine-learning and operations research
- Proficient in statistical analysis, data visualization and tools like Python or SQL.
- Experience using business intelligence tools (e.g., Power BI) and data frameworks (e.g., Hadoop)

Specialized Techniques and Skills required include:

- Eagerness to learn and adapt to new data science technologies and methodologies.
- Analytical mind and business acumen
- Problem-solving aptitude
- Good communication skills and ability to work as part of a team.
- Ability to work collaboratively with cross-functional teams and stakeholders to achieve common goals and objectives, fostering a culture of collaboration and knowledge sharing.
- Ability to lead and mentor a team of data scientists, providing guidance, support and feedback to foster their professional development.
- Capacity to identify and address challenges related to revenue optimization, compliance, and risk management using data-driven approaches and innovative solutions.

Specific Knowledge required includes:

- Experience and knowledge of strategic thinking and planning principles, methodologies and tools
- Ability to clearly articulate messages to a variety of audiences
- Strong interpersonal, organizational, research, writing and verbal communication skills and excellent active listening skills.
- Strong experience in Project and Product Management.

1B: Data Governance and Standards Lead

Job Purpose:

The Role Holder will lead and manage all organization-wide data governance activities and will have responsibility for improving data quality and relevant controls while managing the governance of data assets across the GRA landscape governance. The position will focus on establishing and ensuring adherence to an enterprise-wide data governance framework to achieve the required level of consistency, quality and protection to meet GRA's needs. The incumbent will be responsible for operationalizing, processes, policies and steering the implementation of control mechanisms revolving around the management, availability, usability, integrity and security of the data in GRA's enterprise systems.

As well as delivering these tasks the expert will be expected to assess capacities of colleagues and the organisation to manage data governance and standards more systemically, such that the GRA can continue to deliver good practice after the Role Holder has completed their assignment.

Key Outputs:

The Data Governance & Standards Expert will serve as a point of escalation for data quality & governance issues and will work closely with Business and Functional area leadership to improve the quality and value of core data assets; respond to regulatory protection requirements as well as support the strategic requirements of GRA

Key Responsibilities:

- Establish and govern an enterprise-wide data governance implementation roadmap including operationalizing strategic priorities for development of data-based capabilities
- Roll out an authority-wide data governance framework, with a focus on improvement of data quality and the protection of sensitive data through modifications to organization behaviour policies and standards, principles, governance metrics, processes, related tools and data architecture
- Define roles and responsibilities related to GRA's data governance and ensure clear accountability for stewardship of the company's principal data assets
- Serve as a liaison between Business and Functional areas and technology to ensure that data related business requirements for protecting sensitive data are clearly defined, communicated and well understood and considered as part of operational prioritization and planning
- Develop & maintain a register of the enterprise data lineage, assets inclusive of authoritative systems and process owners, data champions.
- Facilitate the development and implementation of data quality standards, data protection standards and adoption requirements across the enterprise
- Define indicators of performance and quality metrics and ensure compliance with data related policies, standards, roles and responsibilities, and adoption requirements
- Lead GRA's resources from the Business and Functional areas and IT business and operations functions, to achieve their objectives; resolve issues escalated from Business and Functional areas data governance representatives
- Provide progress reports to Data Programs & Implementation Lead and oversee periodic updates to the authorities on the Data Governance Roadmap in partnership with DMA Management
- Coordinate external data sources to eliminate redundancy and streamline the expense related to those services

Performance Standards. This Job is satisfactorily performed when:

- Team members are successfully coached and developed by providing guidance, training and support in data science methodologies and tools.
- GRA's data maturity level steadily progresses towards data culture maturity with the realization of a firm value proposition from data.
- Role Holder successfully implement GRA's own Data Governance Framework and Roadmap
- GRA data is of high quality and reliable.
- Role Holder regularly provides update of Data Governance Framework and Roadmap.

Required Competencies. Required Qualifications & Experience include:

- Bachelor's Degree / Master's Degree Preferred in a STEM or related field.
- 8-11 years of extensive experience with data integration, analytics, data management, data governance, data quality.
- Experience in a major services organization, with large-scale data or project management and oversight experience.
- Demonstrated understanding of the DAMA framework. Ideally DAMA certified.
- Strong technical data skills using off the shelf tools (such as Infomatica, Talend, Infosphere) or leveraging using software development tools (Python, R, SQL scripts etc.).
- Knowledge of industry leading data quality, data management and data governance management practices.
- Knowledge of business and technology issues related to management of enterprise data assets and leading/best practice data management.
- Knowledge of data related government regulatory requirements and emerging trends and issues.
- Demonstrated consulting skills, with change management concepts and strategies, including communication, culture change and performance measurement system design.
- Experience of data lineage, taxonomies, catalogue and metadata management.
- Experience in defining, designing and implementing policies, standards, guidelines, tools, metrics and standards for data management and governance framework.
- Experience in supporting the definition and implementation of a data strategy.

Required Specialized Techniques and Skills include:

- Extremely high personal and professional integrity and strong work ethics.
- Ability to articulate vision of transformation efforts and a sense of mission.
- Willingness to make change and provide direction.
- Results orientation, willingness to commit to a direction and drive operations to completion.
- Demonstrated ability to manage adversity and challenging situations.
- Ability to manage senior relationships across all the Business and Functional areas.
- Good understanding for the software engineering and technology management ecosystem with ability to appreciate technology, system, data architectural and operational narratives.
- Ability to develop cooperative and constructive working relationships.
- Ability to handle complaints, settle disputes and resolve conflicts and negotiate with others.
- Collaborative team player orientation towards work relationships, strong culture awareness.
- Highly developed skills in priority setting and alignment of project priorities with Team strategy.
- Ability to break down complex problems and projects into manageable goals.
- Ability to get to the heart of the problem and make sound and timely decisions to resolve problems.
- Ability to develop people, skills in coaching, mentoring, and teaching on the job.
- Ability to identify and recruit talent, including identifying the right people for both technical and non-technical jobs.
- Skills at performance management, recognizing and rewarding performance and identifying development needs.

- Effectiveness in building trust, respect and cooperation among teams.

Specific Knowledge required includes:

- Experience and knowledge of strategic thinking and planning principles, methodologies and tools.
- Ability to articulate clearly messages to a variety of audiences.
- Strong interpersonal, organizational, research, writing and verbal communication skills and excellent active listening skills.
- Strong Data Governance, Data Quality & Assurance knowledge and or experience.

1C: Data Structure & Infrastructure Lead

Job Purpose:

The Data Structure & Infrastructure Lead will help the GRA to scale up our structure and infrastructure rapidly. The holder will be responsible for designing and implementing the core infrastructure underlying the entire GRA systems. This role will have an influence on the continuous improvement of our infrastructure reliability and security while addressing the challenges of scale and engineering velocity.

As well as delivering these tasks the expert will be expected to assess capacities of colleagues and the organisation to improve infrastructure more systemically, such that the GRA can continue to deliver good practice after the Role Holder has completed their assignment.

Key Outputs:

- Create, implement and support DevOps strategies and continuous delivery pipelines with functional teams.
- Defining and implementing the appropriate infrastructure, tools, and processes to support continuous delivery of change. Identify potential issues preventing the successful delivery of services or solutions.
- A vital role in maturing GRA in continuous delivery and help with implementing the processes to ensure high data availability and quality.
- Design and build GRA's data infrastructure to support our existing and upcoming products.
- Plan for the maintenance of the infrastructure and to foresee weaknesses in the setup.
- Identify new technologies where appropriate to improve automation.
- Document infrastructure setup and best practices.
- Ability to design data solutions.
- Implement training and development programs and session focused on enhancing technical skills of staff under data science vertical
- Provide mentoring and coaching to staff within the Data Mining & Analytics Unit

Key responsibilities:

- Position a Data Strategy & Architecture in alignment with Business Strategy
- Design data models, data management and metadata systems
- Translate current and emerging business needs into data needs/requirements
- Lead on regularizing data management, data lineage/dataflows across GRA
- Harmonizes data enabled processes, tools and outcomes across the GRA landscape
- Assemble large, complex data sets that meet functional / non-functional business requirements from internal and external sources
- Building and maintaining cubes, marts, databases

- Integrate and setup open-source tools into existing enterprise cloud environments
- Partner with IT Operations to manage and optimize existing infrastructure
- Set up highly distributed and scalable infrastructure environments in support of specific products, and big data environments
- Designing, operationalizing, and running the data infrastructure to support the GRA's growing data needs.
- Build tools and automation to manage and enforce security policies, automate processes at scale

Performance Standards. This Job is satisfactorily performed when:

- Team members are successfully coached and developed by providing guidance, training and support.
- Evolve, streamline and optimize GRA's data structure and infrastructure
- Design and build GRA's data infrastructure to support our existing and upcoming products
- GRA adheres to best standards and practices in the area of data structures and infrastructure setup.

Required Competencies. Qualifications & Experience required includes:

- Master's degree in Computer Science, Statistics, Engineering or relevant field;
- 8 to 10 years' experience and working knowledge
- Designing and building large scale reliable data backend infrastructure, in collaboration with diverse stakeholders
- Experience in Azure Cloud, planning, migrating, and managing solutions.
- Background with Active Directory Services including DNS, DHCP, and DFS.
- Experience administering Azure Services & Assets: App Service, Azure SQL, Blob Storage, Key Vault, ExpressRoute, Virtual machines, Virtual Networks.
- Experience monitoring data infrastructure assets
- Experience owning and managing infrastructural issues
- Azure Migration experience, migrating on-premises solutions to the Cloud using Azure Migrate (or other) tools.
- Experience automating back-end dev operations to scale
- Hands-on SaaS delivery experience with Azure systems.
- Experience in automating build, test, package, release, and configuration management
- Good understanding of Linux/Unix fundamentals and debugging skills
- Strong scripting skills (ability to write in one of languages Python, etc.).
- Experience defining and deploying monitoring, metrics, and logging systems
- Demonstrable experience with networks, security, load balancers, DNS, etc.
- Rigor in high-code quality, automated testing, and other engineering

Required Specialized Techniques & Skills includes:

- Eagerness to learn and adapt to new data science technologies and methodologies.
- Analytical mind and business acumen
- Problem-solving aptitude
- Good communication skills and ability to work in a team environment.
- Ability to work collaboratively with cross-functional teams and stakeholders to achieve common goals and objectives, fostering a culture of collaboration and knowledge sharing.
- Ability to lead and mentor a team of data scientists, providing guidance, support and feedback to foster their professional development.
- Capacity to identify and address challenges related to revenue optimization, compliance, and risk management using data-driven approaches and innovative solutions.

Specific Knowledge required includes:

- Experience and knowledge of strategic thinking and planning principles, methodologies and tools
- Ability to articulate clearly messages to a variety of audiences
- Strong interpersonal, organizational, research, writing and verbal communication skills and excellent active listening skills

1D: Data Change Management & Support Lead

Job Purpose:

The change management & support lead will play a key role in ensuring projects (change initiatives) meet objectives on time and on budget by increasing employee adoption and usage. This person will focus on the people side of change, including changes to business processes, data, systems and technology. The primary purpose will be to create and implement change management strategies and plans on data products to maximize employee adoption and usage and minimize resistance. The role holder will work to drive faster adoption, higher ultimate utilization of and proficiency with the changes that impact employees. These improvements will increase benefit realization, value creation, ROI and the achievement of results and outcomes.

The change manager will focus solely on data products and will serve as a coach for senior leaders and executives in helping them fulfil the role of change sponsor. The change manager may also provide direct support and coaching to all levels of managers and supervisors as they help their direct reports through transitions. The change manager will also support data project teams in integrating change management activities into their project plans.

As well as delivering these tasks the expert will be expected to assess capacities of colleagues and the organisation to manage change more systemically, such that the GRA can continue to deliver good practice after the Role Holder has completed their assignment.

Key Outputs:

- To establish the annual work plan for the data change management team
- To monitor implementation of the team's annual work plan, oversee progress and ensure the delivery of results as planned and according to expectation.
- To collaborate with Data Science & Product Team to ensure the business case for change is clearly defined and documented.
- To assess change drivers and translate them into viable programmes or projects with clear vision and objectives.
- To advise on data change management strategy, based on situational awareness of the details of the change and the groups being impacted by the change.
- To lead the prioritization of change projects and initiatives with guidance from the People, Technology and Process Unit.

Key Responsibilities:

- Manage the GRA Data Warehouse Data Issues Management & Resolution
- Provide Customer Support on data projects
- Scope and manage data projects in line with leading practice
- Manage data projects to quality time and budgets

- Ideate and operationalize change management initiatives enabled by data
- Leading the data change management activities within GRA in a structured process framework.
- Designing the strategic approach to managing change and support operations that fall within the domain of change management.
- Evaluating the change impact and organizational readiness to limit potential risk.
- Supporting training and communication as part of change management. Activities may include designing or delivering specialized training resources to appropriate userbase.
- Evaluating the risk of change and providing actionable guidelines on reducing the impact.
- Evaluating resistance in adopting the change at the user, process, and technology level.
- Managing the change portfolio, which allows the organization to prepare for and successfully adopt the change.
- Authorize minor change requests and coordinate with the Change Advisory Board for changes presenting higher risk.
- Conduct post-implementation reviews to assess the decisions and performance related to the change request.
- Implement training and development programs and session focused on enhancing technical skills of staff under data science vertical.
- Provide mentoring and coaching to staff within the Data Mining & Analytics Unit.

Performance Standards. This Job is satisfactorily performed when:

- Team members are successfully coached and developed by providing guidance, training and support.
- Projects meet objectives on time and on budget by increasing employee adoption and usage.
- Provide direct support and coaching to all levels of managers and supervisors while supporting project teams in integrating change management activities into their project plans.
- GRA is able to apply a structured methodology and change management activities.

Required Competencies. Qualifications & Experience required includes:

- At least 5 years working experience and working knowledge.
- Change management certification or designation desired.
- A solid understanding of how people go through a change and the change process.
- Experience and knowledge of change management principles, methodologies and tools
- Expert-level skills using the tools and techniques of Project Management.
- Experience in managing complex change in technology development programs.
- Experience in creating reporting and metrics to drive business improvement.
- Exceptional communication skills, both written and verbal.
- Excellent active listening skills.
- Bachelor's or advanced degree in Management or any related field.
- Certified Project Management Professional/ Prince2 will be ideal.

Required Specialized Techniques & Skills includes:

- Ability to articulate clearly messages to a variety of audiences.
- Ability to establish and maintain strong relationships.
- Ability to influence others and move toward a common vision or goal.
- Flexible and adaptable; able to work in ambiguous situations.
- Resilient and tenacious with a propensity to persevere.
- Forward looking with a holistic approach.
- Organized with a natural inclination for planning strategy and tactics.
- Problem solving and root cause identification skills.

- Able to work effectively at all levels in an organization.
- Must be a team player and able to work collaboratively with and through others.
- Acute business acumen and understanding of organizational issues and challenges.
- Familiarity with project management approaches, tools and phases of the project lifecycle.
- Experience with large-scale organizational change efforts.

Specific Knowledge required includes:

- Experience and knowledge of strategic thinking and planning principles, methodologies and tools.
- Ability to articulate clearly messages to a variety of audiences.
- Strong interpersonal, organizational, research, writing and verbal communication skills and excellent active listening skills.

Annex 2: Draft Ghana ICT Service Levels – KPIs

KPIs will be assessed on a quarterly basis.

KPI	Sub-criteria	Measured by	Weighting
Financial management	Accurate invoices submitted in line with agreed invoicing calendar.	MA logs submission date; MA identifies any inaccuracies with the Supplier.	20%
Economy (Value for Money)	Robust cost control in line with contract.	MA assessment based on Supplier invoices and evidence submitted in quarterly reports.	20%
Quarterly Reporting	Reports submitted to schedule and are of a high quality.	MA logs submission date; MA assesses report quality and compliance with agreed requirements.	20%
Risk Management	Updated risk register submitted to schedule. Risks are quickly identified and are managed appropriately.	MA logs submission date; MA assessment based on review of risk register, reports, and discussions with Supplier and the Post programme team.	10%
Resourcing	Expert Team fully staffed for all phases of delivery with appropriate experience and skillsets (in line with the data expert job descriptions in Annex 1)	MA assessment based on Supplier reporting on any expert team skills and attendance gaps; assessment of expert team performance based on reports, meetings, progress against the work plan, and feedback from the GRA and the BHC Accra GRP Team.	20%
Effective cooperation with PFRC MA	Working satisfactorily and collaboratively with: (1) PFRC contract management team; (2) PFRC MERL Team; and (3) ASI internal audit team.	Feedback from these teams.	10%

KPI scoring

KPI sub-criteria will be scored on a six-point scale, as follows:

Score	Definition	Impact on payment of at risk funds
6	Responsibilities met with performance at a very high standard	Full payment of portion at risk.
5	Responsibilities met with performance at a good standard	Full payment of portion at risk.
4	Responsibilities largely met, but with some minor issues or omissions.	80% of funds at risk paid.
3	Responsibilities partly met, but with significant issues or omissions.	50% of funds at risk paid.
2	Responsibilities largely not met, with very significant issues or omissions.	0% of funds at risk paid.
1	Responsibilities not met, serious under-performance.	0% of funds at risk paid.

Suppliers will never be scored below a 5 on a sub-criteria where they cannot reasonably be considered to bear some responsibility for under-performance in relation to that sub-criteria.

Funds at risk that are not paid will normally be held back and added to the funds at risk during the next assessment of that tier of KPIs. However, where a Critical Service Level Failure occurs the funds at risk may, at the discretion of the MA, not be paid at all. A Critical Service Level Failure will be considered to have occurred where the Supplier:

- Scores 1 against any KPI sub-criteria during a KPI assessment;
- Scores 2 against more than one sub-criteria during a KPI assessment;
- Scores 3 against the same sub-criteria on at least three occasions during the contract term, and there is no evidence of consistent improvement.

Worked example: calculation of fees to be held back following a Tier 1 KPI assessment

Below we illustrate how the fees-at-risk system works, taking the hypothetical example of a KPI assessment where the initial invoice value is £100,000.

On this occasion the Supplier has scored a 5 or 6 in relation to three of the four sub-criteria. However, the Supplier has scored a 3 on forecast variance, reflecting a significant forecast inaccuracy. This means that 50% of the funds-at-risk tied to forecast variance at risk will be held back until the next assessment, when they'll be added to the fees at risk. Since this sub-criteria is weighted at 20%, there is £20,000 tied to forecast variance, meaning that £10,000 will be held back. As a result, the Supplier will be paid £90,000 instead of £100,000.