

LIBERIA INSTITUTE OF STATISTICS AND GEO-INFORMATION SERVICES

TERMS OF REFERENCE (TOR)

FOR

SENIOR ICT ADVISOR

1.0 Background

Liberia's 14-year civil unrest severely dismantled its statistical system rendering it dysfunctional. Existing data were lost, population and housing census not conducted as planned, economic statistics extremely limited and restricted to Monrovia, social statistics such as health and education, and demographic statistics were largely unavailable. The infrastructure to support implementation of statistical activities was devastated. The capacity to collect and analyze relevant statistics and other information critical for decision making was limited and weak. The statistics producers had unsophisticated statistical procedures, a poor record keeping and archiving culture, poor physical and information and communications technology (ICT) infrastructure. Most staffers were demotivated as they received low salaries and limited training. The technological development that the international statistical world had gone through had been missed. Basically, statistics were largely unavailable to guide policy formulation and implementation for good governance. The quality of national accounts statistics is low due to low coverage of economic activities compounded by an old methodology and a remote base year. National accounts statistics are still produced using the SNA 1993 instead of the 2008 SNA. The CPI comprehensiveness is also limited due to a narrow geographic coverage (Monrovia). Household and business surveys are irregular and the country suffers from lack of equipment, limited human resources and irregular financing of statistical activities.

In view of the aforementioned, the World Bank, in 2015, committed to improving the statistical capacity of low-income countries. The Bank initially targeted for at least one household survey to be conducted every 3 years in said countries, but in May of 2019, the World Bank incorporated the regional project in order to strengthen the statistical systems of participating countries and

regional bodies in Africa to produce, disseminate, and enhance the use of core economic and social statistics.

Given the technology-centric nature of this project, a Senior ICT Advisor role is among the first set of recruits to guide the planning and implementation of the project. As part of the reforms contemplated in the Project, LISGIS is in the process of introducing a robust, scalable, and secure platform that will transform LISGIS business processes and help it achieve the project development objective. The Project is expected to, inter alia, harmonize data access and collection at the regional/national level, modernize the data collection infrastructure, and develop the requisite human capital for sustainability purposes. The goal of the project is to strengthen the capacity of LISGIS and line ministries and agencies (MACs) to produce, disseminate, and enhance the use of core economic and social statistics in Liberia.

Thus, the Government of Liberia, through LISGIS, is seeking the services of a Senior ICT Consultant to lead on ICT Advisory roles to the LISGIS Management.

1.1 Objective of the Assignment

The assignment is aimed at coordinating technical capacity assessments, producing various ICT strategies and policies, overseeing an effective implementation, harmonizing regional and local frameworks, support in establishing a functioning ICT Governance Board, aligning a cyber security strategy, and developing usable reference models for LISGIS.

1.2 Scope of Work and Tasks

The scope of work requires the ICT Advisor, in consultation with LISGIS senior leadership and the ICT Director, to propose plans and assist in the coordination and implementation of ICT activities at LISGIS. The job responsibilities are:

- a. Work with LISGIS leadership to establish an effective ICT Governance Board.
- b. Responsible to review and develop ICT standards, policies, procedures, and guidelines, and bring them into conformity with national and regional documents where necessary.
- c. Head the ICT quality assurance (QA) program for LISGIS and will transfer requisite QA skills to the ICT department within LISGIS.
- d. Develop the ICT Rollout Strategy for LISGIS acceptance and Bank approval and will oversee the implementation of the rollout strategy.
- e. Responsible for reviewing existing ICT organigram and TORs and proposing a revision for LISGIS adoption and implementation.

- f. Have oversight of the project ICT specifications, requirements, TOR and will work with all requisite stakeholders for timely implementation of project activities.
- g. Advise on the simplification and standardization of the various enterprise statistical systems and oversee the knowledge transfer effort across LISGIS for all technology solutions.
- h. Advise LISGIS with recommendations on applications for ICT infrastructure, enterprise systems, and policy amendment in response to the gaps identified in the ICT Capacity Assessment. Guidance should come from the Capacity Building Needs Assessment Report.
- i. Review current ICT processes and propose future ICT alignment through an 'as-is' and 'to-be' documentation for LISGIS adoption.
- j. Create and manage a risk registry for the ICT implementation at LISGIS and communicate risk and mitigation to relevant stakeholders continuously.
- k. Provide support and advice to the head of the ICT department on strategy and detailed ICT work plan for which the department is responsible, including the design and implementation of appropriate information security standards and best practices.
- l. Identify and document all current and in-progress developments of ICT across LISGIS, supporting the adoption of best practices in technologies and encourage appropriate information sharing across the LISGIS and external parties.

1.3 Key Deliverables

Major Deliverables are:

- a. An action plan-detailing summary of all start-up activities, necessary meetings, and coordination activities developed with the LISGIS leadership and the Project Management Team (PMT).
- b. Quarterly progress report with a detailed description of activities performed and results achieved as per the TOR and the work plan.
- c. In-person monthly briefing to senior management of LISGIS and the PMT. The briefing shall cover activities performed for the month and results achieved as per the TOR and the work plan as well as issues encountered, assessment of potential implementation risks, and recommendations for mitigating these risks.
- d. By the end of the assignment, the consultant shall provide a written report that provides detailed recommendations that will help to achieve full operationalization of ICT initiatives. For each recommendation, the consultant should include detailed information regarding shortfalls that the ICT initiative should seek to address, the desired outcomes it seeks to achieve, expected impacts and potential challenges regarding implementation, as well as corresponding mitigation strategies based on current conditions

1.4 Performance Monitoring Indicators

1. Inception report drafted two weeks after commencement of assignment
2. In-person monthly briefing to LISGIS Management conducted
3. Quarterly progress report submitted
4. Final report is drafted and presented at the end of the assignment

1.7 Qualification and Experience

The minimum qualification requirements are as below:

- a. Master degree in Information Technology, Computer Science, Engineering or equivalent degree with technology emphasis or concentration.
- b. Minimum of 5 years of relevant professional experience on a World Bank funded project.
- c. Fluency in the English language and demonstrate excellent written and oral communication skills.
- d. Possess professional certification in the project management field (Prince2 or PMP) and have a minimum of six years of experience in a senior technical role on a similar project in the West African region.
- e. Have at least one of the below quality assurance or ICT Governance professional certifications: ISO900X, CISA, CGEIT, MCSE, CCNA, and TOGAF.
- f. Minimum of two of the below professional certification: TOGAF, MCSE, CCNA, Amazon AWS Certified Solutions Architect, Google Associate Cloud Engineer, Cloud, and Microsoft Azure Administrator.
- g. Demonstrable experience in overseeing a major data center or enterprise infrastructure in the public sector across the African region.
- h. An in-depth understanding of ICT network communication and technology such as IP networks, VPNs, fiber optics, and WiMAX technology.
- i. An in-depth understanding of cloud hosting, data center management, and datacenter technologies.
- j. Well verse in Windows and Linux operating systems and have managed either at the enterprise level for a minimum of five years.
- k. At least 4 years of experience in advising on ICT related issues in the public sector and have held a senior ICT role in the public sector.
- l. Ability to work closely with functional team members in ensuring that business objectives are delivered.
- m. Proven ability to communicate and relate complex ideas in a way that is understandable by staff and management without an ICT background.
- n. Excellent interpersonal and communication skills, as well as strong organizational skills and ability to meet deadlines.

- o. Eight years of practical leadership experience in implementing, operating, and supporting enterprise ICT systems.

Duration of the Assignment

The assignment is for a period of ten (10) months

1.5 Contract and Reporting Requirements

The Consultant will be hired for a period of ten (10) months during which time he/she is expected to report to the Director General through the Project Coordinator as follows:

1. Inception report
2. In-person monthly briefing
3. Quarterly progress report
4. Final/end of assignment report

1.6 Local Services, Personnel and Facilities Provided by the Client

LISGIS will provide:

1. Access to all necessary information and key actors to facilitate timely execution of the assignment
2. Office space (essential office furniture) within LISGIS
3. Access to internet, and network resources, where necessary