República Democrática de São Tomé e Príncipe
(UNIDADE – DISCIPLINA – TRABALHO)
Ministério das Infraestruturas, Recursos Naturais e Meio Ambiente
P R O J E T O S T P D I G I T A L

Terms of Reference: Individual Consultant

Data Governance Policy, Strategy, and Action Plan

1. Background

The Government of Sao Tome and Principe (STP) is undertaking an investment program supported by the World Bank under the Digital STP project (the Project) to strengthen its ICT sector, including investment in telecommunications infrastructure, foundational digital government platforms, cybersecurity, and improvement of connectivity to schools. The development objective of the project is, to improve equity and sustainability of telecommunications services between the islands of São Tomé and Príncipe, and strengthen data governance, data systems and statistical capacity.

The Government of STP (GoSTP) recognizes the importance of data as a strategic asset for informed decision-making, evidence-based policymaking, and effective service delivery. A comprehensive data governance policy would promote effective and responsible data management across all government entities, enabling the Government to leverage data as a strategic asset, ensure data privacy and security, and facilitate data sharing and collaboration. To this end, the Digital STP will support the development of a develop a comprehensive Data Governance Policy, Strategy, and Action Plan.

2. General Objective

The primary objective of this consultancy is to formulate a Data Governance Policy, Strategy, and Action Plan for STP based on consultative inputs from across GoSTP and civil society. To achieve this, the consultant will:

a) Develop a Data Governance Policy that establishes a framework for the governance, management, and use of data and a Strategy that outlines the vision, goals, and guiding principles for data management and utilization across GoSTP;

b) Define roles, responsibilities, and mechanisms for data governance implementation, monitoring, and enforcement;

c) Define a clear roadmap and action plan to implement the Data Strategy, identifying key activities, timelines, responsible entities, and resource requirements;

d) Develop a program to promote a data-driven culture across government entities that enables and fosters data sharing, collaboration, and integration;

e) Enhance data quality, accessibility, interoperability, and security to support evidence-based decision-making and policy formulation;

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f) Ensure the protection of privacy and confidentiality of citizens' data by ensuring compliance with relevant national and international data governance and data protection standards, regulations, measures, and best practices;

g) Promote transparency, accountability, and stakeholder engagement in data governance processes; and

h) Establish mechanisms for stakeholder engagement, feedback, and collaboration in data-related initiatives.

3. Scope of Work

The consultant will undertake the following:

a) Conduct a comprehensive assessment of the current data landscape, including existing data sources, data management practices and policies, data infrastructure, and data governance frameworks within government entities;

b) Review good practices and standards in data governance, including those established by organizations such as the Organisation for Economic Co-operation and Development (OECD);

c) Engage with key stakeholders, including GoSTP officials, data owners, data users, and citizens, to understand their data-related requirements, perspectives, concerns, and priorities;

d) Develop a Data Governance Policy document that addresses the specific requirements and challenges of the GoSTP that takes into account international good practices.

e) Develop a Data Strategy document that articulates the vision, goals, guiding principles, and strategic objectives for data management and utilization in the GoSTP;

f) Define a clear Roadmap and Action Plan for the implementation of the Data Strategy, including specific initiatives, milestones, timelines, responsible entities, and resource requirements;

g) Identify and propose necessary legal, regulatory, and institutional changes required to support the effective implementation of the Data Strategy;

h) Develop guidelines and procedures for data governance, data quality management, data sharing, and data privacy protection;

i) Identify and recommend appropriate technologies, tools, and infrastructure required to support data collection, storage, analysis, and dissemination;

j) Recommend capacity building and training programs to enhance data literacy, data management skills, and awareness of the Data Strategy among government employees;

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k) Develop monitoring and evaluation mechanisms to assess the progress, effectiveness, and impact of the Data Strategy's Roadmap and Action Plan; and

l) Develop mechanisms for stakeholder engagement, feedback, and collaboration in data-related initiatives, including the establishment of partnerships with relevant stakeholders.

4. Deliverables, Timeline, and Payment Plan

Deliverables	Deadline	Tranche Payment Amount (%)
1. **Inception Report** - detailed work plan and identification of priority issues plus expectations agreed with the Government	2 weeks after contract signing	10
2. **Assessment Report** on STP's current data landscape, including data sources, data management practices, data infrastructure, and data governance frameworks and **Preliminary Stakeholder Workshop** proposing way forward on Data Governance Policy	6 weeks after contract signing	15
3. **Draft Data Governance Policy** and skeleton of **Draft Data Strategy**	10 weeks after contract signing	25
4. **Finalized Data Governance Policy, Draft Data Strategy** and **Draft Roadmap and Action Plan**	14 weeks after contract signing	25
5. **Finalized Roadmap and Action Plan** and **Validation Stakeholder Workshop**	18 weeks after contract signing	25

5. Approach and Methodology

The consultant will work in close coordination with the Instituto de Inovação e Conhecimento of the GoSTP, which can appoint a Focal Point to work with the consultant. The work will be directly overseen by the Digital STP Project Implementation Unit, under the Ministério das Infraestruturas, Recursos Naturais e Meio Ambiente (MIRNMA). It is also expected that the consultant work closely with other relevant entities, particularly the Regulatory Agency (Autoridade Geral de Regulação - AGER), the National Registry (Direção Geral de Registos e Notariados), the Data Protection Agency (Agência Nacional de Proteção de Dados Pessoais - ANPDP) the Statistics Institute (Instituto Nacional de Estatística - INE), and other actors such as DITEI (IT Department of the Ministry of Finance).

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The consultant is expected to collaborate closely with GoSTP as well as non-state actors in STP and, as such, should expect to field at least two missions of 10-working days each to complete the work. During these missions the consultant will be responsible for convening at least two (2) inclusive multistakeholder workshops. While Digital STP will assume responsibility for logistical arrangements and costs of these workshops, it is the consultant's responsibility for planning the content of these events.

6. Qualifications and Expertise

The consultant should possess the following qualifications and expertise:

a) Research or practice experience in data strategy development, data governance and data management in Sub Saharan Africa.

b) Familiarity with international trends, good practices, and standards in data strategy development and implementation.

c) Strong analytical and research skills, with the ability to assess existing data management practices and recommend improvements.

d) Experience working with government entities and an understanding of the specific challenges faced in Sub-Saharan African countries.

e) Experience in legal and regulatory frameworks related to data protection and privacy an asset.

f) Stakeholder engagement abilities, including the facilitation of workshops and interviews.

g) Fluency in written and spoken Portuguese. All deliverables must be in Portuguese.