



## Terms of Reference

### **Consultant to assess the generation and exploitation of income generating funds at the Ghana Statistical Service**

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#### **1. Background**

The Ghana Statistical Service (GSS) is established under the Statistical Service Law, 1985 (PNDCL 135) as an autonomous public institution mandated to produce official statistics for Ghana. This mandate was further strengthened by the Statistical Service Act, 2019 (Act 1003), which designates GSS as the central authority for coordinating the National Statistical System (NSS) and expands its role in the collection, processing, dissemination, and governance of statistical information across all sectors.

“The Statistical Service Act, 2019 (Act 1003) recognises internally generated funds as part of the Service’s financing framework, however, it does not explicitly regulate the retention and use of revenues generated through such activities.

As demands for timely, high-quality data continue to increase, there is growing interest in exploring sustainable financing mechanisms that can complement public funding while safeguarding statistical independence, integrity and public trust.

In this context, Income Generating Funds (IGF), are increasingly being considered by National Statistical Offices internationally as a means to strengthen institutional sustainability and reduce long-term reliance on external donor financing. Inspired by visits to, and exchanges of experiences and practices with Statistics Denmark (SD), GSS has expressed interest in exploring the potential applicability of IGF models within the Ghanaian context, subject to appropriate legal, institutional, and governance conditions. Accordingly, under the Strategic Sector Cooperation (SSC) between GSS, Statistics Denmark (SD) and the Embassy of Denmark, the parties have decided to contract a consultant to assess the feasibility and scope for IGF within GSS.

While Act 1003, the Service does not currently provide an explicit mandate for the retention of IGF revenues generated, the Act is under review, and a revised Act is expected to explicitly address the retention and use of funds generated through IGF activities.

## **2. Objective of the assignment**

This assignment constitute an initial analytical step in the exploration of IGF options for GSS. Its purpose is to establish an informed, evidence-based foundation to guide decision-making and to support the planning of a subsequent scoping mission to Ghana by IGF experts from SD in Q2 of 2026. The findings of the assignment will inform the scope, focus, and feasibility of that mission, ensuring that any further engagement is grounded in a clear understanding of legal feasibility, institutional readiness, and strategic alignment.

Against this background, SD and GSS jointly seek to contract a consultant to assess the feasibility and scope for IGF within GSS, with particular emphasis on alignment with GSS's public mandate, international statistical principles, and strategic ambition to strengthen financial sustainability and institutional independence.

The objective of the assignment is to provide a clear and evidence-based foundation for decision-making by:

- Clarifying the legal and regulatory framework governing IGF for GSS.
- Assessing whether existing or forthcoming legislation enables GSS to generate and retain income from IGF.
- Identifying feasible IGF models that align with GSS's public mandate, international statistical principles, and strategic ambition to strengthen financial sustainability and reduce long-term reliance on international donor funding

## **3. Scope and Content of the Assignment**

The assignment is divided into three parts:

### **a) Legal and regulatory clarification**

- Review of applicable IGF legislation, regulations, and policies currently governing GSS.
- Analyze the Statistical Service Act, 2019 (Act 1003) and relevant provisions of the Public Financial Management Act to ensure proposed IGF options are legally compliant.
- Identification of permissions, limitations, and institutional constraints related to IGF in Ghana.
- Clarification of approval procedures, pricing mechanisms, revenue retention, and accountability requirements.

**b) Assessment of potential Income generating funds**

An assessment of feasible and potential IGF for GSS is required. The assessment shall be informed by an analysis of GSS's institutional strengths and comparative advantages, as well as the most relevant market opportunities for IGF within the Ghanaian context.

It shall further rely on the findings of the legal and regulatory analysis set out in section 2(a), which will determine the extent to which such activities can be considered feasible within the existing or prospective legal framework.

**c) Comparative and international good practice mapping**

- Review of IGF practices among National Statistical Offices (NSOs) in Africa and/or comparable non-Western contexts.
- Identification of good practices, risks, and governance safeguards, with particular emphasis on models that support institutional sustainability and financial independence

## **4. Deliverables**

The deliverables shall be based on thorough desk research combined with structured consultations, including in-person meetings, in-person interviews, and cross-examination of findings with relevant stakeholders in Ghana. These engagements are intended to validate legal interpretations, test analytical assumptions, and ensure that conclusions are grounded in institutional practice and the Ghanaian context.

Consultations are expected to include, as relevant, representatives from:

- Ghana Statistical Service (senior management and legal functions).
- The Data and Statistics Department of the Parliament of Ghana.
- Other relevant public institutions with mandates related to data governance, public finance or IGF.

**The expected deliverables are:**

- An interim assessment following completion of the legal and regulatory clarification under section 2(a), summarising key findings and their implications for the subsequent IGF-analysis and serving as a decision point for further analytical work.
- A final report presenting conclusions and actionable recommendations, including legal, institutional, and operational considerations.
- A presentation of findings and recommendations to Statistics Denmark (SD) and Ghana Statistical Service (GSS).

## **5. Reporting and Institutional Arrangement**

The assignment will be conducted in Ghana. Under the direct supervision of the Deputy Government Statistician at GSS and the Project Manager at SD, and overall oversight by the Government Statistician at GSS and the Head of Division at SD. The Consulting Firm will report to the office of the Deputy Government Statistician along with SD.

## **6. Timelines**

The consultancy is expected to commence in mid-March and conclude with submission of the final report and presentation by mid-April 2026.

The deadline for submission of quotations for this assignment is 10 working days from the date of publication of these Terms of References.

## **7. Qualifications of the Consultant/Firm**

The ideal consultant/firm should possess the following:

**Education:** An advanced University Degree in Accounting, Finance, Business Administration, Public Administration, or a related field.

**Experience:**

- A minimum of 10 years of post-qualification experience in financial management, public finance, or advisory services is required, preferably with experience working with government agencies or public sector institutions.
- Legal or regulatory analysis experience in Ghana is required.
- Demonstrable experience in financial modelling or revenue mobilisation within the public sector is an asset.
- Familiarity with Ghana's Public Financial Management Act, 2019 and Act 1003 is an asset.
- Familiarity with national statistical systems is an asset.

**Skills:**

- Strong analytical and communication skills
- Ability to engage effectively with diverse stakeholders
- Experience in market analysis and/or market research.
- Proficiency in relevant financial management tools and systems

The submitted bids for the assignment will be evaluated based on the principle of 'best value for money'.

The consultant is required to inform about any former relations or involvement with GSS.

## **8. How to apply**

The proposal should contain the following:

- How qualifications are met.
- Demonstrate experience with similar or comparable assignments.
- Description of the planned process for undertaking the assignment outlining detailed project work plan.
- Description of deliverables.
- Budget

Send your application to:

Senior adviser and Project manager  
Emil Aurehøj Persson, Statistics Denmark.  
[eap@dst.dk](mailto:eap@dst.dk)

Subject line: Assessment of Income Generating Funds at GSS

## **9. Confidentiality**

All materials produced or acquired under this consultancy shall be treated as strictly confidential and shall not be disclosed to any third party without the prior written consent of SD and GSS.

## **10. Contact information**

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