



OFFICE OF THE SENIOR MINISTER, OFFICE OF THE PRESIDENT

**PUBLIC SECTOR REFORM FOR RESULTS PROJECT
(PSRRP)**

IDA CREDIT NO. 63230-GH

TERMS OF REFERENCE

DRIVER AND VEHICLE LICENSING AUTHORITY (DVLA)

**IDENTIFYING CAPACITY GAPS WITHIN DVLA AND DEVELOPING
COSTED AND SEQUENCED TRAINING AND CAPACITY
DEVELOPMENT PROGRAMS**

PROCUREMENT PLAN REFERENCE No. GH-OSM-168841-CS-CQS

COMPONENT 2

SUB-COMPONENT 2.1

MARCH 2019

Introduction

1. The Government of Ghana launched the National Public Sector Reform Strategy (NPSRS) 2018-2023 in August 2018. The goal of the NPSRS (2018-2023) is to enhance public service delivery to the citizenry and the private sector. It seeks, among other things, to reverse the decline in institutional quality and management effectiveness of Ghana's public sector.

Background of the Public Sector Reform for Results Project (PSRRP)

2. The PSRRP is an initiative of the Government of Ghana that partially supports the implementation of the NPSRS (2018-2023). The project aims to help sixteen (16) selected Ministries, Departments, and Agencies (MDAs) improve efficiency and accountability in the delivery of key public services to citizens and firms¹. This will be achieved by strengthening the service culture among the employees of these entities and reforming the current structures, systems, processes and internal management functions of the entities to provide more accessible, modernized and timely services.

3. The PSRRP is implemented through the Office of the Senior Minister under the Office of the President (OSM-OoP) and supported by a US\$35 million credit and technical assistance from the International Development Association (IDA – hereafter, “the World Bank”). A summary project description is in the Annex – further details are in the Project Appraisal Document (PAD) and in the Project Operational Manual (POM).

4. The DVLA performs eleven (11) functions in line with Act 569 of 1999. As a result, will require various skills set to accomplish this objective. In line with this, the Authority is seeking the services of a Consulting Firm to assist it conduct a capacity gap assessment to identify training needs and required capacity building interventions. As part of the project, DVLA has agreed to use part of its allocated funds to undertake a training and capacity needs assessment to identify capacity gaps within the Authority and develop costed and sequenced training and capacity development programs for DVLA. A Capacity Needs Assessment (CNA) will be required to identify and understand the organization's capacity assets and needs. This will involve identifying capacity that is already in place to determine opportunities and constraints to the achievement of clearly identified results. A Capacity Building Plan (CBP) will be developed on the basis of findings from the assessment. The CBP should provide a clear pathway to achieve the expected results

Background to DVLA

5. The Driver & Vehicle Licensing Authority (DVLA) is a public-sector organization under the Ministry of Transport. It was established by the Driver and Vehicle Licensing Authority Act, 1999, Act 569. The Authority has the mandate to promote good driving standards in the country, and ensure the use of roadworthy vehicles on the road and other public places.

¹ These are five agencies (Driver and Vehicle Licensing Authority, Passport Office, Ghana Immigration Service, Environmental Protection Agency, and Births and Deaths Registry); their five respective parent ministries (Transport, Foreign Affairs and Regional Integration, Interior; Environment, Science and Technology and Innovation; and Local Government and Rural Development); the Ministry of Monitoring and Evaluation; Office of the Head of Civil Service; Public Services Commission; the Commission on Human Rights and Administrative Justice; the National Information Technology Agency; and the Office of the Senior Minister under the Office of the President.

Vision

6. “To be a reputable organization, with internationally acceptable standards for driver and vehicle licensing”.

Mission

7. “To ensure best practices for licensing drivers and vehicles to promote road safety and environmental sustainability, while pursuing integrity, excellence, professionalism and reliability in service delivery.”

Core Values**Respect**

8. We respect and value those we work with and the contribution that they make to the success of DVLA.

Integrity

9. We act fairly, ethically and transparently with integrity in all that we do.

Excellence

10. We pledge to use our energy, skills and resources to deliver the best services and products

Stewardship

11. We are passionate about leaving DVLA better than we met it.

Customer-Centric

12. At DVLA, our customers are our number one priority. Everything that we do begins and ends with our customers.

Accountability

13. At the DVLA, we are accountable to each other, our customers, our partners and stakeholders.

Diversity

14. We acknowledge and respect our diversity and see it as a source of new value creation.

Functions of the Authority

15. DVLA performs eleven (11) functions in line with Act 569 of 1999. These are:

- i. Establish standards and methods for the training and testing of driving instructors and drivers of motor vehicles and riders of motor cycles
- ii. Establish standards and methods for the training and testing of vehicle examiners
- iii. Provide syllabi for driver training and the training of instructors
- iv. Issue driving licenses

- v. Register and license driving schools
- vi. License driving instructors
- vii. Inspect, test and register motor vehicles
- viii. Issue vehicle registration certificates
- ix. Issue vehicle examination certificates
- x. License and regulate private garages to undertake vehicle testing
- xi. Maintain registers containing particulars of licensed motor vehicles, driving instructors, driving schools and drivers of motor vehicles.

Office Location & Staff Strength

16. DVLA has eleven (11) regional and eighteen (18) district offices and a Head Office in Accra. DVLA has a staff strength of over six hundred and forty-one (641) as at the end of the second quarter of 2019.

Objectives & Scope of the Assignment

17. The Consulting Firm will assist DVLA to conduct a capacity gap assessment to identify training needs and required capacity building interventions. The Firm will identify relevant training programmes based on the findings from the assessment conducted and will assess the projected demand for skills training.

18. The specific objectives of the assignment are as follows:

- i. Conduct a situation assessment and analysis on current capacity of all staff.
- ii. Based on the assessment, identify specific capacity building requirements and define skills needed for different role holders across departments.
- iii. Review existing training programmes and courses available.
- iv. Based on the assessment, develop training strategies, formulate and advise the implementation of a training and capacity building strategy for the organization.
- v. Develop an Individual Development Plan for employees of the Authority.
- vi. Evaluate and provide post training governance to DVLA to track and assess individual and organizational performance.
- vii. Review the Authority's draft scheme of service.
- viii. Review the Authority's draft competency framework.

Skills & Experience within the Consulting Firm

19. To provide the above services, the consulting firm should have a team with the following qualifications. The consulting process should be participatory and consultative. Two (2) support service staff will be assigned from DVLA to assist the Consulting Firm. This is aimed at knowledge transfer and facilitation of documents and collation of other logistical requirements to successfully execute the assignment. The Consultants should possess the following requirements:

SN	CONSULTANT	REQUIREMENT
1.	Team Leader	1. Master's Degree in Human Resource, Economics, Development Studies, Management, Social sciences or related discipline.

		<ol style="list-style-type: none"> 2. A minimum of ten (10) years' experience in conducting organizational capacity needs assessments, experience with self-assessment processes will be an advantage. 3. At least 5 years of experience working in organizational development, capacity building in the specified area. 4. Excellent writing and communication skills in English. 5. Strong interpersonal skills and the ability to communicate and work well with diverse people. 6. Previous experience in carrying out similar assignment in the in the Public Sector. 7. A working knowledge of the latest Microsoft packages (Word, Excel, Microsoft Access, Power Point & Outlook etc.) is an important requirement. 8. Team Leader should be a seasoned facilitator and training expert capable of assessing capacity needs, imparting knowledge, skills and influencing attitudes to meet DVLA's capacity building objectives to improve service quality and delivery standards.
2.	Team Member	<ol style="list-style-type: none"> 1. Master's Degree in Human Resource, Economics, Development Studies, Management, Social sciences or related discipline. 2. A minimum of five (5) years' experience in conducting organizational capacity needs assessments, experience with self-assessment processes will be an advantage. 3. At least two (2) years of experience working in organizational development, capacity building in the specified area. 4. Excellent writing and communication skills in English. 5. Strong interpersonal skills and the ability to communicate and work well with diverse people. 6. Previous experience in carrying out similar assignment in the in the Public Sector. 7. A working knowledge of the latest Microsoft packages (Word, Excel, Microsoft Access, Power Point & Outlook etc.) is an important requirement.
3.	Team Member	<ol style="list-style-type: none"> 1. First Degree in Human Resource, Economics, Development Studies, Management, Social sciences or related discipline. 2. A minimum of two (2) years' experience in conducting organizational capacity needs assessments, experience with self-assessment processes will be an advantage. 3. At least one (1) year of experience working in organizational development, capacity building in the specified area.

		<ol style="list-style-type: none"> 4. Excellent writing and communication skills in English. 5. Strong interpersonal skills and the ability to communicate and work well with diverse people. 6. A working knowledge of the latest Microsoft packages (Word, Excel, Microsoft Access, Power Point & Outlook etc.) is an important requirement.
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Duration and Reporting

20. The project is expected to be completed in three (3) calendar months. The Firm will make a power point presentation of all reports and incorporate comments before presenting final copies to the Authority.

Deliverables

21. The deliverables of the project shall include;

Deliverables	Details	Weeks	Payment
Inception Report including a work plan, detailed methodology, report format and timeline	This report will include a detailed understanding and approach to the assignment methodology. Six (6) hard copies and soft copies on pen drive.	Week 2	10%
Capacity Assessment Report	This report will cover the situation analysis on current capacity of all staff, training/capacity need of the staff/Authority, review of existing training programmes & courses available and the draft scheme of service. Six (6) hard copies and soft copies on pen drive.	Week 7	25%
Draft Final Report	This report will cover recommended training strategies to address the capacity gaps identified for all levels of staff as well as monitoring framework to monitor the implementation, risks and timeline for implementation. Draft final copies of scheme of service. Six (6) hard copies and soft copies on pen drive.	Week 10	40%
Final Completion Report	This report will take cognizance of the all comments & suggestions from the client. Final copies of scheme of service	Week 12	25%

Roles and Responsibilities

22. The client shall be responsible for:

- i. Preparing Terms of Reference
- ii. Selecting, contracting and managing the selected Firm
- iii. Providing office space for consultants if need be
- iv. Actively engaging with the Consulting Firm during the consultancy period
- v. Identifying stakeholders and linking Consultants to all DVLA Regional and District Offices as needed

23. The Consulting Firm shall be responsible for:

- i. Preparation of all deliverables
- ii. Actively engaging with staff, Board members and other stakeholders through the use of participatory processes
- iii. Regular progress reporting to DVLA

Reporting Arrangements

24. The Authority shall set up a team made up of four representatives of the DVLA Public Sector Reform for Results Project Implementation Team (PIT) and the head of Learning and Development from the Human Resource Department to work with the selected Consulting Firm. The Firm will work on a day-to-day basis with the DVLA PIT.

25. All reports from the Consulting Firm shall be submitted to the Chief Executive and copies given to the DVLA Project Implementation Team Members.

26. The Consulting Firm shall make presentation to Management and incorporate their comments before submission of all reports.

ANNEX

Project Objective and Description

Description of Project

The objective of the project is to improve efficiency and accountability in the delivery of selected services by Selected Entities.

PDO Level Indicators

Progress towards the PDO of the project will be measured by the following indicators:

i. To improve the efficiency of Selected Entities in delivery of selected services:

PDO Indicator 1: Service users provided selected services within the prescribed time limits published in Client Service Charters (CSC)/Client Service Standards (CSS) updated under Public Sector Reform for Results Project (PSRRP).

PDO Indicator 2: Time to deliver selected services by Selected Entities, illustrated by, for example, time taken to register a vehicle.

ii. To improve the accountability of Selected Entities in delivery of selected services

PDO Indicator 3: Annual conduct of Citizen Assessment Survey (Listen to Ghana) and publication of results.

PDO Indicator 4: Selected Entities that publish data semi-annually on number of complaints received, resolved and pending.

The project has four (4) components whose activities will enable achievement of project objectives.

Component 1 - Strengthening Organizational Performance

This component will provide support to the OHCS and PSC to strengthen their capacity and organizational management and those of Selected Entities and other institutions under their oversight. It will also strengthen the capacity of CHRAJ's grievance redress and complaints handling of fairness in the delivery of administrative services.

Component 2 – Improving Efficiency, Accountability and Citizen Engagement in the Delivery of Selected Services

This component will assist the SEs to improve their efficiency and accountability in the delivery of Selected Services: DVLA, MoT, BDR, MLGRD, EPA, MESTI, PO, MFARI, GIS, MoI. It will also support NITA to provide ICT core services, other relevant ICT service and related technical support and training to the SEs. Furthermore, the component seeks to support NITA to implement Service Level Agreements (SLAs) with each SE to provide the specified services according to mutually agreed standards.

This component would also support the implementation of Government's NPSRS (2018-2023) relating to improving efficiency, accountability and citizen engagement in the delivery of services by SEs except for OHCS, PSC and CHRAJ.

Component 3 – Monitoring and Evaluation

1. Strengthening the capacity of the Ministry of Monitoring and Evaluation (MoME), MDAs and MMDAs through inter alia:
 - a) Preparing and implementing M&E policy and performance measurement; and monitoring implementation of the GRF for priority programmes;
 - b) Developing and monitoring real-time performance for MDAs and MMDAs; and
 - c) Strengthening M&E capacity.
2. Carrying out activities for enabling stakeholders to interact with citizens and civil society, conducting annual citizen assessment surveys and publishing the results.

Component 4 – Project Management, Coordination and Public Reporting

Carrying out activities to strengthen the Government's capacity for the project management and coordination including monitoring and evaluation, fiduciary aspects, recruitment of the Independent Verification Agent (IVA) to verify the attainment of the Disbursement Linked Indicators (DLIs), carrying out public outreach on the Project and the NPSRS, generating feedback from citizens and firms on the Selected Services; and instituting a Project-level grievance redress and complaints handling mechanism.