



**OFFICE OF THE SENIOR MINISTER, OFFICE OF THE PRESIDENT**

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

**IDA CREDIT NO. 63230-GH**

**TERMS OF REFERENCE**

**OFFICE OF THE HEAD OF THE CIVIL SERVICE (OHCS)**

**DEVELOPMENT OF OHCS APP, ONLINE RECRUITMENT AND HUMAN  
RESOURCE (HR) DATABASE APPLICATION**

**REFERENCE NO.: GH-OSM-145432-CS-CQS**

**COMPONENT 1**

**SUB-COMPONENT 1.1**

**JANUARY, 2020**

## **INTRODUCTION**

1. The Government of Ghana (GOG) launched the National Public Sector Reform Strategy (NPSRS, covering 2018-2023) in August 2018. The NPSRS goal is to enhance public service delivery to citizenry and the private sector. It seeks, among other things, to improve institutional quality and management effectiveness of Ghana's public sector.
2. The PSRRP is a Government of Ghana initiative that strategically supports NPSRS implementation, helping sixteen (16) selected Ministries, Departments, and Agencies (MDAs) improve efficiency and accountability in the delivery of key public services to citizens and firms<sup>1</sup>. This will be achieved through targeted support to strengthen the service culture among the employees and reforming these entities' current structures, systems, processes and internal management functions to provide more accessible, modernized and timely services.
3. The PSRRP is implemented through the Office of the Senior Minister (OSM) under the
4. Office of the President and supported by a Credit of US\$35 million from the International Development Association (IDA, henceforth World Bank). A summary of the PSRRP description is in the Annex to this document. Further details are in the Project Appraisal Document (PAD) which is a public document.

## **BACKGROUND OF THE ASSIGNMENT**

5. The Office of the Head of the Civil Service (OHCS) is an implementing entity of the Public Sector Reform for Results Project (PSRRP). The PSRRP will finance the development of OHCS App, Online Recruitment and Human Resource (HR) Database Application.

### **Office of the Head of the Civil Service:**

6. The Ghana Civil Service (GSC) plays a key role in the administration of the country as it is responsible for advising, supporting and implementing decisions, programmes and projects of Government.
7. GSC has over 14,000 workers across the Ministries and some Departments of Ghana. The Civil Service itself is championing several innovations in the Service in order to make it more responsive to public and staff. Working on the mindset and the emotional intelligence of the staff of the Service is one of the best ways to make them appreciate the extent of the mandate of the Civil Service and ethics required to deliver that mandate to citizens and firms.
8. Most Civil Service staff are not privy to basic information pertaining to the GSC hence are not well informed of duties, responsibilities and benefits they are entitled to. This has impacted adversely on the motivation of Civil Service staff and may be a contributory factor to low productivity.

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<sup>1</sup> 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.

9. An Applications Software (App) is therefore envisaged to make the Civil Service human resource facilities accessible to the staff, any other person who may want to know about the Service and potential Applicants who want to join the Service can do so through the App.

10. The human resource facilities available to staff include Recruitment, Promotions, Conversion, Upgrading, Posting, Transfer, Secondment, Condonation of Break in Service, Study Leave, Leave of Absence, Re-Instatement into the Service, Training, Processing of Completed IPPD Input Forms, Approval of Salary Arrears Form, Processing of Salary Arrears Input Form, Resolution of Complaints On All Salary Issues, Facilitation of Performance Planning and Reporting amongst others.

11. Apps can further save users' time by storing their preferences, and using them to take proactive actions on users' behalf.

12. The primary mechanism for achievement of the project will be placing the power and information of the service in the hands of staff. The integration of the digital component will facilitate more timely and effective interaction between staff and the Office of the Head of the Civil Service (OHCS) and enable information on relevant policies to be disseminated quickly and service to be improved. Furthermore, the App will make it easier for the public to Apply for employment into the Civil Service and also improve the processing of staff pension entitlements.

13. The purpose of the Terms of Reference is to guide Consultants in the submission of proposals to achieve the main objectives of the assignment.

## **GENERAL OBJECTIVES**

14. To enable access to information and digital advocacy for improved service delivery and staff responsiveness in the Civil Service.

## **SPECIFIC OBJECTIVES**

15. The following are the specific objectives of the proposed project:

- a. Develop a mobile App for use by staff of the Civil Service and any interested member of the public/firms/academia/civil society with a smartphone;
- b. Develop a web-based recruitment and HR Application system embedded in the OHCS mobile Application;
- c. Ensure that the requirements for accessing human resource facilities are provided; and
- d. Ensure that service delivery for human resource facilities is provided within stated or prescribed times, and to so design the App as to provide OHCS management with the ability to monitor and manage this.

## **SCOPE OF WORK**

16. The Consultant will be required to:

- a. Develop a mobile App for easy access to information and digital advocacy for improved service delivery, to be used by staff of the Civil Service, as well as by the public/firms/academia/civil society;
- b. Develop a web-based recruitment and HR Application system embedded in the OHCS mobile Application which can replace the existing manual job Application and pension processes;
- c. Develop a database complemented with a user-friendly dashboard to be used to collect, store, and analyze in real time the data from the App as per the above and other sources i.e. social media platforms, website, etc. The database shall allow viewing, storing and printing reports. Data analysis and channeling will be done at the data centre stationed in the OHCS;
- d. Develop a portal that will have embedded capabilities to allow different actions i.e. analyzing data, advertisement, tracking, electronic audit trail, as well as allow opening user accounts for various purposes i.e. blogging, online discussions etc.;
- e. The App should be configurable to generate some revenue for the OHCS in the area of advertisements, without any compromise to the security of the App or other government electronic systems in any way;
- f. Develop industry-standard technical documentation for the App;
- g. Develop an online training program and manual for the App (for government users) and an FAQ (available online and on the App) for the public and other external users of the App;
- h. Train administrators and trainers of trainees in the use of the above systems.

### **Key Tasks**

17. The Consultant will work closely with OHCS staff on the scope of work prior to commencement of the assignment. Key tasks will include the following:
  - a. Provide a detailed work plan clearly showing the information gathering, planning, design, development, testing, delivery and maintenance phases for the App, HR database and the web portal – including an detailed budget, timeline and milestones;
  - b. Review the operations of the existing HR recruitment processes and make recommendations to transform it to an online Application;
  - c. Conduct an end-user analysis to inform the design of the App, HR database, the web portal and document agreed end user requirements;
  - d. Assess the existing IT infrastructure requirements for the development of the mobile Application to deliver the end user needs;
  - e. Outline the back-end requirements in terms of the institutional arrangement and the human resource capacity for the management of the operation of the Application;
  - f. Outline a development methodology to ensure a hands-on training for relevant OHCS staff;
  - g. Collate all relevant information on human resource facilities relating to training and development, recruitment, postings, promotions, leave, conversions, upgrading, general information on circulars and administrative instructions etc.;
  - h. Develop the feedback mechanism for the delivery of human resource facilities and other enquiries;

- i. Design and develop the App, recruitment, HR database and web portal for the project to access information on human resource facilities available to the staff and general information;
- j. Ensure all deliverables meet business and performance (including governmental electronic systems security, data backup and disaster recovery/business continuity) requirements;
- k. Pilot test/debug the App, recruitment, and HR database;
- l. Develop documentation and an operation manual on how to use the App, HR database and web portal effectively;
- m. Train assigned staff and other stakeholders on the use of the App, HR database and the portal;
- n. Launch the App, recruitment, and HR database;
- o. Provide ongoing maintenance of the App, recruitment and HR database;
- p. Provide reliable hosting and registration platforms – on robust dedicated servers to allow for smooth operations of the App, HR database and web portal for a period of three (3) years or until the close of the PSRRP (whichever is earlier) – subject to consultant performance, business need and resource availability;
- q. Support the OHCS Public Relations Unit to embark on public outreach and dissemination of the App and its usage to the public and civil society – through social and online media as well as through radio and television;
- r. Develop a post-crisis and emergency support plan to deal with problems that may arise;
- s. Ensure that the electronic deliverables are compliant with, or exceed, Ghana’s information and communications technology (ICT) standards laid down by the Ministry of Communications, NITA and/or other relevant regulatory bodies;
- t. Liaise with the IT and PR units to ensure that physical checks and balances for data protection (including encryption) are in place and properly implemented and advice on security and legal issues.

## **CONSULTANT SKILLS AND QUALIFICATIONS**

18. The selected consultant will possess:
  - a. At least 5 years of relevant work experience with projects of similar complexity and cost;
  - b. Ability to design the structure of the database and write appropriate scripts to export data (e.g. MS SQL etc.) for data entry and ensure data quality and security;
  - c. Experience working with other organizations and clients of similar discipline;
  - d. Proven experience of successfully executing similar assignments; and
  - e. Experience in training users in the use of database management applications.

## **DELIVERABLES**

19. The deliverables shall include the following:
  - a. Fully functional Mobile Application as stated above;
  - b. A fully working HR database, with user-friendly Graphical User Interface (GUI) and a Dashboard able to provide clear data analysis and reports;

- c. A responsive web portal, with embed capabilities, which allows different actions and able to support opening of user accounts for various purposes;
- d. All software source codes for the App, database and web portal in a softcopy format;
- e. A training manual for the system for use by OHCS;
- f. A set of online FAQs for the system, for use by and accessible to, the public, firms, civil society and other external users/stakeholders;
- g. Training Work report

### **CONTRACT DURATION**

20. The duration of the contract is one hundred and twenty (120) working days from the date of contract signing. The contract may be extended depending on business needs, consultant performance and resource availability

### **REPORTING AND SUPERVISION**

21. The Consultant will operate under the instructions of, and report to the Chief Director OHCS, through the OHCS Project Implementation Team (PIT) Coordinator. To ensure that the Consultant transfers skills to the staff of the OHCS during this assignment so as to build internal capacity the Consultant will be expected to work closely with the OHCS PIT.

22. The Consultant will be solely responsible for ensuring that all deliverables meet the expected quality and standards of OHCS and are produced on time.

### **OHCS INPUTS**

23. The OHCS will make available to the Consultant relevant documents and data to support the conduct of the assignment.

### **DATA OWNERSHIP AND CONFIDENTIALITY**

24. All datasets and documents shared with the consultant and his team remain the property of OHCS and are required to be considered under the strictest confidence. The datasets and documents must not, under any circumstance, be shared with a third party without prior written permission of OHCS.

## **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.