



REPUBLIC OF GHANA

OFFICE OF THE SENIOR MINISTER, OFFICE OF THE PRESIDENT

PUBLIC SECTOR REFORM FOR RESULTS PROJECT (PSRRP)

(IDA Credit 63230-GH)

TERMS OF REFERENCE

OFFICE OF THE HEAD OF CIVIL SERVICE (OHCS)

**THE UPDATE AND ROLL OUT OF STANDARDISED TEMPLATE FOR CLIENT
SERVICE CHARTER**

PROCUREMENT PLAN REFERENCE NO. GH-OSM-145389-CS-INDV

COMPONENT 1

SUB-COMPONENT 1.1

OCTOBER 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).

BACKGROUND

4. One of the key reforms in the Public/Civil Service is the improvement of service delivery in the various public/civil service institutions. The Office of the Head of Civil Service (OHCS) provides the necessary leadership for defining services, determining standards and procedures, timelines for delivery and monitoring of service improvements in the Civil Service.

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.

5. One of the key reforms in the Civil Service is the improvement of service delivery in the various Ministries, Directorates and Agencies. The Office of the Head of Civil Service provides the necessary leadership for defining services, determining standards and procedures, timelines for delivery and monitoring of service improvements. Also, there has been a gap in the capacity of staff to perform these necessary functions. It has therefore become imperative that the capacity of staff be improved to develop quality Client Service Charters for the Ministries and Departments (MDs).

6. Client Service Charters currently available within various Ministries and Departments vary in scope, content and format. This is so because there is no agreed standard that guides the development of such charters and the services delivered by the Ministries and Departments.

7. Since there is no agreed yardstick by which the services rendered by Ministries and Departments can be assessed, it is difficult to tell whether or not a Ministry and Department is truly delivering a satisfactory or effective service.

8. This Terms of Reference has been developed to guide Consultants in the submission of proposals to achieve the main objectives of the assignment.

OBJECTIVES OF THE ASSIGNMENT

9. To help address the bottlenecks identified above, the OHCS is seeking the services of a Consultant to:

- a) Review existing CSC template to develop a standardised template for use by the Ministries and Departments;
- b) Build the capacity of the staff of Management Services Department (MSD) through training to facilitate the adoption and/or adaptation of service delivery standards in all Ministries and Departments; and
- c) Provide sensitization for Ministries and Departments to adopt/adapt the standardised CSC template.

DETAILED TASKS TO BE UNDERTAKEN

SCOPE OF ASSIGNMENT

10. The scope of this consultancy assignment is below:

- a) Review existing CSC formats, content and scope for the development of a standardized CSC template;
- b) Organise workshops to validate draft standardized format / template;
- c) Train Management Services Department (MSDs) to facilitate the development of CSCs in Ministries and Departments; and
- d) Train MDs to adopt and/or adapt the standardized CSCs and reporting on provision of client services

SPECIFIC TASKS

11. The specific tasks include:

- a) Review existing formats, content and scope of CSCs;
- b) Develop draft standardised CSC template and reporting formats;
- c) Ensure that the scope, purpose, and service delivery standards of the standardised CSC template meets the expectations of both employees and clients of the Ministries and Departments;
- d) Organise validation workshop of the draft standardized CSC template developed;
- e) Use the inputs from the validation workshop to update the draft CSC template;
- f) Produce an operational manual providing guidelines for the development of a CSC.
- g) Organise technical backstopping for Ministries and Departments to adopt and/or adapt the standardised CSC template; and
- h) Perform any other duties or tasks assigned by OHCS which are consistent with the terms of reference.

DELIVERABLES

12. The following deliverables are expected from the Consultant:

- a) Submit an Inception Report;
- b) Submit draft standardised CSC template;
- c) Submit stakeholder validation workshop report;
- d) Submit final standardised CSC template and reporting format;
- e) Training and sensitization report; and

f) Report on technical backstopping activities.

DURATION OF ASSIGNMENT AND REPORTING TIMELINES

13. It is estimated that the assignment shall be completed within fifty (50) working days beginning after contract signing. A summary of Deliverables, Timelines and Schedule of Payment is as below:

| NO. | Deliverables/ Outputs | Estimated Duration to Complete | Target Due Dates | Review and Approvals Required | Schedule of Payment |
|------------|---|---|---------------------------------|--|--------------------------------|
| 1. | Submit Inception Report | Five (5) working days - from the signing of contract | | CD Director, OHCS | 10% of agreed contract sum |
| 2. | Submit a draft standardised CSC template and reporting format. | Twenty (20) working days after approval of Inception Report | | CD Director, OHCS | 40% of agreed contract sum |
| 3. | Facilitate stakeholder validation workshop on standardised CSC template and reporting format. | Five (5) working days after submission draft report to the PMU | | CD Director, OHCS | 5% of agreed contract sum |
| 4. | Submit final standardised CSC template and reporting format. | Ten (10) working days after receipt of comments from stakeholders | | CD Director, OHCS | 30% of agreed contract sum |
| 5. | Submit training and sensitization report | Five (5) working days after training | | CD Director, OHCS | 5% of agreed contract sum |
| 6. | Submit technical backstopping report | Five (5) working days after training | | CD Director, OHCS | 5% of agreed contract sum |

QUALIFICATION OF PROJECT TEAM LEAD AND SUPPORT STAFF

14. The lead consultant should have an advanced qualification in areas such as Public Administration, Public Policy, Social Sciences and Project Management with a minimum experience of twelve (12) years work experience and at least five (5) years' experience in the area of Change/Organizational development especially in the Public Sector.

15. The consultant should have a proven track record of having successfully conducted a similar exercise in a Civil / Public Service institution for the development of Service Charters and Service delivery improvements initiatives.

16. The consultant shall provide a team of experts with the above skills set who shall be adequately qualified and experienced.

INSTITUTIONAL ARRANGEMENT

Reporting

17. In the course of this assignment, the Consultant will report to the Chief Director, OHCS or any other person designated by him to act on his behalf. She/he will provide an electronic version of all the required deliverables at the agreed timelines. The reporting will be completed in a form and substance acceptable to the Office of the Head of Civil Service.

Schedule

18. The Consultant will discuss and finalize the schedule of work plan and timelines as contained in this document with Office of the Head of Civil Service.

Client Support

19. The OHCS is expected to support the Consultant by providing relevant information and documents to ensure ease of conducting the assignment.

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.