



**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)**

**CONSULTANCY SERVICES TO REDUCE THE AVERAGE TIME TAKEN TO  
REGISTER A VEHICLE TO ONE HOUR**

**PROCUREMENT PLAN REFERENCE NO. GH-OSM-164220-CS-CQS**

**COMPONENT 2**

**SUB-COMPONENT 2.1**

**December, 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 firms<sup>1</sup>. 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).

## **Introduction to DVLA**

4. The Driver and Vehicle Licensing Authority (DVLA) is a public-sector organization under the Ministry of Transport. It was established in 1999 by an Act of Parliament (Act 569), 1999. DVLA replaced the Vehicle Examination and Licensing Division (VELD). By the Act, DVLA is to provide a regulated framework for an enhanced and more effective administration of drivers and vehicles. DVLA was weaned off government subvention in March, 2016.

5. The DVLA Act 569, 1999, spells out the functions of the Authority as follows:
1. Establish standards and methods for the training and testing of driving instructors and drivers of motor vehicles and riders of motor cycles;
  2. Establish standards and methods for the training and testing of vehicle examiners;
  3. Provide syllabi for driver training and the training of Driving Instructors;
  4. Issue Driving Licence;
  5. Register and license driving schools;
  6. License driving instructors;
  7. Inspect, test and register motor vehicles;
  8. Issue vehicle registration certificates;

---

<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. Issue vehicle examination certificates;
  10. License and regulate private garages to undertake vehicle testing;
  11. Maintain registers containing particulars of license motor vehicles, driving instructors and drivers of motor vehicles;
  12. Advise the Minister on policy formulation and development strategy for the achievement of the object of the Authority;
  13. Ensure strict compliance with this Act and regulations made under it;
  14. Carry out such other functions as are incidental to the attainment of the object of the Authority.
6. Generally, the services of the Authority can be classified under the following two major categories:

**Driver Licensing:**

- New drivers' license issuance
- Renewal of drivers' license
- Upgrading of drivers' license
- International driving permit
- Conversion of foreign license
- Replacement of old/expired licenses
- Replacement of defaced/missing licenses
- Proficiency Test
- Amendment of client records

**Vehicle Licensing:**

- Vehicle registration
- Change of ownership/transfer
- Change of use (conversion)
- Roadworthy Certification
- International vehicle (fiscal) permit
- Examination of accident vehicles
- Physical conversion
- Vehicle lay-off certification
- Amendment of client records
- Out-station services

**Management of the Authority**

7. As stated earlier, the DVLA has a framework document, established in 1999 by an Act of Parliament (Act 569), which establishes the governance, accountability, key relationships and financial management arrangements within which the Authority operates. At the heart of these arrangements is the DVLA Board, Chief Executive and various directorates.

8. The DVLA Board establishes a clear control framework to support the effective

management of risk, supported by delegations of authority, clear business processes, policies and procedures.

For more information about DVLA's Board and governance visit our website ([www.dvla.gov.gh](http://www.dvla.gov.gh)).

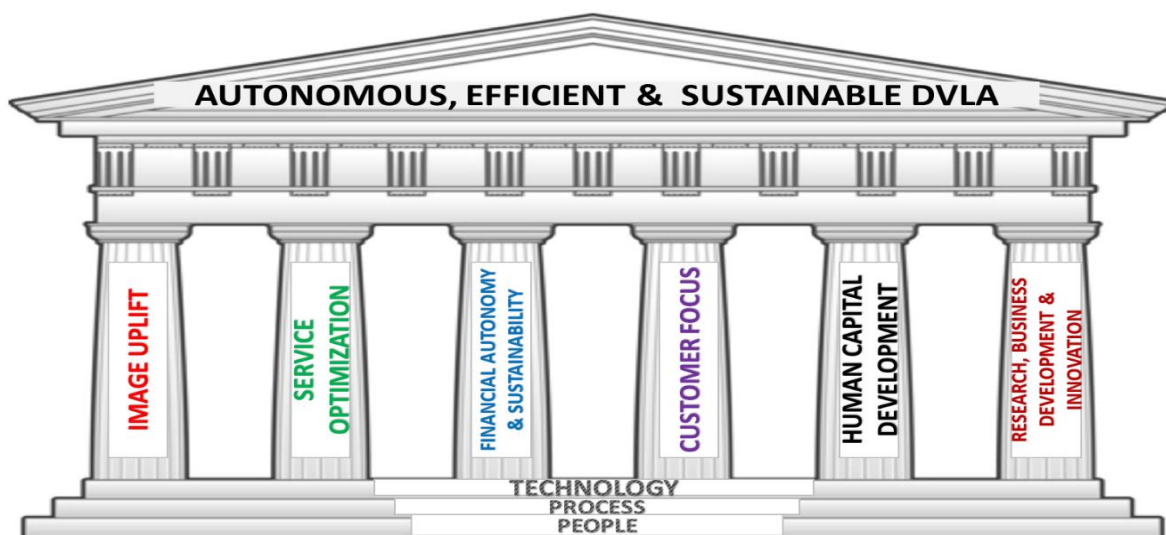
## Vision and Strategic Pillars

---

**OUR VISION IS TO BE A FINANCIALLY AUTONOMOUS DVLA WITH THE MOST MOTIVATED STAFF IN THE PUBLIC SECTOR, DELIVERING OPTIMAL SERVICES TO CLIENTS AT ALL TIMES WITH STATE-OF-THE-ART TECHNOLOGY**

---

### 8.1 Our Strategic Pillars



### Cross – Cutting Issues for the New DVLA

9. Technology will drive all our efforts. In so doing, we will deploy technology to deliver world class services to our esteemed clients through motivated staff and effective processes.

#### Technology

1. Cutting edge technology
2. Customer friendly technology
3. Reduction in face – to – face interactions
4. Efficient and technology-driven services at the door-steps of our clients

#### Processes

1. Simplified processes
2. Improved Transparency
3. Enhanced Timeliness
4. Streamlined processes

#### People

1. Motivated Staff
2. Satisfied Clients
3. Endearing stakeholder

## **Background of Assignment**

10. As the private sector and other service providers evolve with the introduction of digital technology, clients are rapidly turning to governments and government institutions to demand an even higher service standard and quality. In recent years, some governments have used digital tools and channels to simplify and streamline their interactions with citizens and businesses. These improvements are helping to adapt to the increasing digital savviness of their citizens.

11. Between 2001 and 2010 the number of registered vehicles in Ghana increased by 200%. To handle this massive growth in vehicle population, the DVLA has been committed to digitizing its operational processes and rendering improved customer experiences. By going digital, DVLA will contribute to citizen empowerment and broadened their engagement with the Authority. An advantage of digital technology is that it allows organizations to make more accurate predictions and more intelligent decisions by analyzing vast amounts of data.

12. The purpose of motor vehicle registration is to establish a link between a vehicle and an owner or user of the vehicle. This link is necessary for taxation or crime detection purposes among others. While almost all motor vehicles are uniquely identified by a vehicle identification number (VIN), only registered vehicles display a vehicle registration plate and carry a vehicle registration certificate.

13. To ensure the continuous operation of registered vehicles and maintenance of a credible database, there is that collective responsibility between the State and the owner of the vehicle to ensure the vehicle is roadworthy at all times. That is, ensuring the suitability of the vehicle to meet acceptable standards for safe driving and transport of people, goods and services on roads. Roadworthiness checks not only makes sure your vehicle is working properly, it is also important for environmental reasons and to enhance road safety.

14. While efforts have been made to implement a new and improved roadworthy regime which will ensure that all vehicles are appropriately registered and are roadworthy at all times, we are also working very closely with law enforcement agencies to strengthen investigations and ensure that those culpable of criminal activities are duly prosecuted.

15. Whereas these improvements have delivered some great value to our clients, the time taken to still register a vehicle remains unacceptable. In some instances, clients spend the whole day at a DVLA station attempting to register their vehicles. In other cases, they spend an average of 6hrs doing the same activity.

## **Objectives and Scope**

16. The main objective of this assignment is to design, develop and implement an integrated solution for vehicle registration which will ensure that, a client goes through the registration process in one hour. In addition, the solution has to be compliant with good international practices. Also significant is to ensure continuity of the registration process and increase revenue margins without a total overhaul of the existing infrastructure. The solution must be

designed to ensure that DVLA's cost outlay is kept within reasonable limits while innovation is delivered quickly to optimize the already existing digital solution provisioned by the DVLA.

17. The solution must provide an all-round view of all vehicles registered and inspected by the Authority, simplifies and expedites the delivery of services and comes integrated with the following modules:

1. Business Process Management
2. Online pre-registration and booking system
3. Data management
4. Payment management
5. Queue Management
6. PVTs Integration and Management
7. GRA Integration and Management
8. Notifications
9. Monitoring and Evaluation
10. Web and Mobile Applications integration
11. Application Programming Interfaces
12. Capacity for future integrations

### **Eligibility Criteria**

18. The selected firm will possess

1. Demonstrated technical competence in ICT management and management consulting concepts such as business process reengineering, restructuring, and total quality IT Solution provider.
2. A minimum of 10 years of experience as a firm in the implementation of ICT solutions, BPR and change management.
3. Experience in implementation and support for such exercises in similar organizations.

### **Deliverables and reports**

#### **Deliverables**

1. A Business Process Review including specific recommendations for web- and mobile-based solutions
2. A detailed Technical Report and Recommendations including (a) functional and technical specifications for supporting hardware and all other ICT requirements/functionalities; (b) a detailed system requirement /software requirement study/review and comprehensive description of the recommended ICT Solution; (c) proposed detailed system architecture, work-flow processes, diagrams, configuration and implementation plans.
3. Draft bidding documents based on (1) and (2) above, and in the format of standard World Bank bidding documents applicable to such procurements.
4. Presentations to DVLA management at specified stages of the work.

### **Reporting**

19. The consultant will prepare reports on progress of the assignment to DVLA as follows:

**Inception Report:**

20. Five (5) copies to be submitted two weeks after the date of signing the contract. This shall include the Firm/Consultant's impression of the assignment and preliminary discussions and technical consideration in the execution of the assignment.

**Progress Report 1:**

21. Five (5) copies to be submitted six weeks after submission of Inception Report. The Report shall present the work done by the Consultant to date including data collection and collation, stakeholder consultations, challenges and related matters

**Progress Report 2:**

22. Five (5) copies to be submitted ten weeks after submission of Progress Report 1. The Report shall present the work done by the Firm/Consultant to date including data analysis, preliminary findings and related matters.

**Draft Final Report:**

23. Ten (10) copies to be submitted four (4) weeks after submission of Progress Report 2. The Report shall be a full report presenting a detail description of work done including findings, approach and methodology, findings, recommendations, etc.

**Final Report:**

24. Twenty (20) copies to be submitted two (2) weeks after the formal presentation of the Draft Final Report.

**Duties and Responsibilities of the Consultant**

25. The Consultant shall:

1. Provide all relevant key personnel and support staff and skills for the execution of the tasks.
2. Participate in meetings/workshops related to the assignment to be organized by the Client
3. Carry out the assignment expeditiously in accordance with generally accepted professional standards and practices,
4. Inform the Client on difficulties or potential difficulties which may arise in connection with the assignment, and
5. Refer to the Client on issues that may have cost implications.
6. The Consultant shall make a formal presentation of the draft report to the client and a cross section of stakeholders.

**Duties and Responsibilities of DVLA**

26. The Client (DVLA) shall make available to the Firm/Consultant all relevant documents and reports, and facilitate the process of obtaining other relevant information and materials from other sources. The Client shall also facilitate the process of stakeholder consultations where necessary.

**Contract Duration**

27. The contract duration is expected to be for about six months from the date of signing the



contract. The contract may be extended depending on business needs, consultant performance and resource availability.

**Reporting Arrangements**

28. The consultant will report to the CEO DVLA, who will accept/clear all outputs and deliverables. The consultant will work on a day-to-day basis with the DVLA PSRRP Project Implementation Team (PIT) and with such other DVLA officials as may be designated by the CEO of DVLA.

## 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.