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)

INTEGRATION OF TRAINING OF CIVIL SERVANTS IN EXISTING TRAINING INSTITUTIONS

PROCUREMENT PLAN REFERENCE NO. GH-OSM-145398-CS-CQS

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 firms[1]. 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. The Office of the Head of Civil Service (OHCS) is responsible for the recruitment of qualified and competent personnel as well as spearheading the training and skills acquisition of Civil Servants to deliver quality services to the executive and the public.

5. The need to have the most competent and committed personnel capable of providing the services required of the Civil Servant imposes training as one of the cardinal poles for the management of the Civil Service. Training objectives of the service therefore seeks to unearth and enhance the potential of Civil Servants to enable them to perform to higher quality and standards. It also aims at improving the knowledge, skills and attitudes of staff for effective performance on the Job.

6. The Civil Service delivers most of its training programmes mainly through its three Training Institutions namely;
    1. Civil Service Training Centre (CSTC);
    2. Government Secretarial School (GSS); and
    3. Institute of Technical Supervision (ITS).

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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.

Civil Service Training Centre (CSTC)

7.   CSTC delivers leading edge Civil and Public Service training to improve the functional effectiveness and efficiency of Civil and Public servants through adult learning approaches and activities in a well-equipped facility. The functions of the Centre are as follows:

> - Implement training programmes, organize conferences, workshops and seminars in functional and generic courses for various classes of personnel in the civil and public services;
> - Conduct short-term competency-based courses for personnel in the Civil Service;
> - Conduct Induction Course for new recruits in the service;
> - Organize scheme of service related courses for Civil Servants;
> - Provide tailor-made courses for institutions on request;
> - Organise Civil Service Graduate Entrance Exams;
> - Provide consultancy services for Public Institutions;
> - Conduct research, impact surveys in support of capacity development interventions; and
> - Provide facilities for training programmes.

Government Secretarial Schools (GSS)

8.   Government Secretarial School provides high quality secretarial training to staff of the Civil and Public Services and located in the following cities in Ghana; Accra, Koforidua, Sekondi, Kumasi, Ho and Tamale.
The functions of the School include the following:

> - Train high caliber secretarial staff within the Civil Service, Public Services organizations and other quasi-governmental agencies;
> - Offers consultancy services to organizations in the area of testing and interviewing applicants for jobs;
> - Organizes refresher courses/induction courses for secretarial staff;
> - Examines and awards certificates for courses and examinations conducted; and
> - Organizes service-wide-in-service training courses for the Secretarial Class of the Ministries, Department and Agencies (MDAs) and other private establishments.

Institute of Technical Supervision (ITS):

9.   Institute of Technical Supervision (ITS) provides technical, vocational education and training (TVET) for public institutions / organisations.

Problem Statement

10. The Civil Service Training Institutions have over the years provided training for the capacity building of Civil Servants. However, there is the need for the review, upgrading and reorganization of the Training Institutions to provide a more effective training support to the Public/Civil Service for improved performance. The curriculum and training methods of the training institutions need to be abreast with modern trends. There is therefore the need to introduce new courses/programmes and employ new techniques in the area of in-class and online approaches to training to meet the needs and now learning styles of Public/Civil Service staff and other stakeholders.

General Objectives

11. The objectives of this assignment are to obtain costed and sequenced recommendations and an implementable action plan (with milestones) to:
    - Appropriately structure the Training Institutions with up to date facilities to deliver targeted training programmes for Civil Servants;
    - Promote efficiency in the design and delivery of Training Programmes to Civil Servants; and
    - Provide a framework for continuous improvement of the capacity of staff of the Civil Service Training Institutions.

Task to Be Undertaken
Scope of Assignment

12. The scope of the assignment is to:
    - Improve the capacity of the faculty; including the qualification and skills of staff of Civil Service Training Institutions;
    - Improve the design and mode of delivery of training programmes;
    - Facilitate the review of existing curricula to include in-class and online curricula;
    - Improve existing facilities for the delivery of training programmes at the Civil Service Training Institutions; and
    - Improve facilities at the Office of the Head of Civil Service to better monitor the Training Institutions.

Specific Tasks

13. The specific tasks of the Consultant are to:
    - Undertake general training needs assessment for the Civil Service with the view to understanding the staffing needs of the institutions;
    - Evaluate the infrastructure needs of the "merged" training institution's (physical and electronic) and
    - Develop and implement strategic plan to strengthen the capacity of the Office of the Head of Civil Service;
    - Establish the relationship between the Civil Service training institutions and other institutions of higher learning;
    - Upgrade faculty capacity of the Civil Service Training Institutions. This may include:
      - A training plan for the continuous training of staff of the Civil Service Training Institutions,
      - An enhanced system to include an on-line and in-class curriculum
      - Improved facilities in the training institutions to provide a more effective training support to the Public/Civil Service
    - Develop a strategy and a costed and sequenced action plan to integrate in-class and on-line courses for the training of Civil Servants;
    - Conduct Training Needs Assessment (TNA) for trainers and facilitators;
    - Assess the facilities and action plan to provide new facilities to improve the delivery of course and to conduct online training;
    - Review the curriculum of Civil Service Training Institutions to include in-class and on-line trainings; and

- Organise training programmes to build the capacity of staff of the Training Institutions

Specific Outputs / Deliverables

14. The specific outputs of the assignment are:
   - A report to indicate the following:
     - Training needs assessment for the Civil Service;
     - Infrastructure requirements and relationship between the "merged" Training Institution's (physical and electronic);
     - Relationship between the Civil Service training institutions and other institutions of higher learning;
     - Strategies developed to strengthen the capacity of the Civil Service Training Institutions and improve facilities at the training schools and at OHCS;
     - Integrated in-class and on-line courses across existing Civil Service Training Institutions (with costed action plans and milestones);
     - A framework for the continuous training of staff of the Training Institutions to deliver targeted training across the Civil Service;
   - An Implementation Plan to integrate training programmes in existing Civil Service Training Institutions (with costed action plans and milestones);
   - Updated curricula of Civil Service Training Institutions; and
   - Training Report.

Management Arrangements

Qualification of Project Team Lead and Support Staff

15. The firm should have undertaken a management consultancy assignment in Civil/Public

Service Institutions and the Private sector. The firm should demonstrate capability to undertake the following amongst others:

- Design of academic units and faculty;

- Curriculum Development;

- Organizational Capacity Building including facilities required;

- Change Management Programme;

- Managing for results;

- Infrastructure needs assessment; and

- Project Management.

16. The lead Consultant should have a minimum qualification of a second degree in Public Administration and Public Policy with a minimum experience of 15 years in the area of Strategic Management especially in Training Institutions and the Public Sector.

17. The team members should have a minimum qualification of second degree in Public Administration with a minimum of 5 years working experience in managing academic / training institutions.

Duration of Assignment

18. It is estimated that the assignment shall be for a period of six (6) months.

Reporting Timelines

19. The selected bidder shall commence the assignment within five (5) calendar days of the effective date of the contract. In order to regularly monitor the progress of work, the Consultant shall submit to the Client two (2) copies of the following reports at various stages of the project:

a) Inception Report - The report should include an analysis of the subject matter and also detail out a full understanding of the terms of reference and clearly state the functional and non-functional requirement of the system. (2 weeks after commencement).

b) Draft Report - This will clearly deal with draft copies of the key deliverables as indicated in 4.3 above (2 months after commencement).

c) Consultative Workshop Report - The Consultant will organize a consultative workshop for relevant stakeholders after one (1) week of submission of the draft report. This workshop will present the key findings and recommendations (as per the Terms of Reference) to the stakeholders for feedback. The report for the workshop should be ready one week after the consultative workshop exercise.

d) Final Report - This shall incorporate all revisions deemed necessary arising from comments received from the client and all stakeholders (2½ months after commencement).

e) Training Report - A training workshop should be organized and a report produced (3 months after commencement).

Institutional Arrangement

20. **Reporting**: 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 OHCS.

21. **Schedule**: The Consultant will discuss and finalize his/her schedule of work plan, and

timelines as contained in this document with the OHCS.

22. **Client Support**: 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.