



**Republic of Ghana**

**Ministry of Communication and Digitalization (MoCD)**

**Ghana Digital Acceleration Project (GDAP)**

**TERMS OF REFERENCE (TOR)**

**CONSULTANCY SERVICES FOR THE REDESIGN OF THE OFFICE OF THE  
HEAD OF THE CIVIL SERVICE HR DATABASE SYSTEM**

**May, 2024**

## 1.0 INTRODUCTION

The World Bank is providing funding support to the Government of Ghana (GOG) for the implementation of the Ghana Digital Acceleration Project (GDAP). The overall development objective of the Project is to *expand access to broadband, enhance the efficiency and experience of selected digital public services, and strengthen the digital innovation ecosystem*. The Project aims to accelerate country-wide digital transformation in the public and private sectors, focusing on critical digital enablers and safeguards that promote the digital economy. The Project will further increase Ghana's capacity to promote digital innovation, digital skills development, and sector-wide digital transformation. The guiding principle for the Project is the strengthening of the local digital entrepreneurial and innovation ecosystem, by supporting start-ups that can help develop data-driven digital products and services. The Project has four components as follows:

### **Component 1 – Ensuring Inclusive and Safe Digital Transformation**

This Component aims at supporting the GoG's continued efforts to build solid foundational building blocks for inclusive and safe digital transformation. Specifically, it aims to establish an enabling environment for the development of a vibrant and green broadband market, expand the reach and coverage of broadband networks in lagging areas, ensure safe and resilient digital services, and strengthen the digital transformation's institutional structure and capacity.

### **Component 2 – Modernizing Digital Government Services**

This Component aims at establishing an agile and user-centric digital government model in Ghana. The activities are focused on building the next generation government infrastructure and delivering transactional and digital by design public services. This will be achieved by (i) developing a change management moving towards a Strengthened Digital Governance, (ii) expand the availability of high-quality transactional government e-services in key sectors, and (iii) support building the next generation of government workforce.

### **Component 3 – Support for Digital Transformation of Productive Strategic Sectors**

This Component will strengthen the local digital entrepreneurship ecosystem and talent base. Activities financed will support better innovation ecosystem coordination, better service provision by Entrepreneur Support Organizations (ESOs), expand access to early-stage financing, and promote advanced digital innovation capabilities. Activities financed will leverage and complement the interventions proposed by also encouraging the use of new public dataset made available and public goods introduced, considering recommendations of the World Development Report (WDR) 2021 on Data for Better Lives. A strong local entrepreneurship ecosystem will also aide in developing locally relevant content and services that can help stimulate digital adoption and uptake of digital services. Furthermore, this Component will support the Agriculture Sector as a pilot to unlock the digital transformation of key productive sectors. The Component will also explore synergies and opportunities for cooperation with the *YouStart* Program that forms part of the GoG's strategy to facilitate jobs creation in the country via skills and capacity development and access to funding for young entrepreneurs.

**Component 4 – Project Management and Evaluation:** This component will finance project management activities including fiduciary responsibilities, procurement, communication, and dissemination, as well as monitoring and evaluation of project implementation and its impact. its workforce.

## **2.1 Background and Context**

To understand the necessity for the redesign of the HR database system, it's essential to consider the broader context in which the OHCS operates. The civil service landscape in Ghana has undergone significant transformations in recent years, driven by technological advancements, changing workforce demographics, and evolving public service expectations. Several key factors highlight the need for a comprehensive database redesign:

### **Environmental Factors:**

1. **Technological Advancements:** The rapid evolution of information and communication technology (ICT) has transformed the way organizations manage data, including personnel records. Modern HR databases leverage advanced software and cloud computing, enabling faster data processing, enhanced security features, and greater accessibility. This technological advancement necessitates the OHCS to keep pace and harness the benefits of modern HR technology.
2. **Data Security and Privacy Concerns:** In an era of increased data security threats and stringent data protection regulations, maintaining the confidentiality and integrity of personnel data is paramount. The OHCS must ensure compliance with evolving data protection laws and standards while safeguarding sensitive HR information.

### **Technological Factors:**

1. **Legacy Systems:** The existing HR database system may be built on legacy systems that have limitations in terms of scalability, integration, and functionality. These systems can hinder the OHCS's ability to adapt to changing requirements and leverage emerging technologies effectively.
2. **Data Volume and Complexity:** As the civil service continues to grow and diversify, the volume and complexity of personnel data increase. The current HR database may struggle to manage the expanding dataset efficiently, leading to performance bottlenecks and data quality concerns.

### **Organizational Factors:**

1. **Evolving HR Practices:** The OHCS, as the custodian of HR management practices within the civil service, must adapt to evolving HR trends and best practices. This includes embracing modern approaches to recruitment, performance evaluation, talent management, and workforce planning, which require robust HR technology solutions.
2. **Efficiency and Effectiveness:** The OHCS is committed to improving the efficiency and effectiveness of its operations. A well-designed HR database can streamline administrative processes, reduce paperwork, and provide real-time insights for decision-making. This aligns with the OHCS's broader goals of good governance and public service excellence.
3. **Transparency and Accountability:** Transparent HR practices and data-driven decision-making are essential components of good governance. An enhanced HR database system can contribute to greater transparency by providing accessible and auditable records, promoting fairness in recruitment and promotions, and ensuring accountability in HR management.
4. **Citizen-Centric Services:** In a citizen-centric approach to governance, efficient HR management within the civil service is vital for delivering quality public services. The OHCS recognizes that an improved HR database system can indirectly contribute to better service delivery to Ghanaian citizens.

In light of these factors and the OHCS's commitment to modernizing its HR management practices, the decision to embark on the Redesign of Office of the Head of the Civil Service HR Database system project has been made. This consultancy seeks to leverage contemporary technology and best practices to create a more efficient, secure, and data-driven HR database system that aligns with the evolving needs of the OHCS and contributes to the overall advancement of the civil service in Ghana. This redesign initiative aligns with the OHCS's commitment to excellence, good governance, and leveraging technology to enhance its role in Ghana's democratic governance and socio-economic development.

### **1.1 Legal and Regulatory Framework**

The "Consultancy Services for the Redesign of Office of the Head of the Civil Service HR Database system" project within Ghana's Office of the Head of Civil Service (OHCS) operates within a comprehensive legal and regulatory framework. This framework encompasses Ghana's Data Protection Act of 2012 and its Data Protection Commission, which set the standards for data privacy and security. It also adheres to public procurement laws, ensuring transparency in the selection of consultancy services. Additionally, the project complies with cybersecurity and information security laws, guaranteeing data protection in the digital sphere. Employment regulations, accessibility, and transparency laws, as well as alignment with government policies, complete the framework. Adherence to these legal and regulatory requirements ensures ethical conduct, compliance, and the safeguarding of HR data privacy while aligning with broader governmental objectives and international data protection standards.

By adhering to the legal and regulatory framework, the OHCS aims to ensure the responsible and secure management of HR data while upholding transparency, accountability, and the highest standards of data protection and privacy.

## **1. Purpose & objectives of the Consultancy**

### **2.1 Primary Objective**

The primary objective of the "Consultancy Services for the Redesign of Office of the Head of the Civil Service HR Database system" is to modernize and optimize the HR database within the Office of the Head of Civil Service (OHCS), Ghana. This modernization effort is driven by the OHCS's commitment to improving the efficiency, transparency, and effectiveness of HR-related processes within the civil service. By undertaking this project, the OHCS aims to create a robust, secure, and user-friendly HR database system that aligns with contemporary best practices and supports enhanced database analytics for data-driven decision-making.

### **2.2 Specific Objectives of this Assignment**

The specific objectives of this consultancy assignment are as follows:

#### **2.2.1 Redesign the HR Database System and Architecture**

The consultancy firm shall conduct a comprehensive assessment of the existing HR database architecture, identifying its strengths and weaknesses. The specific objective is to propose and implement a modernized database system that incorporates state-of-the-art database technologies, ensuring scalability, data integrity, and efficient data processing.

#### **2.2.2 Enhance Data Security and Privacy Compliance**

In alignment with Ghana's Data Protection Act and international data security standards, the consultancy shall enhance data security measures within the HR database system.<sup>1</sup> The specific objective is to implement robust access controls, encryption mechanisms, and auditing features to safeguard sensitive HR data while ensuring compliance with legal and regulatory requirements.

### **2.2.3 Improve Data Accessibility and User-Friendliness**

The redesigned HR database system should prioritize accessibility and user-friendliness. The specific objective is to develop an intuitive and user-friendly interface that enables civil service personnel to access and update their records seamlessly. This should reduce administrative burdens and enhance the overall user experience.

### **2.2.4 Enable Data-Driven Decision-Making**

The consultancy aims to transform the HR database system into a powerful tool for data-driven decision-making. The specific objective is to develop advanced reporting and analytics capabilities that allow the OHCS to extract meaningful insights from HR data. This empowers the OHCS to inform strategic workforce planning and policy formulation with evidence-based data.

### **2.2.5 Ensure Compliance with Legal and Regulatory Frameworks**

The consultancy is responsible for ensuring that the redesigned HR database system aligns with relevant legal and regulatory frameworks, including data protection and procurement laws. The specific objective is to minimize legal risks and liabilities by ensuring strict adherence to these requirements.

### **2.2.6 Capacity Building and Knowledge Transfer**

To ensure the sustainable operation and maintenance of the redesigned HR database system, the consultancy will provide training and knowledge transfer to OHCS personnel. The specific objective is to equip OHCS staff with the skills and expertise required to independently manage and troubleshoot the new system effectively.

### **2.2.7 Timely Delivery and Budget Adherence**

The consultancy is expected to adhere to the agreed-upon project timeline and budget, delivering all milestones and deliverables as outlined in the Terms of Reference. The specific objective is to ensure the timely and cost-effective completion of the project, emphasizing effective project management and resource allocation.

### **2.2.8 Integration with other governmental Databases**

The OHCS HR Database system to be developed is expected to be integrated with other government databases. This integration will enable seamless data sharing and cross-referencing between the OHCS HR system and relevant government agencies, improving efficiency, accuracy, and data accessibility across the public sector.

Through these objectives, this assignment aims to rejuvenate the OHCS's HR data management infrastructure. By transforming the database system into a modern, efficient, and data-driven system, this consultancy seeks to optimize HR processes, enhance data security and privacy, improve user experience, and enable informed decision-making within the civil service. Ultimately, the project aims to position the OHCS as a forward-looking institution, capable of effectively managing its human resources, fostering transparency, and contributing to Ghana's continued growth and development.

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<sup>1</sup> Data Protection Act 2012 accessible here: <https://www.dataprotection.org.gh/data-protection/data-protection-acts-2012>

## **2. Scope of Consultancy Services:**

The scope of the assignment encompasses a comprehensive range of activities and responsibilities to achieve the project's objectives. This section outlines the key components and areas of focus within the scope of the consultancy services:

### **3.1 Database Assessment and Analysis**

- Conduct a thorough assessment of the existing HR database system, evaluating its architecture, functionality, and performance.
- Identify the strengths and weaknesses of the current database system.
- Analyze data security and privacy measures in place and assess compliance with relevant regulations.
- Review data access controls, data redundancy, and data quality.

### **3.2 Database Redesign and Development**

- Propose and design a modernized HR database system architecture that addresses the identified weaknesses and aligns with industry best practices.
- Develop a detailed database redesign plan, including data migration strategies.
- Implement the redesigned database system, ensuring scalability, data integrity, and performance optimization.
- Integrate advanced data security features and access controls into the new database system.

### **3.3 User Interface and Experience Enhancement**

- Redesign the user interface (UI) of the HR database system to improve user-friendliness and accessibility.
- Implement intuitive navigation and data entry features for civil service personnel.
- Ensure that the UI design adheres to best practices in human-computer interaction (HCI) and user experience (UX) design.

### **3.4 Data Migration and Transition**

- Plan and execute the seamless migration of existing HR data to the redesigned database system.
- Validate data integrity and quality during the migration process.
- Provide guidance and support to OHCS personnel during the transition to the new system.

### **3.5 Data Security and Privacy Enhancement**

- Enhance data security by implementing encryption, access controls, and audit trails.
- Ensure compliance with Ghana's Data Protection Act and other relevant data security regulations.
- Conduct security testing and vulnerability assessments to identify and mitigate potential risks.

### **3.6 Reporting and Analytics Implementation**

- Develop advanced reporting and analytics features within the HR database system.
- Enable OHCS staff to generate customized reports and extract meaningful insights from HR data.
- Facilitate data-driven decision-making through real-time reporting capabilities.

### **3.7 Compliance Assessment and Documentation**

- Conduct a comprehensive review of the redesigned database system to ensure compliance with legal and regulatory frameworks.
- Prepare documentation, including data protection impact assessments (DPIAs) and compliance reports, as required by law.

### **3.8 Capacity Building and Training**

- Provide training sessions and capacity-building workshops for OHCS personnel on the operation and maintenance of the new HR database system.
- Transfer knowledge and skills to empower OHCS staff to effectively manage and troubleshoot the system.
- Provide OHCS the needed knowledge in developing and executing a structured change management plan to facilitate the smooth adoption of the new HR database system.

### **3.9 Project Management and Reporting**

- Implement robust project management practices to ensure the project's timely completion and adherence to the budget.
- Provide regular progress reports and updates to the OHCS, including milestone achievements, challenges, and recommendations.

### **3.10 Quality Assurance and Testing**

- Conduct rigorous quality assurance testing, including functionality, security, and performance testing, to identify and rectify any issues.
- Ensure that the redesigned HR database system meets the highest standards of reliability and data accuracy.

The scope of consultancy services is comprehensive and aims to address all aspects of the HR database system redesign project, from initial assessment and planning to implementation, training, and ongoing support. This holistic approach is designed to achieve the project's objectives of modernizing the HR database system, enhancing data security and privacy, improving usability, promoting data-driven decision-making, ensuring legal compliance, and empowering OHCS personnel to effectively manage the system.

## **3. Deliverables from the Consultancy Services:**

The assignment entails the production of a set of tangible deliverables that collectively represent the successful completion of the project. These deliverables are integral to achieving the project's objectives and are outlined below:

### **4.1 HR Database System Redesign Plan**

- A comprehensive plan detailing the proposed redesign of the HR database system, including the architecture, technical specifications, and data migration strategies.
- An outline of the database's structure, data flow, and components in the redesigned system.

### **4.2 Redesigned HR Database system**

- The fully developed and functional HR database system, reflecting the proposed architecture and features outlined in the redesign plan.
- An HR database system that is modernized, scalable, and optimized for performance and security.

### **4.3 User Interface (UI) Redesign**

- A redesigned user interface (UI) for the HR database system, with enhanced user-friendliness, accessibility, and improved navigation.
- User interface designs and wireframes that adhere to best practices in human-computer interaction (HCI) and user experience (UX) design.

#### **4.4 Data Migration and Transition Documentation**

- Documentation detailing the data migration process, including data mapping, validation procedures, and quality checks.
- Evidence of successful data migration, ensuring data integrity and accuracy in the new database.

#### **4.5 Enhanced Data Security Measures**

- Documentation of implemented data security enhancements, including encryption mechanisms, access controls, and audit trails.
- A report outlining compliance with Ghana's Data Protection Act and other relevant data security regulations.

#### **4.6 Reporting and Analytics Features**

- Implemented reporting and analytics features within the HR database system, enabling OHCS staff to generate customized reports and extract meaningful insights from HR data.
- Documentation on how to use the reporting and analytics tools.

#### **4.7 Compliance Documentation**

- Documentation demonstrating the HR database's compliance with legal and regulatory frameworks, including data protection impact assessments (DPIAs) and compliance reports.
- Comprehensive records showcasing adherence to relevant laws and regulations.

#### **4.8 Training Materials, Knowledge Transfer and Change Management Plan**

- Training materials, including manuals and presentations, used during capacity-building workshops for OHCS personnel.
- Evidence of knowledge transfer sessions, empowering OHCS staff with the skills and expertise needed to manage and troubleshoot the new system.

Collaborate with OHCS to develop and execute a structured change management plan to ensure the smooth adoption of the new HR database system.

#### **4.9 Project Progress Reports**

- Regular progress reports and updates provided throughout the consultancy, detailing milestone achievements, challenges, and recommendations.
- A final project report summarizing the entire consultancy process, outcomes, and lessons learned.

#### **4.10 Quality Assurance and Testing Documentation**

- Documentation of quality assurance testing results, including functionality, security, and performance testing, with records of identified issues and their resolutions.
- Assurance that the redesigned HR database system meets the highest standards of reliability and data accuracy.



These deliverables collectively represent the tangible outcomes of the consultancy services, demonstrating the successful execution of the HR database system redesign project. They serve as the foundation for a modernized, efficient, secure, and compliant HR database system within the Office of the Head of the Civil Service (OHCS), contributing to the OHCS's mission of improving HR processes, data security, and data-driven decision-making within the civil service.

4. **Duration of the Assignment:** The consultancy is anticipated to span 9 months.
- Project Initiation and Planning: During this phase, the consultancy firm and OHCS will define the project scope, objectives, and deliverables. Detailed planning, including resource allocation, will take place.
  - Database Assessment and Analysis: The consultancy firm will assess the existing HR database system, conduct data analysis, and identify strengths and weaknesses.
  - Redesign and Development: The actual redesign and development of the new HR database system will take place during this phase. This includes architecture design, database development, and UI redesign.
  - Data Migration and Transition: Migrating data from the old system to the new one while ensuring data integrity and minimal disruption is a critical phase.
  - Data Security and Compliance: Implementing enhanced data security measures, conducting security testing, and ensuring compliance with data protection regulations.
  - Reporting and Analytics Features: Developing and integrating reporting and analytics features into the HR database system, along with user training.
  - Compliance Documentation and Testing: Finalizing compliance documentation, conducting testing, and ensuring that all legal and regulatory requirements are met.
  - Capacity Building and Knowledge Transfer: Providing training and knowledge transfer sessions as well as a change management plan to OHCS personnel for easy system adoption.
  - Project Progress Reports (Throughout): Regular progress reports will be provided throughout the assignment to track milestones and make any necessary adjustments.
  - Quality Assurance and Testing (Throughout): Continuous quality assurance and testing will be conducted throughout the project.
  - Final Reporting: Compiling all documentation, reports, and deliverables into a final project report.
  - Project Closure: Wrapping up any outstanding tasks, conducting a final review, and formally closing the project.

## 5. Technical Qualifications of The Consulting Firm

The OHCS seeks to engage a bidder with a set of technical qualifications and capabilities that align with the complexity and scope of the assignment. The preferred bidder should possess the following technical qualifications:

1. **Relevant Experience:** The bidder consulting firm must have a demonstrated track record spanning 10 years of successfully executing similar database redesign projects, especially within the public sector or organizations with comparable data management needs in Sub Saharan African countries similar to Ghana.
2. **Technical Expertise:** The firm should have a team of database experts with in-depth knowledge of modern database technologies, data security, UI/UX design, reporting and analytics development, and compliance with data protection regulations. They must have experience in African context.

3. **Legal and Regulatory Understanding:** The bidder should possess a thorough understanding of relevant legal and regulatory frameworks, including data protection laws, public procurement regulations, and cybersecurity standards.
4. **Project Management Skills:** The firm must exhibit strong project management capabilities, including the ability to create and adhere to project timelines, manage resources effectively, and provide clear communication and reporting.
5. **Quality Assurance and Testing Competence:** The bidder should have expertise in quality assurance and testing methodologies, ensuring the reliability, security, and performance of the redesigned database.
6. **Training and Capacity Building Proficiency:** The firm should demonstrate the ability to provide comprehensive training and capacity-building sessions for OHCS personnel, ensuring knowledge transfer and self-sufficiency in system management.
7. **Public Sector Experience:** Preference will be given to consulting firms with prior experience working on projects within the public sector or similar governmental organizations, as this familiarity with public administration nuances is valuable in African countries similar to the Ghanaian setting.
8. **References and Past Performance:** The bidder must provide at least 3 references and a portfolio of past projects that showcase successful outcomes in similar consultancy assignments, highlighting client satisfaction and project achievements in African countries similar to the Ghanaian setting.
9. **Data Security and Compliance Credentials:** Demonstrated expertise in implementing robust data security measures, ensuring compliance with data protection regulations, and safeguarding sensitive HR data.
10. **UI/UX Design and Reporting Proficiency:** Proven capabilities in UI/UX design to **enhance user experience and the development of reporting and analytics features** to support data-driven decision-making.

## 6. Deliverables

The deliverables under this assignment shall be as follows:

#	Deliverable	Submission Time for each Deliverable	Payment Schedule
i.	Inception Report	4 weeks	15% of the contract sum
ii.	Redesign and development	18 weeks	40% of the contract sum
iii.	Deployment	6 weeks	25% of the contract sum
iv.	Stakeholder Workshop	3 days	
v.	Final testing and commissioning	3 Weeks	20% of the contract sum
<b>Total</b>		<b>36 Weeks</b>	

## 7. Team Composition

The following shall be the team composition required for the assignment.

- i. **Team Leader – ICT Consultant**

The team leader shall be an ICT expert with the following experience and qualifications:

- a. Should possess at least Masters or higher degree in Computer Science, Information Technology, Information Systems, Business Technology Management or a related field from a recognized university.
- b. Should have training and at least 10 years working experience in public sector ICT environment with experience in sub-Saharan Africa.
- c. Should have at least 2 projects in which he/she has led the development of an ICT policy on a public sector institution with a scale and complexity such as the DPC environment.
- d. Should be qualified in ITIL, ITSM, CDPS or CIPT and have working knowledge of application, engineered systems and application integration.
- e. Must be a team player and have experience in leading teams in development of ICT policy documentation.
- f. Working experience in Integration Financial Management System environments such as the GIFMIS will be an added advantage.

ii. **Data Centre Expert**

The Data Centre expert shall have the following experience and qualifications:

- a. Should possess at least Masters or higher degree in Computer Science, Information Technology, Information Systems or a related field from a recognized university.
- b. Should have training and at least 7 years working experience in public sector ICT environment with experience in sub-Saharan Africa.
- c. Should have at least 2 projects with data center management experience.
- d. Should be qualified in ITIL, ITSM and have working knowledge of application, engineered systems and application integration.
- e. Must be a team player and have experience in leading teams in development of ICT policy documentation.
- f. Working experience in Data protection Compliance System environments will be an added advantage.

iii. **ICT Security Expert**

The ICT Security expert shall have the following experience and qualifications:

- a. Should possess at least Masters or higher degree in Computer Science, Information Technology, Information Systems, Business Technology Management or a related field from a recognized university.
- b. Should possess professional certification in CISA, CDPS, or CIPT with at least 3 years working experience in the ICT security.
- c. Should have training and at least 5 years working experience in public sector ICT environment with experience in sub-Saharan Africa.
- d. Should have at least 2 projects in which he/she has led the development of ICT security policies in a public sector institution with a scale and complexity such as the DPC environment.
- e. Should have experience in undertaking information security audits, expertise in developing disaster recovery and continuity plans and developing security management programs. Must be a team player and have experience in leading teams in development of ICT policy documentation.

- f. Working experience in Data protection compliance System environments such as the GIFMIS will be an added advantage.

iv. **Database Expert**

The Database Expert shall have the following experience and qualifications.

- a. Bachelor's or master's degree in computer science, Information Technology, or a related technical field
- b. Minimum 7 years of experience as a database administrator, architect, or developer in complex, enterprise-level environments
- c. In-depth knowledge of database management systems (DBMS), including relational databases (e.g., SQL Server, Oracle, PostgreSQL) and NoSQL databases
- d. Proficient in database design, optimization, security, and performance tuning
- e. Hands-on experience with database integration, data migration, and data synchronization across multiple systems
- f. Strong problem-solving and analytical skills to troubleshoot complex database-related issues.
- g. Excellent communication skills to liaise with technical and non-technical stakeholders.
- h. Designing scalable, highly available, and secure database architectures to support the HR information system.
- i. Developing robust data integration and synchronization mechanisms between the HR database and other government information systems
- j. Implementing efficient data management practices, including backup and recovery, access controls, and auditing procedures
- k. Optimizing database performance and capacity planning to ensure the HR system can handle growing data volumes and user demands.
- l. Defining and enforcing data governance policies to maintain the integrity, confidentiality, and compliance of sensitive employee information.

v. **Training, Capacity Building, and Change Management Expert**

The training, Capacity Building and Change Management expert shall have the following experience and qualifications:

- a. Master's degree or higher in organizational development, human resources, change management, or a related field.
- b. Minimum 8 years of experience in designing and delivering training programs, facilitating organizational change, and building capacity within public sector or government organizations.
- c. Proven track record of successfully managing the people-side of large-scale technology implementations and system deployments.
- d. Excellent interpersonal and communication skills, with the ability to tailor training and change management approaches to diverse stakeholder groups.
- e. Strong facilitation, coaching, and conflict resolution skills to navigate complex organizational dynamics
- f. Development of comprehensive training materials, including manuals, presentations, and interactive workshops
- g. Facilitation of knowledge transfer sessions to empower employees with the skills and expertise to manage and optimize new systems

- h. Crafting and executing structured change management plans to drive user adoption and mitigate resistance to new ways of working
- i. Coaching and supporting leadership teams to champion the change initiative and foster a culture of adaptability

## **8. Contract Duration, Location and Reporting**

The assignment is planned for a maximum duration of 9 months. The firm will report to the Chief Director, OHCS, Accra. OHCS will assign a counterpart team to work with the consultant to undertake the planned tasks.

## **9. Data, Local Services, Personnel and Facilities to be provided by the Client**

OHCS will make available on request all data necessary to assist the Consultant in carrying out the assignment. OHCS will provide office space and relevant office facilities during the period of the assignment. Furthermore, OHCS shall be responsible for forming an adequate counterpart team alongside the steering committee and a user's group in a properly structured set of Governance structures.

## **10. Ownership of Material**

Any Studies, reports pr other material, graphic, software or otherwise, prepared by the consultant for the client under the Contract shall belong to and remain the property of the Client. The OHCS will be rightful owner of the source codes and all Intellectual Property associated with the system and OHCS shall have full rights over these resources. The entire software component software component developed as part of this assignment shall be the sole property of OHCS. The firm will have no right to commercially use or apply the software elsewhere.