



TERMS OF REFERENCE

FOR

CONSULTANCY SERVICES FOR CAPACITY BUILDING FOR GHANA HYDROLOGICAL AUTHORITY STAFF INCLUDING DEVELOPMENT OF SCHEME OF SERVICE

A. BACKGROUND AND CONTEXT

Ghana Hydrological Authority (HYDRO) is the state institution established by an ACT of Parliament (ACT 1085) in 2022 under the Ministry of Works and Housing (MWH) with the responsibility to promote the delivery of hydrological services for planning, design, execution, operation and maintenance of flood control mechanism, works related to coastal engineering, sewerage, drainage improvement and river development, operational and applied hydrology for the quantification, conservation and development of the water resources of the country.

The units within Ghana Hydrological Authority (HYDRO) comprises drainage, coastal protection, operational and applied hydrology, land and hydrographic surveying, quantity surveying, procurement, accounts, and administration. The need for enhancing the skills and capabilities of the HYDRO staff in these diverse sections is imperative for sustainable water resource engineering and management and effective service delivery.

Ghana's hydrological landscape is characterized by its unique geographical features, including river basins, coastal areas, and varied topography. Climate change impacts, population growth, and increased urbanization further underscore the significance of a well-equipped and skilled workforce within HYDRO. Despite its pivotal role, HYDRO faces challenges in terms of staff capacity, skill gaps, and the need for a standardized career progression framework. The complexity of tasks in drainage, coastal management, surveying, accounts, procurement, and administration requires a comprehensive approach to capacity building. Addressing these challenges presents an opportunity to enhance the effectiveness of HYDRO in fulfilling its vision of becoming the a centre of excellence for Hydrological Services in Africa.

The existing staff members need continuous professional development to keep pace with evolving technologies, best practices, and international standards in hydrology and related fields. Also, the lack of a standardized Scheme of Service within HYDRO has resulted in ambiguity surrounding career progression, job roles, and expectations. The development of a Scheme and conditions of Service is imperative to provide clear guidelines for staff development, job classification, and performance evaluation, ultimately fostering a motivated and skilled workforce.

HYDRO collaborates with various stakeholders, including government institutions, international organizations, and local communities. A well-trained and competent HYDRO staff is essential for effective collaboration and partnership building, ensuring successful delivery of the functions of the Authority. Analysing previous capacity-building projects, achievements, and challenges will help to improve the current approach. The creation of customized training courses will be influenced by the lessons acquired, guaranteeing a focused and effective strategy for HYDRO staff capacity development and professional growth.

In the light of above, Ghana Hydrological Authority seeks consultancy services to conduct a thorough evaluation of the organization's current capacity gaps, develop capacity building programme for staff in all sections including development of the institution's scheme and conditions of service.

The proposed consulting services will align with the strategic goals of HYDRO and the broader national water resource engineering and management strategy. It is essential to ensure that the

capacity-building efforts are tailored to the specific needs of each section within HYDRO and are in accordance with international best practices. This initiative will foster a culture of continuous learning, innovation, and collaboration among HYDRO staff. By investing in the professional development of its workforce, Ghana Hydrological Authority aims to position itself as a leader in hydrological services provision in Africa and contributing more to the broader socio-economic development of Ghana.

The successful implementation of this capacity-building program is expected to result in a skilled and motivated workforce, better-equipped to address current and future challenges in water resource engineering and management. The development of a Scheme of Service will also provide a transparent and merit-based framework for career advancement, attracting and retaining top talent within HYDRO. Overall, this initiative is a critical step towards ensuring the sustainability and resilience of Ghana's water-related infrastructure and services.

B. OBJECTIVE OF THE ASSIGNMENT

The primary objective of this consultancy assignment is to strengthen the technical expertise and managerial capabilities of HYDRO staff across all departments including drainage, coastal, land and hydrographic surveying, quantity surveying, procurement, accounts, and administration; and the development of a comprehensive scheme and conditions of service promoting career progression and ensuring optimal performance in each specialized area.

C. APPROACH TO ASSIGNMENT

The Client for this consultancy services is Ghana Hydrological Authority (HYDRO). The Client is hereby requesting technical and financial proposal from a suitably qualified and experienced consultancy firm, (including some examples of comparable work executed in the past five years).

The approach to the consultancy assignment for Capacity building within the Ghana Hydrological Authority (HYDRO) is to be holistic, participatory, and tailored to the specific needs of each department. The methodology should encompass a series of strategic steps to ensure effective skills enhancement, organizational development, and the successful development of a scheme and conditions of service. This will include skills assessment and needs analysis; customized training module development; scheme of service development; training delivery; interdisciplinary collaboration initiatives; and progress monitoring and evaluation.

The Consultancy firm shall bear in mind that the list of tasks and activities can by no means be considered exhaustive description of the Consultancy firm's duties. The firm is expected to critically review the Client's requirements as stated in this document and recommend additional innovative approaches and activities that are deemed essential to achieving the Client's stated objectives based on their professional experience and judgement.

D. DETAILED TASK DESCRIPTIONS

- a) Conduct a comprehensive skills assessment for each department within HYDRO, identifying specific skills gaps and areas for improvement through surveys, interviews, and interactive sessions with staff and department heads.

- b) Develop customized training modules tailored to the specific needs identified in the skills assessment and that align with the specific functions and opportunities for each department, incorporating relevant case studies, practical exercises, and real-world scenarios to enhance the applicability of the training.
- c) Collaborate with HYDRO management and key stakeholders to develop a comprehensive Scheme and Conditions of Service that define clear job roles, responsibilities, and career paths for each department, considering standards, best practices, and the unique requirements of HYDRO.
- d) Facilitate interactive and engaging training sessions for each department, incorporating a mix of theoretical and practical components.
- e) Provide training on the integration of modern technologies relevant to each department, ensuring staff proficiency in the use of advanced tools and methodologies.
- f) Facilitate interdisciplinary collaboration by organizing joint training sessions involving staff from different departments to foster a culture of knowledge sharing and to work collaboratively on projects, fostering a deeper understanding of the interconnectedness of their roles, thereby, enhancing the overall effectiveness of HYDRO.
- g) Engage with stakeholders to review the draft Scheme and Conditions of Service. gather feedback and finalize the Scheme of Service, incorporating relevant suggestions and ensuring alignment with HYDRO's mandate.
- h) Establish a robust monitoring and evaluation framework to track the progress of individual staff members and the overall impact of the capacity-building initiatives.
- i) Document all training activities, feedback, and outcomes for each department and provide regular progress reports to HYDRO management, including achievements, challenges, and recommendations for sustained capacity building.
- j) Produce training manuals for the training of future employees.

E. DURATION OF ASSIGNMENT

The consultancy engagement is expected to be for a duration of twelve (12) months.

F. TEAM COMPOSITION AND QUALIFICATION REQUIREMENTS FOR THE KEY EXPERTS

Key professional staff critical to the performance of the services are listed in the table below.

Table 1 Staff requirements

Description	Key Staff
Capacity Building and Scheme of Service Development	Hydro Expert (Team Leader)
	Drainage engineering Training Facilitator
	Coastal Protection Training Facilitator
	Land and Hydrographic Surveying Training Facilitator
	Quantity Surveying Training Facilitator
	Procurement Training Facilitator
	Accounts Training Facilitator
	Administration Training Facilitator

The minimum requirements for key staff for the assignment are provided in Table 2 below.

Table 2 Academic qualification and professional experience / requirements of each staff

Key Staff	Academic Qualifications	Minimum years of work experience	Relevant Professional Experience / Requirement
Hydro Expert (Team Leader)	PhD or Master's degree in hydrology, water resources engineering and management or a related field	<ul style="list-style-type: none"> • 15 years 	<ul style="list-style-type: none"> • Experience in hydrology and water resources engineering sector and projects. • Expertise in Scheme of Service development, career progression frameworks and strategic planning for hydrological organizations. • Experience in developing and implementing capacity-building programs for governmental institutions or similar organizations. • Familiarity with public service practices • Strong leadership, strategic thinking, and excellent communication and presentation skills. • Fluency in the English language.
Drainage engineering Training Facilitator	Master's degree in water resources engineering, drainage engineering or a related field.	<ul style="list-style-type: none"> • 15 years 	<ul style="list-style-type: none"> • Expertise in drainage system design, flood control, water resource management and nature based solutions. • Proven experience in designing and implementing drainage projects, and a sound understanding of sustainable drainage practices. • Both theoretical knowledge and practical application as well as training and development. • Proven experience in delivering training programs related to drainage systems, familiarity with current industry standards and best practices. • Excellent communication, interpersonal and presentation skills. • Fluency in the English language.

Key Staff	Academic Qualifications	Minimum years of work experience	Relevant Professional Experience / Requirement
Coastal Protection Training Facilitator	Master's degree in coastal engineering or a related field.	<ul style="list-style-type: none"> • 15 years 	<ul style="list-style-type: none"> • Experience in coastal protection and management. • Demonstrated expertise in coastal engineering, including erosion control and sustainable coastal development. • Both theoretical knowledge and practical application as well as training and development. • Demonstrated experience in delivering coastal engineering training, familiarity with environmental considerations in coastal areas. • Excellent communication, interpersonal and presentation skills. • Fluency in the English language.
Land and Hydrographic Surveying Training Facilitator	Master's degree in Geomatic engineering, Land Surveying or Hydrographic Surveying, or related field	<ul style="list-style-type: none"> • 15 years 	<ul style="list-style-type: none"> • Expertise in land and hydrographic surveying techniques, GIS, and remote sensing. • Proficient in the use of modern surveying technologies and experienced in conducting land and hydrographic surveys. • Experience in mapping and surveying for water resource management. • Proven experience in delivering training programs and workshops. • Excellent communication, interpersonal and presentation skills. • Fluency in the English language.
Quantity Surveying Training Facilitator	Master's degree in Quantity Surveying or a related field.	<ul style="list-style-type: none"> • 15 years 	<ul style="list-style-type: none"> • Practical experience in quantity surveying. • In-depth knowledge of quantity surveying principles, cost estimation, and project management. • Previous experience in water resource projects. • Experience in delivering quantity surveying training • Excellent communication, interpersonal and presentation skills.

Key Staff	Academic Qualifications	Minimum years of work experience	Relevant Professional Experience / Requirement
			<ul style="list-style-type: none"> • Fluency in the English language.
Procurement Training Facilitator	Master's degree in Procurement, Supply Chain Management, or a related field.	<ul style="list-style-type: none"> • 15 years 	<ul style="list-style-type: none"> • Experience in procurement within a governmental or related setting. • Extensive knowledge of public procurement laws and practices in Ghana. • Experience in managing procurement for water resource projects. • Proven experience in delivering training programs and workshops. • Excellent communication, interpersonal and presentation skills. • Fluency in the English language.
Accounts Training Facilitator	Master's degree in Accounting, Finance, or a related field.	<ul style="list-style-type: none"> • 15 years 	<ul style="list-style-type: none"> • Experience in financial management and accounting. • Professional accounting qualification • Demonstrated experience in financial management within the public sector. • Experience in delivering financial management training. • Excellent communication, interpersonal and presentation skills. • Fluency in the English language.
Administration Training Facilitator	Master's degree in Business Administration, Public Administration, or a related field.	<ul style="list-style-type: none"> • 10 years 	<ul style="list-style-type: none"> • Experience in administrative roles within a governmental organization. • Strong administrative and organizational skills with a focus on public sector administration. • Experience in delivering administrative training, including human resource management and organizational development. • Excellent communication, interpersonal and presentation skills. • Fluency in the English language.

G. ESTIMATED WORKLOAD FOR ASSIGNMENT

. The total workload for this consultancy assignment is estimated to be 24 man-months.

H. DELIVERABLES AND TIMELINES

The list of deliverables and respective timelines are provided in Table 1 below.

Table 3 - List of deliverables and corresponding submission schedules

Report	Time for Submission	Number of Copies
Inception Phase	By end of week 2	3 hard copies and 1 soft copy
Skills assessment and needs analysis	By end of week 6	3 hard copies and 1 soft copy
Scheme of service development	By end of week 12	3 hard copies and 1 soft copy
Scheme of Service Review and Finalization	By end of week 16	3 hard copies and 1 soft copy
Customized training module development	By end of week 24	3 hard copies and 1 soft copy
Training delivery and interdisciplinary collaboration initiatives	By end of week 40	3 hard copies and 1 soft copy
Progress monitoring and evaluation	By end of week 48	3 hard copies and 1 soft copy
Final Presentation and Documentation	By end of week 52	3 hard copies and 1 soft copy

A detailed description of the required deliverables is provided below:

Table 4 – Content of deliverables

Report	Content
Inception Phase	This report shall include but not limited to: <ul style="list-style-type: none"> • Details of meeting to finalize the scope, objectives, and expectations. • Outline of detailed work plan, methodology and team composition.
Skills assessment and needs analysis	This report shall include but not limited to: <ul style="list-style-type: none"> • Comprehensive skills assessment for each department within HYDRO • Collaboration with section heads to understand unique requirements. • Complete skills gap report
Scheme of service development	This report shall include but not limited to: Collaborative draft development of the Scheme of Service with key stakeholders and incorporating inputs from HYDRO management.
Scheme of Service Review and Finalization	This report shall include but not limited to: <ul style="list-style-type: none"> • Review the draft Scheme of Service, incorporating relevant suggestions

Report	Content
	<ul style="list-style-type: none"> • Stakeholder engagement for the final review of the Scheme of Service Final Scheme of Service document to HYDRO management
Customized training module development	This report shall include but not limited to: <ul style="list-style-type: none"> • Tailored training modules based on identified needs. • Review and validation of training content with inputs from department heads • Prepared materials and resources
Training delivery and interdisciplinary collaboration initiatives	This report shall include but not limited to: <ul style="list-style-type: none"> • Delivered training modules, foundational topics to more specialized subjects for each department. • Integrated modern technologies relevant to each department. • Interdisciplinary collaboration training sessions.
Progress monitoring and evaluation	This report shall include but not limited to: <ul style="list-style-type: none"> • Monitoring and evaluation framework to track the effectiveness of training modules and sessions • Conducted comprehensive evaluations at key milestones
Final Presentation and Documentation	This report shall include but not limited to: <ul style="list-style-type: none"> • Compilation of all documentation and training materials • Comprehensive final report summarizing the entire consultancy assignment. • Handing over of all relevant documentation, including the finalized Scheme of Service and training materials, to HYDRO management. • Record of closeout meeting discussing findings, recommendations, and next steps.

I. QUALIFICATION AND EXPERIENCE OF THE CONSULTING FIRM

Core Business: focus on hydrological and water resources engineering and management, capacity building, and organizational development. Also designing and implementing comprehensive training programs.

Years in Business: 10 years in the core business

Relevant Experience: expertise in working with government institutions, environmental organizations, or entities involved in water resource and flood management; demonstrated expertise in delivering training programs and developing and refining Schemes and Conditions of Service tailored to the needs of governmental institutions; knowledge of and adherence to regulatory frameworks governing public sector capacity-building initiatives; and references from similar capacity-building projects.

J. CLIENT'S INPUT AND COUNTERPART PERSONNEL WORKING ARRANGEMENTS

The consultancy firm will work closely with the Ghana Hydrological Authority, and regular progress meetings will be scheduled to review and discuss project milestones and deliverables. The firm should ensure effective communication and collaboration with all relevant stakeholders throughout the assignment.

HYDRO will:

- a) Ensure timely review of reports submitted by the consultancy firm and facilitate the provision of feedback.
- b) Initiate the consultation and co-operation of other agencies required to provide support to the consultancy firm for realization of the relevant aspects of the assignment.
- c) Provide access to all relevant existing information necessary for the skills assessment, training and Scheme of Service development.

The Consultancy firm will:

- a) Execute the duties and tasks outlined with due diligence, efficiency and in accordance with the highest standards of professional competence, ethics and integrity.
- b) Be responsible for the collection and analysis of all data and information to assist in the timely completion of the assignment.
- c) Submit reports and plans within the stipulated timeframes stated in the Terms of Reference for review by HYDRO.
- d) Execute the services in accordance with the laws, customs and practices in Ghana and use the appropriate international/regional standards for preparation of technical information.

Professional and support counterpart personnel to be assigned by the Client to the Consultant's team:

The Consultant will work closely with the Heads of Hydrology, Drainage, Coastal and Survey, as well as an assigned team of the Authority on day-to-day basis in executing this assignment. The overall project manager for the client in this assignment is the Chief Executive Officer of the Authority.

Confidentiality: The Consultancy firm shall not, during the term of this Contract and within 5 years after its expiration, disclose any proprietary or confidential information relating to the Services under this Contract or HYDRO'S business or operations without the prior written consent of HYDRO.

Ownership of Material: Any studies reports or other material, graphic, software or otherwise, prepared by the Consultant for HYDRO under this Contract shall belong to and remain the property of HYDRO. The consultancy firm will be required to hand over all such materials upon completion of the assignment.

Payment arrangement: This is a lump sum contract and payment will be made at the end of each stage following acceptance of the output.