

TERMS OF REFERENCE

Consultancy for the development of a five (5) – year strategic plan for the National Council for Curriculum and Assessment

1. Introduction

This is the Terms of Reference (ToR) for the required technical support towards development of a new Strategic Plan for the National Council for Curriculum and Assessment. The developed Strategic Plan will provide strategic direction for NaCCA operations during next 5 years' strategic plan period 2025 - 2029 towards achievement of the NaCCA aspirations in respect to the vision, mission and strategic objectives. Additionally, the Plan for 2025 - 2029 will serve as a tool for resource mobilization from a network of partners. The ToR therefore provide information on the overall objectives of the consultancy, the general methodology, tools and approaches, the expected deliverables and the required qualification and experiences of consultants to facilitate the review and refinement of the 5 year's strategic plan for NaCCA

2. Background

The National Council for Curriculum and Assessment is the statutory agency of the Ministry of Education (MoE) mandated to develop national curriculum and assessment standards for pre-tertiary level of education and committed to ensuring the continuous improvement of the educational landscape in our nation.

The National Council for Curriculum and Assessment (NaCCA) was first established following the 2007 education reforms as an Advisory Board to the Curriculum Research and Development Division (CRDD) of Ghana Education Service. The goal was to help manage and implement the Curriculum Policy of the Ministry of Education (MOE) towards the attainment of educational objectives and development goals of the nation. As a result, CRDD was reconstituted as a statutory Council by the Education Act of 2008, Act 778. Currently, the legislative instrument which the council operates under is the Education Bodies Regulatory Act of 2020, Act 1023 with the mandate to ensure curriculum and assessment standards at pre-tertiary level excluding technical and vocation education.

Within this context, it is important that the Council is supported to achieve its educational objectives. Therefore, the intended strategic plan will serve to provide, a clear, comprehensive approach to ensure that the Council can meet its functions. The process will also help to ensure that the operational aspect of the Council's work is reviewed to ensure greater inter/intra support for larger result for the Ministry and the Nation.

3. Objective of the assignment

The overall objective of this short-term consultancy is to develop a Strategic Plan for the period 2025 – 2029 to ensure that the council effectively and efficiently fulfils its mandated objectives, taking into account the current internal and external operating environment.

4. Scope of work

The scope of work for this assignment includes, but is not limited to the following tasks:

- a) Familiarization with vision, mission, core-values and its strategic goals based on the Council's mandated objectives.
- b) Undertake a situation analysis and stakeholder mapping of NaCCA including: its Strengths, Weaknesses, Opportunities and Threats (SWOT) as a platform for engagement towards effective, inclusive accountable institutions. (i.e Clearly map out our stakeholders and identify relevant strategies to engage them to advance our stated objectives)
- c) Through a consultative process and application of appropriate tools of analysis, refine focus areas, the thrust areas, long term priorities, strategic interventions and key result areas for the Council
- d) Review the institutional capacity, organizational set-up, financial and administrative systems against The Council's mandated objectives and the identified priorities, strategic interventions, and key result areas, KPIs and make necessary refinements, if any.
- e) Develop a Results Framework for the period
- f) Hold program staff meeting to validate the revised Strategic Plan.
- g) Propose monitoring and reporting strategies and mechanisms to ensure the effective implementation of the Strategic Plan (Monitoring and reporting framework to enable effective tracking of the strategic plan)
- h) Finalize Strategic Plan and submit the refined Strategic Plan to The Council

5. Deliverables / Outputs

The Key deliverables include,

- i. An inception report outlining the steps and methodology to be used in developing the Strategic Plan.
- ii. Draft Strategic Plan for review and feedback (with clear vision, mission, and strategic objective)
- iii. Final draft Strategic Plan document.
- iv. A comprehensive report of document review and analysis

6. Duration of the assignment

This assignment is expected to be completed within four (4) weeks with the following steps and level of effort suggested

Approach	Deliverable	Expected Level of Effort
Preparation and Initial Consultation with Program staff and its networks	Inception report outlining key deliverables and timelines contextual analysis.	One (1) week
Review, Assess and Analyze: <ul style="list-style-type: none"> • Review of relevant organizational documents (vision, mission statement, draft strategic plan, organization structure, etc.) • Participatory process of critical reflection, analysis and consultation (SWOT analysis) 	Focus Group Sessions with selected stakeholders	One (1) week

<ul style="list-style-type: none"> • Consultations with organization’s leadership and program staff members, partners, etc 		
Draft Strategic Plan <ul style="list-style-type: none"> • Analyze feedback from the different source documents and reviews • Refine the strategic framework guided by the scope of work. • Present the refined strategic plan to program staff 	Draft Strategic Plan	One (1) week
Review and finalize the draft strategic plan based on feedback from staff and key stakeholders	Final Strategic Plan	One (1) week
Total estimated level of effort	Up to a maximum of	Four (4) weeks

7. Reporting requirements and schedules of reports

The consultant will report directly to the management through the Director, HR and Administration and provide progress reports, outlining the status of development, challenges faced, and proposed solutions. A final report summarizing the entire project, including achievements and outcomes, will be submitted upon completion.

8. Management and Location of the assignment

Meetings between the consultant and NaCCA will be scheduled as needed, with clear agendas and objectives. The assignment will primarily be carried out remotely, with occasional meetings held at the discretion of all parties.

9. Facilities to be provided by the procurement entity

NaCCA will provide necessary support (facility and logistics) documentation, guidelines, and access to relevant stakeholders. NaCCA will be responsible for overall management and coordination as required for the process of Strategic Plan.

10. Qualifications and experience

The Individual Consultant must have:

- At least a Master’s Degree with 7 years’ professional experience or Bachelor’s Degree with 10 years’ professional experience, in organizational, project or any other management role requiring strategy formulation, implementation and achievement. Evidence of having undertaken similar assignments is a requirement.
- Sound understanding and knowledge of strategic planning, standard management tools and techniques to schedule, plan and measure performance.
- Excellent analytical, organizational and communication skills including desk research, interviewing skills and stakeholder facilitation methodologies.
- Strong interpersonal skills and capacity to communicate fluently with different stakeholders (government authorities, civil society, local communities, project staff etc)