



## Ghana Education Decentralization Project (GEDP)

### Operational Framework for National Inspectorate Board (NIB)

#### GEDP

The Ghana Education Decentralization Project (GEDP) is owned by the Government of Ghana through the Ministry of Education and the Ghana Education Service and made possible by the generous support of the American people. GEDP is implemented by World University Service of Canada (WUSC).

USAID Strategic Objective 8 (Improved Quality of, and Access to Basic Education)

## **Ghana Education Decentralization Project (GEDP)**

# **Operational Framework for National Inspectorate Board**

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Submitted February 2012

**DISCLAIMER**

The author's views expressed in this report do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## List of Acronyms

BoG	Bank of Ghana
CAGD	Controller and Accountant Generals Department
DEYS	Director of Education, Youth and Sports
GEDP	Ghana Education Decentralization Project
GES	Ghana Education Service
GES HQ	Ghana Education Service Headquarters
GESC	Ghana Education Service Council
ILGS	Institute of Local Government Studies
IPPD	Integrated Personal Payroll Database
MLGRD	Ministry of Local Government and Rural Development
MoE	Ministry of Education
MoFEP	Ministry of Finance and Economic Planning
NCCA	National Council for Curriculum and Assessment
NCTE	National Council for Tertiary Education
NDPC	National Development Planning Commission
NIB	National Inspectorate Board
NTC	National Teaching Council
NEDAC	National Education Decentralization Advisory Committee
OHCS	Office of the Head of Civil Service
RED	Regional Education Directorate
REDAC	Regional Education Decentralization Advisory Committee
REO	Regional Education Office

## 1. Introduction and Background

The Ghana Education Decentralization Project (GEDP) has been mandated by the Ministry of Education (MoE) to develop a framework for the transfer of decision making authority and responsibility from the Ghana Education Service (GES) to District Assemblies, the Regional Coordinating Councils, and the three autonomous bodies, namely National Inspectorate Board (NIB), National Teaching Council (NTC) and National Council for Curriculum and Assessment (NCCA).

Two key tasks were involved in the GEDP mandate regarding the decentralized education framework:

- Task 1: To establish an operational framework for the transfer of decision-making authority over management, finance and operational issues from the GES Headquarters (GES HQ) to District Assemblies.
- Task 2: To establish three separate operational frameworks for the NIB, NTC and NCCA.

### The GEDP Approach

To build stakeholder commitment through collaboration, consultation and relationship building, in line with the GEDP strategies of building on GES assets and multi-stakeholder involvement, the following consultations were made at the regional and national levels to elicit local and national level views and opinions from key education sector stakeholders on structure and functions of the decentralized education and operational frameworks for the NIB, NTC and NCCA:

**Change Management Workshops:** Between November 2010 and March 2011, a series of nationwide Change Management Workshops were held in the ten regions. The participants included key staff of GES, Regional Directors of Education, District Directors of Education, Assistant Directors of Human Resource, Divisional and Unit heads of GES]; Local Government Service [Local Government Service Coordinating Director, Regional Coordinating Directors of Regional Coordinating Councils and District Coordinating Directors]; representatives from the MoE, Ministry of Finance and Economic Planning (MoFEP), Ministry of Local Government and Rural Development (MLGRD) and Institute of Local Government Studies (ILGS).

One national level workshop was organized for key staff of the Ghana Education Service Headquarters (GES HQ) [Director General, Deputy Director Generals, Headquarters Directors and representatives of the GES Council].

**Regional Education Decentralization Advisory Committee (REDAC):** GEDP formed and consulted widely with REDACs in all ten regions. The structure, functions and operations of the envisioned GES and the three autonomous bodies in a fully devolved educational management system emerged from the consultative REDAC workshops. Membership of REDAC included the Regional Coordinating Director, District Coordinating Directors, District Directors of Education and two other key stakeholders in education in the particular region.

**National Education Decentralization Advisory Committee (NEDAC):** NEDAC was formed to validate the consensus from the consultative process on the devolved framework as it emerged from REDAC. NEDAC was chaired by the Chief Director of the MoE and attended by the Minister of Education, Deputy Minister of Education (Tertiary) and the technical team of the Ministry of Education. The membership of NEDAC included the Chairman of the GES Council, the Chairman of the Council for Technical and Vocational Education and Training (COTVET), the Director General of the GES, The Head of the Local Government Service and technical representatives of the MoFEP and MLGRD.

### MoE Senior Officials Retreat

A full day meeting was held on August 26, 2011 to review and finalize GEDP strategy and determine the next steps on key outstanding education decentralization issues, which will require action by MoE. Senior MoE officials attended, including the Minister of Education and the Chief Director.

Key results of this retreat included the following:

- MoE has committed to locating office accommodation for NTC and NCCA so the two bodies may be established and also benefit from the networked system by GEDP.
- Council members for NIB, NTC and NCCA have been proposed to Government by the MoE for ratification.
- MoE will take immediate steps to recruit staff for NIB, NTC and NCCA.

**GES Leadership Retreat:** GEDP met the leadership of GES to discuss issues relating to the framework for transferring decision-making authority and responsibility from GES to district assemblies and the three autonomous bodies. The retreat built consensus on the mandate and functions of GES HQ, Regional Education Directorate (RED) and District Education Youth and Sports (DEYS) Department within the envisioned decentralized education framework and the relationship between GES and the NIB.

**Focus Group Discussion to develop the framework:** After three rounds of nationwide consultations through REDAC, Change Management Workshops and NEDAC meetings, Focus Group Discussions were held with local experts.

The experts included senior technical officials of the MoE, Public Service Commission, National Council for Tertiary Education (NCTE), National Accreditation Board (NAB), NIB, GES HQ. The experts included senior technical officials of the MoE, Public Service Commission, National Council for Tertiary Education (NCTE), National Accreditation Board (NAB), NIB, GES [HQ - Deputy Director-General, Human Resource Management & Development, Teacher Education, Inspectorate and Curriculum Research and Development Divisions, Greater Accra Regional Education Directorate, and District Education Office- Dangbe West], Local Government Service, Office of the Head of Civil Service (OHCS), Controller and Accountant Generals Department (CAGD), COTVET and the ILGS.

The Focus Group Discussions reviewed and developed the organizational systems and structures, functions, reporting relationships, job descriptions, staffing norms, fiscal processes and operational manuals for the decentralized education system and the three autonomous bodies.

### **Outline of Report**

This report is a presentation of the draft decentralized education framework for the **National Inspectorate Board**. The framework is made up of the structures, functions, reporting relationships, job descriptions, staffing norms, fiscal and operational processes and position job adverts.

## **2. Functions, Structure and Mandate of the National Inspectorate Board**

### **Establishment**

The National Inspectorate Board (NIB) is one of the three autonomous bodies mandated by the Education Act, 2008 (Act 778) to undertake inspection of schools, set, enforce and evaluate standards in public and private basic and Second Cycle Education in Ghana.

### **FUNCTIONS**

The NIB is authorised to perform the following functions;

- (a) Undertake the inspection of schools,
- (b) Evaluate, on a periodic basis, the first and second cycle institutions, and
- (c) Set and enforce standards to be observed at the basic and second cycle levels in both public and private educational institutions.

The NIB shall set up inspection panels to provide an independent external evaluation of the quality and standards in educational institutions by focusing on;

- (a) The quality of leadership and management of the educational institution,
- (b) The quality of teaching and learning provided by the educational institution,
- (c) The educational standards achieved by the educational institution,
- (d) The levels of scholarship attained by the educational institution,
- (e) The facilities available in the educational institution,
- (f) The system of internal and external examiners in place at the educational institution,
- (g) The values emphasised and taught in the education institution including community service by the students or pupils and staff, and
- (h) The statistical data of the educational institution or tracer studies tracking the achievement of past students.

### **STRUCTURE**

The outcomes of GEDP's consultations with key stakeholders was that NIB should operate from a national office, without any physical representation at the regional and district level, even though it would work through inspection panels, the Regional Education Offices, Department of Education, Youth and Sports Offices as well as School Management Committees. The organogram of the NIB is presented in figure 4.1.

The NIB shall have a Governing Council which, shall report to the Minister. An Executive Director (Chief Inspector of Schools) shall head the administration and management of NIB.

The Executive Director shall be assisted by four Directors in charge of Administration and Finance, Research and Evaluation, Inspection and Supervision, Standards and Enforcement.

Six Deputy Directors will support the work of the four Directors. They will be responsible for Admin, HR & General Services; Finance; Research and Evaluation; Inspection & Supervision (Basic); Inspection & Supervision (Second Cycle Education); Standards & Enforcement.

A team comprising a Legal Officer, Public Relations Officer and Internal Auditor will provide technical expertise to the board.

### **MANDATE**

#### **National Inspectorate Board**

The board shall set standards for inspection of schools and enforce the standards set in public and private basic and second cycle schools.

**Office of Executive Director (Chief Inspector of Schools)**

The office of the Executive Director (Chief Inspector of Schools) shall have responsibility for providing strategic leadership for the achievement of the goals of the Board

**Office of the Director, Finance, Administration and HR**

The Finance and Administration office shall be responsible for financial management, planning, budgeting, HR and shall give advise to Executive Director on operational matters of administration, finance and HR.

**Office of the Director, Research and Evaluation**

This office shall direct and provide leadership through technical and managerial expertise in research and evaluation to achieve the mandate of the Board

**Office of the Director, Inspection and Supervision**

This office shall direct and provide leadership through technical and managerial expertise in inspection and supervision to achieve the mandate of the Board.

**Office of the Director, Standards and Enforcement**

This office shall direct and provide leadership through technical and managerial expertise in standards and enforcement to achieve the mandate of the Board.

**REPORTING RELATIONSHIPS**

**Reporting relationship with MoE**

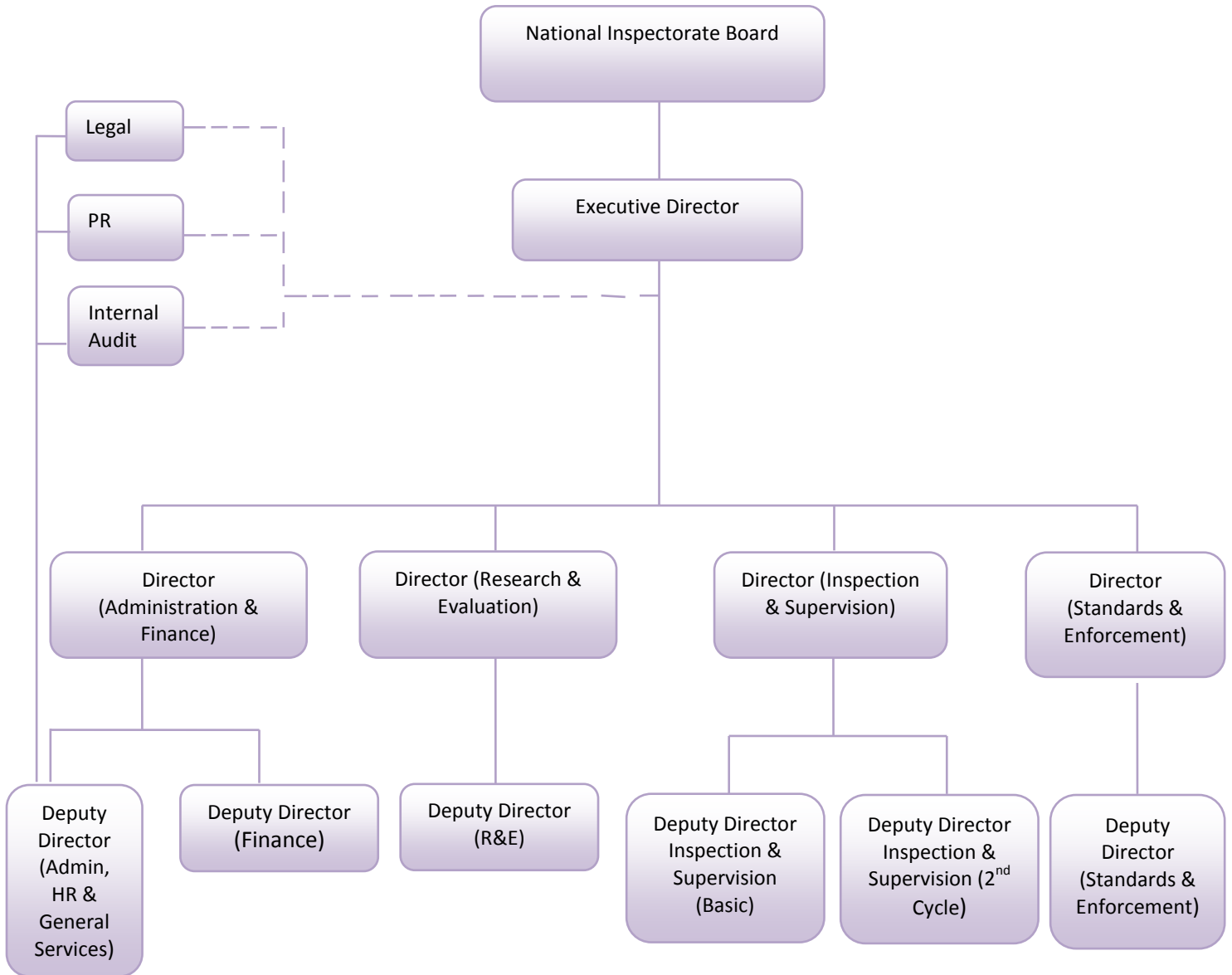
The NIB shall submit performance reports to the Ministry of Education (MoE).

**MoE working relationship with the 3 autonomous bodies and GES HQ**

It is further recommended that, MoE should set up a unit within the Ministry to coordinate recommendations on National policy issues by the 3 autonomous bodies and GES HQ.



Figure 2.1: Structure of the NIB



**Table 2.1: Staffing Establishment norms for NIB**

<b>DIVISION/POSITION TITLE</b>	<b>NUMBER</b>	<b>REMARKS</b>
<b>EXECUTIVE DIRECTOR'S OFFICE</b>		
Executive Director	1	
Administrative Staff	2	1 Executive Assistant & 1 Administrative Secretary
Front Desk Officer	1	
SUB-TOTAL	<u>4</u>	
<b>ADMINISTRATION &amp; FINANCE DIRECTORATE</b>		
Director (F & A)	1	
Deputy Directors	2	1=Admin, HR & General Services + 1=Finance
Accountant	1	
Procurement Manager	1	
Accounts Officers	2	
IT Officer	1	
Transport Officer	1	
Administrative Manager	1	
HR Officer	1	
Public Relations Officer	1	
Internal Auditor	1	
Audit Assistant	1	
Drivers	6	
Watchmen	4	
Cleaners	2	
SUB-TOTAL	<u>26</u>	
<b>RESEARCH &amp; EVALUATION DIRECTORATE</b>		
Director (R & E)	1	
Deputy Director	1	
Research & Evaluation Officers	3	
SUB-TOTAL	<u>5</u>	
<b>INSPECTION &amp; SUPERVISION DIRECTORATE</b>		
Director	1	
Deputy Directors	2	1=Basic + 1=Second Cycle
Lead Inspectors	20	10=Basic + 10=Second Cycle
SUB-TOTAL	<u>23</u>	
<b>STANDARDS &amp; ENFORCEMENT DIRECTORATE</b>		
Director	1	
Deputy Directors	1	
Standards & Enforcement Officers	6	3=Standards + 3=Enforcement
SUB-TOTAL	<u>8</u>	
<b>GRAND TOTAL</b>	<b>66</b>	

### 3 Job Descriptions and Position Advert Sample

NATIONAL INSPECTORATE BOARD	
Position:	Qualifications and Competencies
<p><b>Executive Director</b>  <b>Mandate</b> - To provide advisory and managerial support for the achievement of the mandate of the Board.</p>	<p><b>Duties</b></p> <ul style="list-style-type: none"> <li>• Supervises the day to day management and administration of the Secretariat of the Board.</li> <li>• Submits policy proposals for consideration by the board.</li> <li>• Coordinates the implementation of the Boards policies and programs.</li> <li>• Ensures the preparation of annual and periodic reports, work-plans and budgets.</li> <li>• Serves as member-secretary.</li> <li>• Provides strategic leadership for the achievement of the mandate of the Board.</li> <li>• Liaises with the development partners and other relevant MDAs.</li> <li>• Mobilizes and manages resources for the Board.</li> <li>• Performs any other duties that may be assigned from time to time by the Board.</li> </ul> <p><b>Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Minimum of a Master's Degree from an accredited Tertiary Institution in an Education related field</li> <li>• Minimum of 15 years post qualification relevant work experience in reputable Institution, 5 years of which should in a senior management position</li> <li>• Teaching experience would be an advantage</li> </ul> <p><b>Competencies:</b></p> <ul style="list-style-type: none"> <li>• Strong managerial and leadership skills</li> <li>• Excellent understanding and knowledge of the Education system in Ghana</li> <li>• Strong strategic planning and analytical skills</li> <li>• Excellent communication, presentation and negotiation skills</li> <li>• Awareness and/or interest in Gender issues and concepts</li> <li>• Good computer skills</li> <li>• Good inter personal skills</li> </ul>
<p><b>Director - Inspection and Supervision</b>  <b>Mandate</b> - To direct and provide leadership through technical and managerial expertise in inspection and supervision as outlined in the mandate of the Board.</p>	<p><b>Duties</b></p> <ul style="list-style-type: none"> <li>• Composes inspection panels.</li> <li>• Coordinates activities of inspection panels.</li> <li>• Ensures for timely submission of school inspection reports.</li> <li>• Acts as liaison officer between inspection panels and the Deputy CIS (Operations).</li> <li>• Provides input for the production of annual reports of the Board.</li> <li>• Coordinates school quality improvement strategies of the Board.</li> <li>• Monitors own performance against agreed objectives.</li> <li>• Collates and analyzes field reports for the attention of the Deputy CIS (Operations).</li> <li>• Performs any other duties that may be assigned from time to time by the Executive Director.</li> </ul> <p><b>Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Minimum of a Master's Degree from an accredited Tertiary</li> </ul>

	<p>Institution in an Education related field</p> <ul style="list-style-type: none"> <li>• Minimum of 10 years post qualification relevant work experience in reputable Institution, 5 years of which should in a senior management position</li> <li>• Teaching experience would be an advantage</li> </ul> <p><b>Competencies:</b></p> <ul style="list-style-type: none"> <li>• Strong managerial and leadership skills</li> <li>• Excellent understanding and knowledge of the Education system in Ghana</li> <li>• Strong strategic planning and analytical skills</li> <li>• Excellent communication, presentation and negotiation skills</li> <li>• Awareness and/or interest in Gender issues and concepts</li> <li>• Good computer skills</li> <li>• Good inter personal skills</li> </ul>
<p><b>Director</b> – Standards and Enforcement <b>Mandate</b> – To direct and provide leadership through technical and managerial expertise in standards and enforcement as outlined in the mandate of the Board.</p>	<p><b>Duties:</b></p> <ul style="list-style-type: none"> <li>• Facilitates the dissemination of standards to all stakeholders.</li> <li>• Supervises the enforcement of standards in schools.</li> <li>• Formulates standards and quality indicators.</li> <li>• Recommends sanctions and rewards relating to observance of quality and standards.</li> <li>• Supervises the work of staff in the directorate.</li> <li>• Undertakes training, coaching, mentoring and performance appraisal of staff of the directorate.</li> <li>• Monitors own performance against agreed objectives.</li> <li>• Collates and analyzes field reports for the attention of the Deputy CIS (Operations).</li> <li>• Performs any other duties that may be assigned from time to time by the CIS.</li> </ul> <p><b>Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Minimum of a Master’s Degree from an accredited Tertiary Institution in an Education related field</li> <li>• Minimum of 10 years post qualification relevant work experience in reputable Institution, 5 years of which should in a senior management position</li> <li>• Teaching experience would be an advantage</li> </ul> <p><b>Competencies:</b></p> <ul style="list-style-type: none"> <li>• Strong managerial and leadership skills</li> <li>• Excellent understanding and knowledge of the Education system in Ghana</li> <li>• Strong strategic planning and analytical skills</li> <li>• Excellent communication, presentation and negotiation skills</li> <li>• Awareness and/or interest in Gender issues and concepts</li> <li>• Good computer skills</li> <li>• Good inter personal skills</li> </ul>
<p><b>Director</b> - Administration &amp; Finance <b>Mandate</b> – To direct and provide leadership through technical and managerial expertise with respect to administration,</p>	<p><b>Duties</b></p> <ul style="list-style-type: none"> <li>• Ensures the availability, effective and efficient management of resources to support the activities of the Board.</li> <li>• Provides input for the development of policy proposals for strategic human resource management.</li> <li>• Responsible for the development and management of ICT infrastructure for the Board.</li> </ul>

<p>finance and general services (including IT, procurement and transport) for the NIB as outlined in the mandate of the Board.</p>	<ul style="list-style-type: none"> <li>• Ensures the preparation of annual budgets, work-plans and strategic plans.</li> <li>• Designs and maintains internal control systems for the procurement of goods and services in accordance with the relevant procurement law and other regulations.</li> <li>• Develops guidelines for determining the human resource requirements and training needs.</li> <li>• Performs any other duties that may be assigned from time to time by the Executive Director.</li> </ul> <p><b>Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Minimum of a Master’s Degree from an accredited Tertiary Institution in Administration, Social Sciences or other related field</li> <li>• Minimum of 10 years post qualification relevant work experience in reputable Institution, 5 years of which should in a senior management position</li> <li>• Teaching experience would be an advantage</li> </ul> <p><b>Competencies:</b></p> <ul style="list-style-type: none"> <li>• Good knowledge of relevant administrative procedures, laws and regulations</li> <li>• Strong managerial and leadership skills</li> <li>• Familiar with the Education system in Ghana</li> <li>• Strong strategic planning and analytical skills</li> <li>• Excellent communication, presentation and negotiation skills</li> <li>• Awareness and/or interest in Gender issues and concepts</li> <li>• Good computer skills</li> <li>• Good inter personal skills</li> </ul>
<p><b>Director</b> - Research and Evaluation <b>Mandate</b> - To direct and provide leadership through technical and managerial expertise in research and evaluation as outlined in the mandate of the Board.</p>	<p><b>Duties:</b></p> <ul style="list-style-type: none"> <li>• Coordinates the research and evaluation activities relating to school inspections</li> <li>• Oversees the implementation of the processes and procedures for the performance evaluation of schools</li> <li>• Takes measures to enforce implementation of performance improvement interventions in schools</li> <li>• Develops interventions for future school improvement strategies</li> <li>• Oversees the work of the research and evaluation staff</li> <li>• Collates and analyze field reports for the attention of the Deputy CIS (Operations)</li> <li>• Undertakes training, coaching, mentoring and performance appraisal of staff of the directorate</li> <li>• Monitors own performance against agreed objectives</li> <li>• Performs any other duties that may be assigned from time to time by the CIS</li> </ul> <p><b>Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Minimum of a Research Master’s Degree from an accredited Tertiary Institution in Education related field</li> <li>• Minimum of 10 years post qualification relevant work experience in reputable Institution, 5 years of which should in a senior management position</li> <li>• Teaching experience would be an advantage</li> </ul> <p><b>Competencies:</b></p> <ul style="list-style-type: none"> <li>• Strong research and analytical skills</li> </ul>

	<ul style="list-style-type: none"> <li>• Strong managerial and leadership skills</li> <li>• Familiar with the Education system in Ghana</li> <li>• Excellent communication, presentation and negotiation skills</li> <li>• Good computer skills (SPSS, NVIVO and statistical software)</li> <li>• Good inter personal skills</li> </ul>
<p><b>Deputy Director - Inspection and Supervision (Basic)</b>  <b>Mandate</b> To provide technical and operational support in inspection and supervision in Basic Schools as directed.</p>	<p><b>Duties</b></p> <ul style="list-style-type: none"> <li>• Leads the inspection panels on inspection field work.</li> <li>• Writes school inspection reports from field data.</li> <li>• Coordinates the work of inspection panel members.</li> <li>• Provides evidence based assessment of school improvement needs.</li> <li>• Follows-up on implementation of recommendations for school improvement.</li> <li>• Monitors own performance against agreed objectives.</li> <li>• Collates and analyzes field reports for the attention of the Director (I&amp;S).</li> <li>• Performs any other duties that may be assigned from time to time by the Director (I&amp;S).</li> </ul> <p><b>Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Minimum of a Master’s Degree from an accredited Tertiary Institution in Education related field</li> <li>• Minimum of 8 years post qualification relevant work experience in reputable Institution, 4 years of which should in a senior management position</li> <li>• Teaching experience would be an advantage</li> </ul> <p><b>Competencies:</b></p> <ul style="list-style-type: none"> <li>• Good report writing skills</li> <li>• Strong research and analytical skills</li> <li>• Strong inter personal and leadership skills</li> <li>• Good knowledge of the Education system in Ghana</li> <li>• Excellent communication, presentation and negotiation skills</li> <li>• Awareness and/or interest in Gender issues and concepts</li> <li>• Good computer skills (SPSS, NVIVO and statistical software)</li> <li>•</li> </ul>
<p><b>Deputy Director - Inspection and Supervision (2<sup>nd</sup> Cycle)</b>  <b>Mandate</b> - To provide technical and operational support in inspection and supervision in Second Cycle Schools as directed.</p>	<p><b>Duties:</b></p> <ul style="list-style-type: none"> <li>• Leads the inspection panels on inspection field work.</li> <li>• Writes school inspection reports from field data.</li> <li>• Coordinates the work of inspection panel members.</li> <li>• Provides evidence based assessment of school improvement needs.</li> <li>• Follows-up on implementation of recommendations for school improvement.</li> <li>• Monitors own performance against agreed objectives.</li> <li>• Collates and analyzes field reports for the attention of the Director (Inspection and Supervision).</li> <li>• Performs any other duties that may be assigned from time to time by the Director (Inspection and Supervision).</li> </ul> <p><b>Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Minimum of a Master’s Degree from an accredited Tertiary Institution in Education, Engineering, Science and other related field</li> </ul>

	<ul style="list-style-type: none"> <li>• Minimum of 8 years post qualification relevant work experience in reputable Institution, 4 years of which should in a senior management position</li> <li>• Teaching experience would be an advantage</li> </ul> <p><b>Competencies:</b></p> <ul style="list-style-type: none"> <li>• Good report writing skills</li> <li>• Strong research and analytical skills</li> <li>• Strong inter personal and leadership skills</li> <li>• Good knowledge of the Education system in Ghana</li> <li>• Excellent communication, presentation and negotiation skills</li> <li>• Awareness and/or interest in Gender issues and concepts</li> <li>• Good computer skills (SPSS, NVIVO and statistical software)</li> </ul>
<p><b>Deputy Director – Standards and Enforcement</b>  <b>Mandate</b> - To provide technical and operational support in standards and enforcement as directed.</p>	<p><b>Duties:</b></p> <ul style="list-style-type: none"> <li>• Disseminates standards and quality indicators to all stakeholders.</li> <li>• Monitors the education standards in schools.</li> <li>• Reports on the compliance of quality and standards in the schools.</li> <li>• Monitors own performance against agreed objectives.</li> <li>• Collates and analyzes field reports for the attention of the Director (Standards and Enforcement).</li> <li>• Performs any other duties that may be assigned from time to time by the Director (Standards and Enforcement).</li> </ul> <p><b>Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Minimum of a Master’s Degree from an accredited Tertiary Institution in an Education, Engineering, Science and other related field</li> <li>• Minimum of 8 years post qualification relevant work experience in reputable Institution, 4 years of which should in a senior management position</li> <li>• Teaching experience would be an advantage</li> </ul> <p><b>Competencies:</b></p> <ul style="list-style-type: none"> <li>• Good report writing skills</li> <li>• Strong research and analytical skills</li> <li>• Strong inter personal and leadership skills</li> <li>• Good knowledge of the Education system in Ghana</li> <li>• Excellent communication, presentation and negotiation skills</li> <li>• Awareness and/or interest in Gender issues and concepts</li> <li>• Good computer skills (SPSS, NVIVO and statistical software)</li> </ul>
<p><b>Deputy Director – Research and Evaluation</b>  <b>Mandate</b> - To provide technical and operational support in research and evaluation as directed.</p>	<p><b>Duties:</b></p> <ul style="list-style-type: none"> <li>• Coordinates the research and evaluation activities relating to school inspections.</li> <li>• Oversees the implementation of the processes and procedures for the performance evaluation of schools.</li> <li>• Takes measures to enforce implementation of performance improvement interventions in schools.</li> <li>• Develops interventions for future school improvement strategies.</li> <li>• Oversees the work of the research and evaluation staff.</li> <li>• Collates and analyzes field reports for the attention of the Deputy CIS (Operations).</li> <li>• Undertakes training, coaching, mentoring and performance appraisal of staff of the directorate.</li> <li>• Monitors own performance against agreed objectives.</li> </ul>

	<ul style="list-style-type: none"> <li>• Performs any other duties that may be assigned from time to time by the Director(R&amp;E).</li> </ul> <p><b>Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Minimum of a Research Master’s Degree from an accredited Tertiary Institution in Education, Engineering, Science and other related field</li> <li>• Minimum of 8 years post qualification relevant work experience in reputable Institution, 4 years of which should in a senior management position</li> <li>• Teaching experience would be an advantage</li> </ul> <p><b>Competencies:</b></p> <ul style="list-style-type: none"> <li>• Good report writing skills</li> <li>• Strong research and analytical skills</li> <li>• Strong inter personal and leadership skills</li> <li>• Good knowledge of the Education system in Ghana</li> <li>• Excellent communication, presentation and negotiation skills</li> <li>• Awareness and/or interest in Gender issues and concepts</li> <li>• Good computer skills (SPSS, NVIVO and statistical software)</li> </ul>
<p><b>Deputy Director –</b> Administration, HR and General Services</p> <p><b>Mandate</b> – To provide technical and administrative support with respect to administration, human resources and general services (including IT, procurement, transport) for the NIB as directed.</p>	<p><b>Duties:</b></p> <ul style="list-style-type: none"> <li>• Ensures effective and efficient management of resources to support the activities of the Board.</li> <li>• Implements and disseminates current policy and changes for human resource management.</li> <li>• Implements, develops and manages the ICT infrastructure for the Board</li> <li>• Develops guidelines for determining the human resource requirements and training needs</li> <li>• Performs any other duties that may be assigned from time to time by the Director F&amp;A</li> </ul> <p><b>Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Minimum of a Master’s Degree from an accredited Tertiary Institution in Administration, Social Sciences or other related field</li> <li>• Minimum of 8 years post qualification relevant work experience in reputable Institution, 4 years of which should in a senior management position</li> </ul> <p><b>Competencies:</b></p> <ul style="list-style-type: none"> <li>• Good knowledge of relevant administrative procedures, laws and regulations</li> <li>• Good managerial and leadership skills</li> <li>• Familiar with the Education system in Ghana</li> <li>• Good planning and analytical skills</li> <li>• Excellent communication and negotiation skills</li> <li>• Awareness and/or interest in Gender issues and concepts</li> <li>• Good computer skills</li> <li>• Good inter personal skills</li> </ul>



<p><b>Deputy Director – Finance</b>  <b>Mandate</b> – To provide technical and operational support with respect to financial management for the NIB as directed.</p>	<p><b>Duties:</b></p> <ul style="list-style-type: none"> <li>• Leads the preparation of annual budget, work-plan and strategic plan.</li> <li>• Implements and maintains internal control systems for financial and budgetary systems.</li> <li>• Implements and maintains internal control systems for procurement of goods and services in accordance with the relevant procurement law and other regulations.</li> <li>• Ensures management of goods received and store functions are carried out in accordance with existing regulations.</li> <li>• Ensures the preparation of financial reports for the Board.</li> <li>• Keeps a database on budget and financial reports for monitoring and evaluation.</li> <li>• Performs any other duties that may be assigned from time to time by the Director F&amp;A</li> </ul> <p><b>Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Minimum of a Master’s Degree from an accredited Tertiary Institution in Business Administration, professional qualifications (ACCA, CA Ghana or equivalent)</li> <li>• Minimum of 8 years post qualification relevant work experience in reputable Institution, 4 years of which should in a senior management position</li> </ul> <p><b>Competencies:</b></p> <ul style="list-style-type: none"> <li>• Good knowledge of relevant financial and administrative procedures, laws and regulations</li> <li>• Good managerial and leadership skills</li> <li>• Familiar with the Education system in Ghana</li> <li>• Good planning and analytical skills</li> <li>• Excellent communication, presentation and negotiation skills</li> <li>• Awareness and/or interest in Gender issues and concepts</li> <li>• Good computer skills</li> <li>• Good inter personal skills</li> </ul>
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## 4. Operational and Financial Management Framework for NIB

### HUMAN RESOURCE MANAGEMENT

**STAFF RECRUITMENT:** The appointing authority for Category ‘A’ posts of the NIB shall be the President of Ghana, acting on the advice of the governing body in consultation with the Public Services Commission.

The appointing authority for Categories ‘B’, ‘C’, ‘D’, ‘E’ and ‘F’ posts shall be the governing boards in accordance with the approved Scheme of Service.

The Secretariat of the NIB shall determine its staffing needs, which should be captured in the annual plans and budgets for approval by the governing board. When such requests are approved, the positions shall be advertised and qualified personnel recruited to fill the vacant positions.

**INTEGRATED PERSONNEL PAYROLL DATABASE (IPPD):** Inputs for processing salaries shall be generated, authorized and signed by the Executive Director/Director F&A/Deputy Director – HR and submitted to the CAGD for processing. Similarly, salaries, wages and allowances levels and rates shall continue to be determined at the central level in accordance with the public sector pay policy.

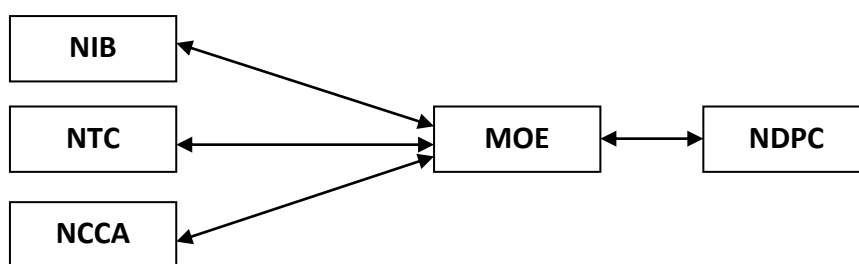
**PROMOTIONS:** The procedure for making promotions shall be in accordance with the relevant Scheme of Service and subject to the availability of vacancies in the grade. Promotions shall be **based on merit** and in accordance with the approved Scheme of Service.

**STUDY LEAVE:** Approval for study leave (with or without pay) shall be done by the governing board of the NIB and shall be guided by financial capacity and human resource priorities.

### PLANNING

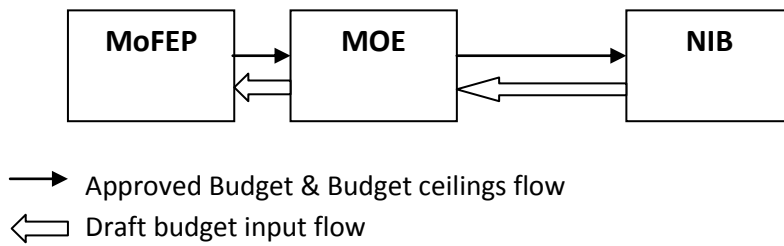
The NIB will prepare plans in line with development objectives of the MoE and its governing board. The draft plans shall be presented to the governing board of the NIB for approval and onward submission to the MoE for approval and submission to the National Development Planning Commission (NDPC) for alignment and integration into the National Development Plan. The approved plan is then integrated into the MoE’s plans.

**Figure 4.1: Planning process for the NIB, NTC and NCCA.**



**BUDGETING:** The budgeting process follows planning and priorities settings by the NIB. Budgets shall be prepared using Activity based format for integration into MoE’s budget. The Ministry of Finance and Economic Planning shall allocate budget ceilings to the three autonomous bodies through MoE. The MoE shall inform the NIB of the disaggregated budget ceilings for the year on the basis of funding allocation policy guidelines established and approved by MoE in consultation with the governing board of the NIB. The MoE shall disaggregate and send approved budget separately to the NIB for implementation.

**Figure 4.2: Budgeting processes of the NIB**



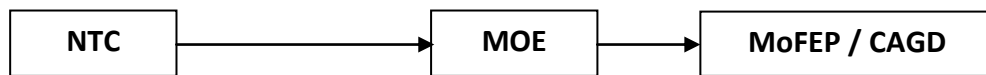
**PROCUREMENT**

The Procurement Act 663 provides the legal and general rules governing procurement in the public sector of the economy. The NIB created by Act 778 derive its funds from the public purse and therefore Act 663 covers all procurement actions by the NIB.

**FINANCIAL MANAGEMENT RELATIONSHIPS AND TRANSFER MECHANISMS FOR THE NIB**

The NIB shall submit request for funds to MoFEP/CAGD through MoE. Funds shall be released for programmes and expenditure as approved.

**Figure 4.3: Funds request information flow**



**Figure 4.4: Funds Releases Flow arrangement**

