



**OFFICE OF THE SENIOR MINISTER, OFFICE OF THE PRESIDENT**

**PUBLIC SECTOR REFORM FOR RESULTS PROJECT (PSRRP)**

**(IDA Credit 63230-GH)**

**TERMS OF REFERENCE**

**MINISTRY OF MONITORING AND EVALUATION (MoME)**

**CONDUCT ANNUAL SURVEY (“LISTENING TO GHANA”)**

Ref No. GH-OSM-172493-CS-CQS

**COMPONENT 3**

**SUB-COMPONENT 3.1**

**MAY 2020**

## **Introduction**

1. The Government of Ghana launched the National Public Sector Reform Strategy (NPSRS) 2018-2023 in August 2018. The goal of the NPSRS (2018-2023) is to enhance public service delivery to the citizenry and the private sector. It seeks, among other things, to reverse the decline in institutional quality and management effectiveness of Ghana's public sector.

## **Background of the Public Sector Reform for Results Project (PSRRP)**

2. The PSRRP is an initiative of the Government of Ghana that partially supports the implementation of the NPSRS (2018-2023). The project aims to help sixteen (16) selected Ministries, Departments, and Agencies (MDAs) improve efficiency and accountability in the delivery of key public services to citizens and firms<sup>1</sup>. This will be achieved by strengthening the service culture among the employees of these entities and reforming the current structures, systems, processes and internal management functions of the entities to provide more accessible, modernized and timely services.
3. The PSRRP is implemented through the Office of the Senior Minister under the Office of the President (OSM-OoP) and supported by a US\$35 million credit from the International Development Association (IDA – hereafter, “the World Bank”). A summary project description is in the Annex – further details are in the Project Appraisal Document (PAD) and in the Project Operational Manual (POM).

## **Background**

4. The Ministry of Monitoring and Evaluation (MoME) is one of the implementing entities of the PSRRP with the responsibility for component three (3), namely: Improving Monitoring and Evaluation. MoME intends to apply a portion of this financing to secure the service of a consultant (Firm) to design and conduct – and analyze the data and findings from - the first Annual Survey (Listening to Ghana) to ascertain the opinion and views of the citizenry relating

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<sup>1</sup> These are five agencies (Driver and Vehicle Licensing Authority, Passport Office, Ghana Immigration Service, Environmental Protection Agency, and Births and Deaths Registry); their five respective parent ministries (Transport, Foreign Affairs and Regional Integration, Interior; Environment, Science and Technology and Innovation; and Local Government and Rural Development); the Ministry of Monitoring and Evaluation; Office of the Head of Civil Service; Public Services Commission; the Commission on Human Rights and Administrative Justice; the National Information Technology Agency; and the Office of the Senior Minister under the Office of the President.

to the relevance, efficacy and sustainability of the Government Flagship Programmes rolled-out by the Government about two (2) years ago.

5. The Government Flagship Programmes<sup>2</sup> comprise of sixteen (16) strategic interventions established by the Government to promote economic growth, boost food security, promote job creation and improve incomes and wellbeing of Ghanaians especially the poor. The flagship programmes have been implemented for about two years and in line with its mandate, the MoME intends to conduct the first annual survey to gauge the views and perception of the citizenry especially to secure feedback from target beneficiaries of the programmes. The survey is the first of a series of systematic assessments that will be conducted over the next three years to furnish decision-makers and implementers of the flagship programmes, as well as Ghana's citizens and development partners, with evidence-based information from the citizenry on the relevance, efficacy and sustainability of the flagship programmes that is expected to feed into and contribute to timely implementation and fine-tuning of the flagship programmes.

#### **Purpose and Objectives for the Assessment**

6. The Annual Survey ('Listening to Ghana') is one of the key modalities put in place by the MoME under the PSRRP to generate real-time evidence from the performance and achievements of the Flagship Programmes over the coming years. The real-time evidence from the survey is intended to feed into and support effective implementation and optimization of the impacts of the interventions. It is also aimed at improving stakeholder participation and support for the projects and programmes rolled-out. By capturing the views and feedback from the direct and indirect beneficiaries of the programmes, the survey is intended to engender real-time learning, accountability and integration of feedback into the implementation decisions and fine tuning of the programmes.
7. Specifically, the annual survey is intended to:
  - gauge stakeholder and citizens' views and perceptions regarding the relevance, efficacy and sustainability of the flagship programmes;
  - capture and document systemic challenges and risks to be mitigated; and

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<sup>2</sup>Planting for Food and Jobs, Free Senior High School, One District-One Factory, Infrastructure for Poverty Eradication (IPEP), Railways Development and Sanitation, fish landing sites, nursing and teacher training allowance, etc.

- identify and document opportunities that can be leveraged to enhance the responsiveness, implementation and impacts of the programmes across the country.

### **Scope**

8. The first Annual Survey ('Listening to Ghanaians') is envisaged to be repeated over the next two years. The survey will cover a representative sample of the population across all 16 regions of the country. The survey will be repeated every year over the next two years (2020 and 2021) – and possibly thereafter as well, subject to business needs and funding availability. It will capture the experiences and perceptions of the citizenry especially those of beneficiaries of projects regarding the relevance, efficacy and sustainability of the interventions. It will also document emerging issues including challenges and opportunities that can help improve the delivery and impact of the project. Further, the survey is expected to generate information to improve programme implementation, enhance service delivery and related responsiveness and complaints handling, deepen stakeholder engagement and engender further research.

### **Methodology**

9. The survey is expected to employ participatory and utilization-focused approach to facilitate the generation of relevant data to support effective implementation of the flagship programmes. The study is expected to adopt a mixed method approach that will entail collection, collation and analysis of quantitative and qualitative data to provide evidence of the perception of the citizenry regarding the relevance, efficacy and sustainability of the programmes. The consultant is expected to develop a detailed methodology and approach, including a workplan for the execution of the study that will be discussed during inception. Further, the consultant will also be required to develop fit-for-purpose data collection instruments that will be used to collect data from the sample.

### **Roles and Responsibilities of the Consultant**

10. The following are the key roles and responsibilities of the consultant (Firm):
  - (1) Develop Inception Report detailing the methodology, sampling framework, and a detailed work plan for the assignment;
  - (2) Develop survey questionnaire and pilot /pre-test it through focus groups etc;
  - (3) Adjust the questionnaire after the pilot, and administer the survey across the 16 regions with relevant checks (including call-backs),
  - (4) Tabulate and analyse the data, and develop draft technical and analytical reports.

(5) Refine and submit final technical and analytical report; Power Point presentation and Executive summary of the key findings and messages for high level policy makers and the media.

**Deliverables**

11. The key deliverables of the assignment are detailed in the table below.

<b>Deliverables</b>	<b>Delivery Dates</b>
1. Inception report, including: i. Methodology ii. Sampling framework iii. Draft questionnaire iv. Detailed work plan	4 weeks after contract signing
2. Draft Technical and Analytic reports	12 weeks after contract signing
3. Final Technical and Analytic Report	16 weeks after contract signing
4. Power Point presentation	
5. 2-3 page executive summary of key findings	
6. Messages for high level policy makers and the media	

**Supervision and Management of the Evaluation**

12. The Consultant will work under the supervision of the Chief Director of the Ministry of Monitoring and Evaluation or his representative. The Ministry will be responsible for providing all relevant background documents and information to the Consultant as well as facilitate the scheduling of meetings, field visits and engagements with relevant stakeholders.

13. The Consultant will be solely responsible for ensuring that all deliverables meet the expected quality and standards of the MoME and are produced on time.

**Team Compositions**

14. The survey will be conducted by a team with extensive knowledge and experience in conducting complex, representative and large-scale national-level surveys. The team should be familiar with the Government Flagship Programmes and assessment of similar intervention in Ghana.

15. The main qualifications of the members of the team will be as follows:

**A. The Team Leader** should possess:

- At least a Master’s degree in a relevant field
- At least 10 years professional experience in leading similar surveys in Ghana and elsewhere

- Demonstrable experience in overseeing the design, implementation and analysis of the results of, large scale surveys, and beneficiary contact monitoring
- Excellent writing, communication and presentation skills
- Familiarity with the vision of the M&E Ministry, the PSRRP project, as well as public sector management and its challenges in Ghana
- Experience in managing survey teams
- Capability to handle necessary planning and logistics
- Experience of interacting with and briefing senior civil servants and policy-makers at short notice.

**B. The other three-(3) key team members** should have at least Master’s Degree in M&E, Data Analysis or related field and a minimum of 5 years of professional experience. They should also have the following mix of skills and competencies:

- Fully acquainted with the vision of the M&E Ministry, government flagship programmes and policies, PSRRP and public sector management and its challenges in Ghana.
- Specific experience in conducting annual survey of similar national intervention.
- Demonstrable expertise in monitoring and evaluation methodology, economic analysis, assessment of socio-economic issues, policy and institutional analysis.
- Track record in developing, conducting and reporting on various types of assessment including quantitative and qualitative data collection and analysis for national governments.
- Strong oral and written communication skills with an ability to respond to comments and questions in a timely, appropriate manner.
- Knowledgeable and hands-on experience in the use of relevant statistical software
- Fluent in English and at least one local language.

16. The consultant will also need to engage enumerators to conduct the survey across 16 regions.

### **Timeline for Implementation**

17. The contract implementation is estimated to take about one hundred (100) days spread over five calendar months from August to December 2020. The proposed duration is intended to provide adequate time for the Consultant to design, pilot and administer the survey and prepare analytical and technical reports on the basis of the survey data and feedback.

### **Payment Schedule**

18. Payment for the deliverables outlined in this TOR is based on the following schedule:

- 10% upon contract signing;
- 30% upon acceptance by MOME of the methodology and sampling framework, and the final survey questionnaire;
- 30% upon acceptance by MOME of (a) the draft analytical report, (b) the draft technical report, (c) a draft PowerPoint presentation showing key findings, messages, charts and graphs and (d) a draft 2-3-page summary for policymakers and media;
- 30% upon acceptance by MOME of (a) the final analytical report, (b) the final technical report, (c) a final PowerPoint presentation showing key findings, messages, charts and graphs and (d) a final 2-3-page summary for policymakers and media.

### **Data Ownership and Confidentiality**

19. All datasets and documents shared with the consultant and his team remain the property of MoME and are required to be considered under the strictest confidence. The datasets and documents must not, under any circumstance, be shared with a third party without prior written permission of the Chief Director of MoME.

## ANNEX

### Project Objective and Description

#### Description of Project

The objective of the project is to improve efficiency and accountability in the delivery of selected services by Selected Entities.

#### PDO Level Indicators

Progress towards the PDO of the project will be measured by the following indicators:

*i. To improve the efficiency of Selected Entities in delivery of selected services:*

PDO Indicator 1: Service users provided selected services within the prescribed time limits published in Client Service Charters (CSC)/Client Service Standards (CSS) updated under Public Sector Reform for Results Project (PSRRP).

PDO Indicator 2: Time to deliver selected services by Selected Entities, illustrated by, for example, time taken to register a vehicle.

*ii. To improve the accountability of Selected Entities in delivery of selected services*

PDO Indicator 3: Annual conduct of Citizen Assessment Survey (Listen to Ghana) and publication of results.

PDO Indicator 4: Selected Entities that publish data semi-annually on number of complaints received, resolved and pending.

The project has four components whose activities enable achievement of project objectives.

#### Component 1 - Strengthening Organizational Performance

This component supports the OHCS and PSC to strengthen their capacity and organizational management and those of Selected Entities and other institutions under their oversight. It also strengthens the capacity of CHRAJ's grievance redress and complaints handling of fairness in the delivery of administrative services.

#### Component 2 – Improving Efficiency, Accountability and Citizen Engagement in the Delivery of Selected Services



This component assists the SEs to improve their efficiency and accountability in the delivery of Selected Services: DVLA, MoT, BDR, MLGRD, EPA, MESTI, PO, MFARI, GIS, MoI. It also supports NITA to provide ICT core services, other relevant ICT service and related technical support and training to the SEs, and to implement Service Level Agreements (SLAs) with each SE to provide the specified services according to mutually agreed standards.

This component also supports implementation of Government's NPSRS (2018-2023) relating to improving efficiency, accountability and citizen engagement in the delivery of services by SEs except for OHCS, PSC and CHRAJ.

### **Component 3 – Monitoring and Evaluation**

1. Strengthening the capacity of the Ministry of Monitoring and Evaluation (MoME), MDAs and MMDAs through inter alia:
  - a) Preparing and implementing M&E policy and performance measurement; and monitoring implementation of the GRF for priority programmes;
  - b) Developing and monitoring real-time performance for MDAs and MMDAs; and
  - c) Strengthening M&E capacity.
2. Carrying out activities for enabling stakeholders to interact with citizens and civil society, conducting annual citizen assessment surveys and publishing the results.

### **Component 4 – Project Management, Coordination and Public Reporting**

This component finances activities to strengthen the Government's capacity for project management and coordination, including monitoring and evaluation, fiduciary aspects, recruitment of the Independent Verification Agent (IVA) to verify the attainment of the Disbursement Linked Indicators (DLIs), carrying out public outreach on the Project and the NPSRS, generating feedback from citizens and firms on the Selected Services; and instituting a Project-level grievance redress and complaints handling mechanism.