



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

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

**IDA Credit 63230-GH**

**TERMS OF REFERENCE**

**RECRUITMENT OF MONITORING AND EVALUATION SPECIALIST  
FOR THE PROJECT MANAGEMENT UNIT (PMU) - 2**

**PROCUREMENT PLAN REFERENCE NO. GH-OSM-179014-CS-INDV**

**COMPONENT 3**

**JUNE, 2020**

## Background and Objective

1. Over the years, successive governments have implemented public sector reforms to improve delivery of public services to the general public and private institutions. Past Public Sector Reforms made modest progress in (i) improving civil service institutional capacity and operation; administrative processes; and transparency in service delivery; (ii) introducing a new code of conduct; positive changes in attitude and behavior of civil servants; and (iii) providing some guiding principles for further reform. The Public Sector Reform for Results Project (PSRRP) is the latest of such public sector reforms.

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 objective of the project is to improve efficiency and accountability in the delivery of selected services by Selected Entities (MDAs). The project seeks to address long-standing constraints to efficient and accountable delivery of public services. Such as limited access points, excessive delays and corruption.

4. The PSRRP has four primary components whose activities drive the achievement of the project objective.

- Component 1: Strengthening Organizational Performance.
- Component 2: Improving Efficiency, Accountability and Citizen Engagement in the Delivery of Selected Services.
- Component 3: Improving Monitoring and Evaluation.
- Component 4: Project Management, Coordination and Public Reporting

5. The project is funded under IBRD/IDA credit in the amount of US\$35m, which was declared effective on 8<sup>th</sup> May 2019 and is due to close on 31<sup>st</sup> December 2023. A summary project description is in the **Annex 1** – further details are in the Project Appraisal Document (PAD) and in the Project Operational Manual (POM).

6. To facilitate the tracking of progress of implementation and effectiveness of the project as well as to identify bottlenecks associated with implementation for early resolution, comprehensive and evidence-based monitoring and evaluation of activities and results are required.

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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.

## **Scope of Work**

7. The Consultant will lead the coordination of monitoring and reporting on the progress of implementation and results of Eight (8) of the SEs. Among others, the Consultant will be responsible for the following activities:

- Coordinate data collection activities of the 8 SEs for the preparation of quarterly and bi-annual progress reports;
- Coordinate validation of draft progress reports of the 8 SEs to ensure quality of final reports;
- Support the conduct of baseline studies and other strategic reviews;
- Provide M&E technical support including in-house training for the SEs;
- Participate in workshops/seminars organized by the Project Management Unit (PMU);
- Undertake M&E related tasks that may be assigned by Project Coordinator.

## **Work Arrangements**

- The M&E specialist will operate at the PMU within the Office of the Senior Minister.
- The M&E specialist will establish close and cooperative working relationship with World Bank M&E Specialist team;
- The Consultant will report to the PSRRP Project Coordinator and thereafter (after the joining of the PSRRP Project Manager) to the PSRRP Project Manager.

## **Output/Deliverables**

8. The main deliverables of the consultant will be submission of monthly performance report detailing key activities implemented as against what was agreed with the Project Coordinator.

## **Duration of Consultancy**

9. The assignment will be for one year with the possibility of renewal annually subject to work requirements and satisfactory performance of assignment.

## **Obligation of the Client**

10. The Consultant will be provided with workspace, furniture, computer equipment and connectivity within the PMU premises.

## **Required Skills and Experience**

### **Education**

- At least Master's degree in the Social Sciences such as economics, sociology, political science, development studies or Monitoring and Evaluation.

### **Experience**

- Minimum of Five (5) years professional experience in monitoring and evaluating development related projects. This should include but not limited to selecting indicators and developing targets; conducting evaluations, assessments, surveys; designing M&E log frames; and reporting on project activities, including quarterly reports and other reporting tasks.
- Strong communication skills, with excellent writing skills;
- Experience in training;

- Experience and excellent knowledge in usage of computer and office software packages (MS Word, Excel etc.)

**Language**

- Fluency in English

## Annex 1. Summary of PSRRP

### Project Development Objective (PDO)

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 the PDO.

### 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**

This component supports:

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 programs;
  - 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 Government 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.