



OFFICE OF THE SENIOR MINISTER, OFFICE OF THE PRESIDENT

**PUBLIC SECTOR REFORM FOR RESULTS PROJECT (PSRRP)
IDA CREDIT NO. 63230-GH**

**TERMS OF REFERENCE
PROJECT MANAGER AND SENIOR INSTITUTIONAL REFORM SPECIALIST**

MAY 2020

I. 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 firms¹. 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, modernised 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 and technical assistance 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).

4. The implementation of the PSRRP is expected to bring about significant changes in the delivery of selected services in Ghana, especially in accelerating remote/digital/electronic delivery of key public services following the onset of COVID19; in the way service providers and other civil/public servants behave, operate and relate with each other, both internally and externally; and changes in the competencies required from civil servants. Unless carefully managed, such developments can bring about widespread resistance and increase the risks associated with institutional changes.

5. The OSM now seeks to recruit a qualified Project Manager and Senior Institutional Reform Specialist (PM-SIRS) for the PSRRP Project Management Unit (PMU) located in the OSM, to fulfil the objective, responsibilities and tasks below.

II. Assignment Objective

6. The objective of the assignment is to improve the PSRRP PMU's performance and efficiency – and that of its staff - in implementing the PSRRP and in working with key stakeholders e.g. Office of the Senior Minister (OSM), other Selected Entities (SEs), the World

¹ These are five agencies (Driver, Vehicle and 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.

Bank and civil society. To achieve this objective the Project Manager's key priorities will include supervising the allocation (and reallocation as needed) of duties among PMU staff, day-to-day supervision of PMU staff, streamlining PMU business processes, ensuring PMU staff responsiveness to SEs and the World Bank and ensuring that the PMU staff maintain a laser-like focus on project objectives and results.

7. The recruitment of the Project Manager and Senior Institutional Reform Specialist is intended to improve hands-on supervision, oversight and training of PMU staff, ensure that the PMU responds timely and efficiently to all stakeholders (especially to OSM, MOF, SEs and the World Bank), engages with Chief Directors and PITs of SEs, communicates across the PSRRP spectrum (e.g. to stakeholders, service providers and users, civil society and online and traditional media), consults with (or brings on board as needed) experts in areas critical to achieving PSRRP results and objectives (e.g. specialists in M&E, public outreach and communications, online media presence and communication), oversees the rapid development of a robust PSRRP website and online communication presence (including outreach to user groups critical to PSRRP success), and provides appropriate advice to the OSM Chief Director, the Project Coordinator (PC), and the Senior Minister.

III. PM-SIRS Responsibilities and Tasks

8. The responsibilities and tasks of the PM-SIRS are to:
- a. Lead and manage PMU day-to-day functions and operations including allocating duties and resources to, and supervising, PMU staff, especially relating to PSRRP procurement, financial management, disbursement and M&E/results tracking and reporting; corresponding with the World Bank and other entities in a timely manner; and ensuring requisite and timely PMU support to SEs to achieve PSRRP PDOs, DLIs and other Results Indicators;
 - b. Facilitate implementation of project activities by PSRRP Selected Entities (SEs)², as specified in the PAD, FA, DFIL, POM, Procurement Plan (PP - as updated from time to time), and annual work plans, and as may be agreed from time to time between the OSM and the World Bank;
 - c. Prepare and submit, in a timely manner, all documents and other submissions from the PMU to the World Bank, MOF and other authorities, including but not limited to quarterly progress reports, periodic unaudited interim financial reports, periodic procurement progress reports, procurement plan updates, draft amendments to the POM/other project documents;

² This includes ensuring that the Project Steering Committee, Project Technical Committee, PITs, and evaluation committees possess adequate knowledge and expertise to conduct their work, especially to draft terms of reference and technical specifications, and to evaluate technical bid proposals (and, where necessary, arrange for ad-hoc technical assistance

- d. Institute/update/manage manual and ICT systems to handle PMU workflow; correspondence handling and tracking; document management; document archiving and retrieval; asset management; complaints handling; results reporting; communications and outreach (including instituting/updating lines of accountability for PMU staff for such systems and functions) and – whenever required – seek timely World Bank prior review and clearance;
- e. Ensure accurate and timely dissemination (including posting on OSM website and Facebook page) of all PSRRP procurement opportunities, contract awards, project progress and results;
- f. Manage recruitment and training of PMU staff in consultation with the Ag. Chief Director so as to ensure a high-quality and efficient skill mix that can deliver the PMU functions laid out in the FA, PAD, DFIL and POM;
- g. Manage project records, official documents and assets;
- h. Hold periodic meetings with SEs to review progress on implementation and results of their activities, their results information and reporting arrangements;
- i. Prepare and submit quarterly project progress reports and all draft and final outputs of consultants to the World Bank for review in a timely manner;
- j. Ensure arrangements for quality control and accuracy of all PSRRP documents and factual data transmitted to the Senior Minister, PC, PStC, MOF, World Bank and other entities;
- k. Periodically brief the Senior Minister, the Project Coordinator, the OSM Chief Director and the World Bank on project issues, and marshal PMU resources to provide inputs, briefs and reports to the Senior Minister, PC, CD, OSM, MOF and World Bank as needed; and
- l. Organise periodic public and non-public meetings of the Project Steering Committee (PStC), ensuring adherence to the provisions and processes laid out in the FA, PAD and POM.

V. Deliverables

- 9. The deliverables and key performance criteria for the PM-SIRS will include:
 - a. Quarterly Project Progress Reports (QPPRs) - in a format agreed with the World Bank and due not later than the forty-fifth day following the end of the reporting period;
 - b. Periodic Unaudited Interim Financial Reports (UIFRs);

- c. Monthly Project Results and Procurement Progress Reports (MPR-PPRs) - in a format agreed with the World Bank and due not later than the fifteenth day of the month following the reporting period (except for those months when the QPPR is transmitted to the World Bank);
- d. The Annual Work Plan and Budget for the PMU and for the PSRRP as a whole, in a format to be agreed with the World Bank and to be transmitted to the Bank for review and approval by the date specified in the FA;
- e. Acceleration in PSRRP disbursement rates, compared to the disbursement amount and disbursement rate at the time of joining of the PM-SIRS;
- f. Timely inputs for PSRRP restructuring within three months of joining, or within such other date as may be agreed with the OSM Chief Director and the World Bank;
- g. Consolidated proposals for amendments to the Project Operational Manual (POM), twice a year, submitted to the World Bank not later than February 28 and August 31 of each calendar year; and
- h. Policy/implementation briefs, presentations and other inputs for the Senior Minister, PC and World Bank as needed.

VI. Duration of the Assignment

10. The contract will be for one year, extendable on the basis of performance, business need and resource availability. The envisaged start date is June 30, 2020.

VII. Reporting and Liaison

11. The PM-SIRS will head the PMU and report on a day-to-day basis to the Chief Director of the OSM. In respect of PSRRP strategic issues he/she will report to the PSRRP Project Coordinator and the Senior Minister. The PM-SIRS together with the OSM Chief Director will arrange to brief the PC, Senior Minister and Senior Minister's Advisers at least once a fortnight on project progress, results and risks.

12. The PM-SIRS will maintain close contact with the Chief Directors and relevant Directors of all PSRRP SEs as well as with the MOF.

13. The PM-SIRS will work closely with the World Bank PSRRP team. All communications from the PMU to the World Bank will be cleared by and in the name of the PM-SIRS.

VIII. Education, Skills and Experience

14. The selected candidate shall possess:

- a. At least a Master's degree in public administration, business administration, economics, financial management, organisational development or other relevant discipline;
- b. At least eight years of relevant experience in the public sector, private sector, academia and/or civil society;
- c. Familiarity with organizational change management, organisational culture, leadership and Ghana's Civil Service and Public Sector;
- d. Experience in using data to design and conduct research studies and obtain results;
- e. A Doctoral degree in any of the above disciplines or other relevant disciplines will be preferable;
- f. Ability to work hard, transform an organization's staff into a cohesive, inclusive and high-performing team;
- g. Excellent writing and oral communications skills, including preparing briefing notes and presentations at short notice for senior policy-makers, media and development partners; and
- h. Ability and willingness to work remotely, and across time zones and cultural boundaries, in interacting with the World Bank and other stakeholders in the post-COVID-19 era.

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 (4) components whose activities will enable achievement of project objectives.

Component 1 - Strengthening Organizational Performance

This component will provide support to the OHCS and PSC to strengthen their capacity and organizational management and those of Selected Entities and other institutions under their oversight. It will also strengthen 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 will assist 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 will also support NITA to provide ICT core services, other relevant ICT service and related technical support and training to the SEs. Furthermore, the component seeks to support NITA to implement Service Level Agreements (SLAs) with each SE to provide the specified services according to mutually agreed standards.

This component would also support the 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

Carrying out activities to strengthen the Government's capacity for the 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.