

# REPUBLIC OF GHANA



## MINISTRY OF FINANCE GHANA YOUTH EMPLOYMENT AND ENTREPRENEURSHIP SUPPORT IN PRODUCTIVE SECTORS PROGRAM FOR RESULTS (P179221)

### TERMS OF REFERENCE AND SCOPE OF SERVICES INDIVIDUAL CONSULTANT (MONITORING AND EVALUATION SPECIALIST)

Reference no. GH-MOF-YES-379880-CS-INDV

#### INTRODUCTION

The Ministry of Finance (MoF) has received financing from the World Bank towards the proposed Ghana Youth Employment and Entrepreneurship in Support in Productive Sectors Program for Results (YESp) and intends to apply part of the proceeds for consulting services by inviting suitably qualified individuals for the position of Monitoring and Evaluation Specialist. The project's objectives are to (i) enhance the performance of selected sectors and (ii) strengthen youth entrepreneurship.

#### BACKGROUND

Youth unemployment in Ghana is a socio-economic imperative now more than ever. Unemployment among Ghanaian youth has been on the rise following the covid-19 pandemic, thus, posing a threat to our national security and economic stability. To tackle this intractable problem, Government through the Proposed YESp aims at creating jobs in the economy over the next five (5) years.

The PforR operation will support the development of three priority sectors under the Ministry of Trade and Industry's (MOTI's) Strategic Anchor Industries program as well as the District Entrepreneurship Programme (DEP) under YOUStart. The operation will run for five years and will cover interventions nationwide. It will focus on four results areas: (1) investment promotion; (2) export facilitation; (3) sector-specific skills training; and (4) youth-led enterprise promotion. The PforR beneficiaries include investors (both foreign and domestic) and their employees (of which 60 percent are estimated to be under 30 years of age), young graduates enrolled in industry-led training programs (of which at least 30 percent will be

women), young entrepreneurs between 18-40 years old (of which at least 50 percent will be women and 5 percent will include persons with disabilities) and their employees. The PforR will indirectly benefit the households that employees and entrepreneurs support through their additional wage incomes or business margins.

#### *Results area 1: Investment promotion*

1. **The PforR Program will support the implementation of sector policies, regulations, and standards to promote investments and enable greater youth employment.** The PforR will support the adoption and implementation of sector-level policies which give an authorizing environment for MOTI and related agencies to promote investments and exports and give a clear signal to investors on the policy direction. The aim is to attract foreign and domestic investment that will create jobs at scale. An Automotive Development Policy was adopted in 2019, and policies relating to Automotive Component Manufacturing, T&G, and Pharmaceuticals are currently at various stages of development. The PforR will also support the definition and establishment of institutional and policy implementation arrangements in each sector to improve sector-level coordination. This would include establishing sector-level PPD mechanisms to inform and monitor policy design and implementation.

#### *Results area 2: Export facilitation*

2. **The PforR Program will support access to export markets for existing firms to help expand the availability of salaried jobs for young workers.** The PforR will support an export-readiness program through technical assistance to select companies to help them meet the compliance requirements (both quality standards and environment, social, and governance compliance) of international buyers based on MOUs. The PforR will facilitate linkages between exporting firms and smaller through a supplier development program to enhance linkages between exporting manufacturing companies and smaller manufacturers (e.g., outsourcing agents in garments or suppliers of sub-parts for automotive components) as well as suppliers of goods and services (e.g., equipment, repair and maintenance, embroidery, etc.). Furthermore, to improve competitiveness and contribute to climate change adaptation and mitigation goals, the PforR will support firms' transition to renewable energy sources

#### *Results area 3: Sector-specific skills training*

3. **The PforR will support industry-led skills development to close the skills gap and improve workforce readiness for youth.** This is particularly important for sectors which require specialized skills. As part of the Automotive Development Council (ADC), MOTI, in collaboration with the AIDC, is setting up a skills training center offering short-term courses for graduates of relevant secondary and tertiary educational institutions in areas such as auto repair and maintenance, technical skills, factory skills, etc. Under this results area, the PforR will facilitate closer links between existing skills training initiatives and the private sector.

#### *Results area 4: Youth-led enterprise promotion*

4. **The PforR will support the DEP under the Government's flagship YOUStart initiative, as part of GOG's Business Development and Promotion results area of the industrial transformation agenda.** The GHC10 billion YOUStart program was announced in the 2022 budget

statement with the objective of supporting the creation of one million jobs in three years. The envisioned allocation for DEP is GHC3 billion, which provides a combination of training and capacity building support, Business Development Services, access to markets and technology, and business grants to young entrepreneurs, especially for businesses or start-ups that can also benefit from the growing demand in selected value chains supported under Results Areas 1-3.

5. The program includes an Investment Project Financing (IPF) Component for technical assistance which comprises sub-components: (a) Strengthening Capacities of the Implementing Agencies (including training, knowledge exchange/study tours, etc.); and (b) Strengthening Program Coordination and Verification of Results. The first sub-component will support the hiring of some additional technical staff in the Implementing Agencies to strengthen their systems and capacities to enable them to achieve the Program results (the Disbursement-Linked Indicators, DLIs). The second sub-component will support the recruitment of: (i) select staff under the Program Secretariat at the MOF; and (ii) the Independent Verification Agent to verify the achievement of DLIs based on agreed protocols. The IPF Component will also support technical studies and data collection to advance sectoral development policies in the key sectors supported under the Program.

Key stakeholders in the implementation of the Program are as follows:

**Ministry of Finance (MOF):** responsible for the overall coordinating role of the PforR and the implementation of the IPF component.

**Ministry of Trade and Industry (MOTI):** lead the industrial transformation agenda, as well as support to high-growth potential sectors and the SME upgrading under the PforR.

**Ghana Enterprises Agency (GEA):** this is an agency under MOTI mandated to promote and develop MSMEs in Ghana. GEA as a YOUStart implementation agency will co-lead the support to the emergence of young entrepreneurs under the PforR with the National Entrepreneurship and Innovation Programme (NEIP).

**NEIP:** this is one of the Government's flagship entrepreneurship programs that provides integrated support for start-ups and small businesses. As in the case of GEA, NEIP is one of the implementing agencies for the YouStart program.

## **OBJECTIVES OF THE ASSIGNMENT**

The objective of this assignment is to establish a robust and functional Monitoring & Evaluation (M&E) system for the YESp, including operationalizing a comprehensive results framework covering the results areas under the project. It will include working closely with the three Project Implementing Units (PIUs) and a Central Project Coordinating Unit by facilitating and supporting the focal persons to undertake their respective M&E activities and linking them into the overall M&E system of the project. The M&E Specialist will thus guide the overall strategy and implementation of the M&E framework and provide timely and relevant information to project stakeholders.

Specifically, the objectives of the M&E system are:

- a) To enable the Project Coordinating Unit to track progress in implementation of the project's defined activities.
- b) To provide a basis for evaluating the effectiveness of project implementation in terms of achieving the envisioned component outcomes.
- c) To guide reflection on lessons learned from the project implementation to inform adaptive management and future iterations of the project.

## **Scope of Work**

The M&E Specialist's detailed tasks will include, but not limited to the following:

- Establish a comprehensive M&E system based on the project development objectives, M&E arrangement and results framework. This will include a detailed design of data collection instruments, analytical procedures, reporting plan for each indicator, M&E implementation arrangements, roles and responsibilities, work plan and ensure that the M&E system is aligned to and supports the Management Information System (MIS) of MoF;
- Liaise with PIUs in the MOTI, GEA and NEIP and dedicated staff in the PCU and MOF to ensure an iterative flow of information on implementation;
- Ensure close collaboration with the PCU by ensuring an alignment of M&E systems that allow for the seamless flow and exchange of information and data;
- Supervise the implementation of approved M&E work plans and, during implementation, if required, update and amend the M&E process following consultation with PIUs, stakeholders, partners, and beneficiaries;
- Generating and assessing information required for monitoring and reporting on key operational and performance indicators and outcome objectives established for the project as detailed in approved work plans and results frameworks;
- Promoting accountability by drawing on information to assess and communicate whether project activities are likely to achieve expected results and/or realize its objectives.
- Identifying and promoting actions necessary to improve implementation of the M&E system.
- Overseeing the preparation of consolidated quarterly progress reports, mid-year reports, and annual reports.
- Lead the preparation of Terms of Reference and coordinate external teams/consultants conducting mid-term evaluation and end-of- project evaluation.
- Develop simple reporting formats to be used in collecting data by the PIUs (activity delivery tracker).
- Conduct in-house M&E training for PIU staff, focal persons & other key partners.
- Undertake regular visits to the field with PIU staff, focal persons & other key partners to support implementation of the M&E framework and identify where adaptations might be needed.
- Advise the Project Coordinator on all M&E systems relating to the project.
- Any other related duties assigned by the Project Director.

## **Deliverables**

The Monitoring & Evaluation Specialist shall submit the following reports:

1. Monthly, Quarterly and Annual reports on the following
  - a. Current status of indicators in the Results Framework
  - b. Regular field visits which will identify where adaptations might be needed to support implementation of M&E
  - c. In-house M&E training of PIU staff, focal persons & other key partners;
2. Ensure the timely submission of consolidated reports, mid-year and end-of-year progress reports to Project Coordinator.

The reports should provide information on whether or not project activities are likely to achieve expected project objectives and results based on an assessment of the efficiency and effectiveness of information gathered. The reports must include recommendations for necessary action to improve project implementation.

**Outputs of this assignment include:**

- An overall Monitoring and Evaluation Coordination Plan with manuals, systems, procedures, tools for data collection and Implementation Arrangements with clear specifications of roles and responsibilities of all relevant institutions and individuals.
- An indicator-based Results Framework covering the operations of the project and its objectives and strategies. The Results Framework should be aligned to and support the Management Information Systems (MIS) of MoF and will include details on data collection, analysis and reporting arrangements for each indicator.
- A well-articulated and regularly updated Disbursement Linked Indicator (DLI) table. This will include the DLI protocol.
- A Work Plan for the development and implementation of the monitoring and evaluation coordination plan and results framework.
- Maintain a participatory monitoring and evaluation system involving institutions and individuals involved with the implementation of key activities
- Monthly, Quarterly and Annual performance monitoring reports on implementation towards the realization of the objectives of the project.
- Reports on other duties assigned by the Project Director or the Project Coordinator.

**Competency and Expertise Requirements**

The successful candidate shall be a technically accomplished professional, well organized; with excellent communications skills and have the following qualifications, expertise and experience:

- Post-graduate degree in Statistics, Economics, Monitoring & Evaluation, any other field related to development and/or management and experience in field research;
- A minimum of 8 years of proven experience in M&E;
- Knowledge and experience in logical framework approach and other strategic planning approaches including M&E methods and approaches (quantitative, qualitative and participatory);

- Experience with planning, design, implementation of M&E systems;
- Experience in delivering capacity building & training in M&E development and implementation;
- Leadership qualities, personnel and team management (including mediation and conflict resolution).
- M&E working experience in relevant public and/or private sector settings and in providing advice to policy and program decision makers;
- Proven track record in working with different teams across institutions, particularly the Government of Ghana;
- Analytical skills, ability to develop and implement M&E IT systems;
- Knowledge of M&E software and applications;
- Strong computer skills and experience in data processing;
- Report writing and presentation skills;
- Statistical skills are essential;
- Integrity and Confidentiality;
- Capacity to work under tight deadlines and to handle potentially controversial and/or very sensitive issues that require clarity, accuracy and speedy responses.

### **Duration of Assignment**

The assignment will be for 24 months, with the possibility of renewal subject to work requirements and satisfactory performance of the life of the project.

### **Reporting Requirements**

The M&E Specialist will operate at the Project's Coordinating Unit stationed at the Financial Sector Division of the Ministry of Finance. The M&E Specialist will coordinate with other Project Implementing Units to ensure coherent and standard M&E data gathering, and reporting systems are in line with the Project Development Objective (PDO) and Disbursement Linked indicators (DLIs) established for the Project.

The M&E Specialist will report directly to the Project Coordinator and the Project Director (where required).

The M&E Specialist will also establish close and cooperative working relationships with the World Bank task team based in the Country Office in Accra.

### **Clients Input**

The Client will provide:

- Office Space
- Office equipment and consumables
- Documentation necessary for execution of the assignment

### **Contact Detail**

Interested persons may contact the address below for further enquiries if any;

Ag. Project Coordinator, YouStart Programme

Ministry of Finance, Financial Sector Division

Accra

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