

## **TERMS OF REFERENCE FOR STRATEGIC PLANNING & MANAGEMENT EXPERT**

### **1. Background**

The agency responsible for statistical information in Ghana is the Ghana Statistical Service (GSS) established in 1985 by PNDC Law 135. This Service is of strategic importance not only to the entire public service but also the national economy in general because of its role in the collection, compilation and dissemination of statistical data relevant to the socio-economic development of the country. This also involves the provision of statistical data for poverty and welfare monitoring by government agencies.

The specific functions of the GSS are:

- a) Collect, compile, analyze, abstract and publish statistical information relating to the commercial, industrial, agricultural, social, financial, economic and other activities and conditions of residents of Ghana,
- b) To conduct statistical surveys, including any census in Ghana,
- c) To organize a co-ordinated scheme of economic and social statistics relating to Ghana,
- d) To publish such socio-economic data on Ghana as the Board may permit

Although there has been some notable statistical achievements in recent years including the successful implementation of the 2000 Population and Housing Census and several key household-based surveys, for several reasons the NSS has found it hard to meet this demand. In particular the GSS, the main producer of official statistics and the coordinator of the National Statistical System, is widely perceived to be failing both to provide the quality and range of statistics required for efficient planning and monitoring of national development and to effectively coordinate the NSS. A series of institutional and organizational needs assessment have been conducted which identify the weaknesses as (i) an inadequate legal and policy framework for the coordination, collection, management and development of data in Ghana; (ii) weak senior management with vacant deputy Government Statistician posts, (iii) deterioration in the terms and conditions of service; (iv) overstaffing of the GSS with a permanent work force much higher than is found in comparable African countries; v) a low proportion of graduate staff and a high turnover rate of academically qualified personnel; (vi) inadequate performance and management systems; (vii) limited technical capacity of staff; (viii) dilapidated physical infrastructure; (ix) an underdeveloped data program with the development of economic statistics neglected at the expense of social (mainly household surveys) statistics; (x) limited dissemination of statistical products; and xi) constrained financial resources. The situation is no better in the Ministries, Departments and Agencies (MDAs) as the statistical units are either poorly set up, under-resourced, or have limited capacity to undertake the data production and dissemination activities required.

To address the weaknesses enumerated above, GSS has developed a Corporate Plan and the Ghana Statistical Development Plan (GSDP), both of which were launched in November 2008. The Corporate plan sets out the strategic framework and expected outcomes for the development

of the GSS during the period 2009 to 2013. The GSDP, which brings together the GSS Corporate Plan and sector statistics plans into one strategy, adopts a system-wide approach to statistical development focusing on the strategies required to enhance the entire NSS

Planning is an important requirement for the systematic development of an institution such as GSS. Over the years, however, planning has tended to be on an *ad hoc* basis resulting in poor planning outcomes. This is against the backdrop of increasing demand for statistics by stakeholders. Although the GSDP and the GSS Corporate Plan have gone some way to address this, concrete efforts are required to mainstream planning throughout the System and to ensure that a strategic view is taken of the modernization of the Service. This is particularly important given the reform process that the GSS will be carrying out over the next 2 years which will include the review of the legal and institutional framework to ensure proper coordination and networking for the increased production of statistical products.

GSS therefore seeks the services of Strategic Planning and Management Expert. The purpose of engaging the service of a Strategic Planning & Management Expert is to facilitate planning and management to improve the effectiveness of governance within the Ghana Statistical Service (GSS). The need for a strategic planner has become even more important as full scale implementation of the Ghana Statistics Development Plan (GSDP) and the GSS Corporate Plan begins. It is crucial to systematically follow through the implementation process noting the planning outcomes, the challenges, the strategies adopted to resolve them, the adjustments required, as well as the way forward to be able to achieve the objectives of the Plan. The GSS will need to respond to the changing policy environment and adapt its plans accordingly being both proactive and responsive when dealing with new demands and shifting priorities. In addition, decisions will need to be made on how the GSS should be structured and its resources allocated, in terms of capital and people, to pursue the implementation of both strategies.

## **2. Objectives**

The objective of the consultancy is to support the GSS to strategically and effectively plan for the implementation of its five year GSS Corporate Plan and the GSDP and by doing so ensuring that it realizes its mission and mandate. The GSS's mission is to lead the production and management of quality official statistics based on international standards using competent staff and up-to-date information, communication, technology for evidenced-based decision making in support of national development by stakeholders; public and private.

## **3. Scope of Work**

The assignment is to cover the whole National Statistical System with particular attention to GSS. The duties and responsibilities of the Strategic Planning and Management Expert will be to:

- Advise and provide support on matters regarding the development, direction, capacity and coordination of activities of the NSS;

- Advise and provide support on matters relating to the GSS's role of the provision of relevant and high quality statistical information to the targeted beneficiaries, and ensuring shared priority setting between users and producers of official statistics;
- Advise and support the review of the strategic plans and help identify priorities for adjustment, redesign, and training;
- Provide advice on the institutional arrangements necessary for implementation of the GSDP and the Corporate Plan
- Provide advice and support on organizational and institutional issues within the GSS and NSS, and in particular on the institutional reform of the GSS;
- Advise and support to GSS in ensuring regular user /producer dialogue, and co-ordination of users of data;
- Advise and provide support on the regional and district statistical services responsible for data collection, data analysis and dissemination of statistical information
- Advise and provide support on issues relating to the development and promotion of statistical advocacy and partnerships with relevant stakeholders;
- Support GSS in ensuring effective development partner co-ordination;
- Provide advice, support and guidance on matters relating to capacity building throughout the National Statistical System;
- Advise and support the GSS in ensuring high quality and timely reporting to the GSS Board, the GSDP Steering Committee, the Office of the President and MoFEP.
- Support the GSS to be innovative and strategic in its thinking, problem solving and planning.
- Transfer planning and management skills to the GSS through training and technical advice.
- Work in collaboration with both the long and short term consultants procured under the Multi Donor Trust Fund.
- Support and advice the Government Statistician in any other areas as may be required.

#### **4 Implementation arrangements**

The Consultant will advise and support the Government Statistician directly. S/he will also work closely with the Deputy Government Statisticians, the Director for Finance and Administration and the Programme Development and Management Group (PDMG). S/he will report to the Government Statistician.

The Consultant will be required to spend the entire assignment period on-site in Accra, Ghana. S/he will be allowed home leave as stipulated in the employment contract.

#### **5. Input provided by Implementing Agency**

Aside from providing office space, GSS will provide the Consultant with administrative support including technical and communication facilities, and assistance in making appointments and travel arrangements, organising meetings and workshops, distributing documents, and other provisions necessary to facilitate his/her work.

## **6. Expected outputs from the consultancy**

The consultant will be required to provide the following outputs:

- Initial report providing an assessment of the current situation and the priorities for support over the three year assignment with a particular focus on the first year for agreement with GSS management (by end of 1<sup>st</sup> month).
- Detailed annual work plan submitted for approval within one month of signing the contract and one month before the start of the second and third year.
- Monthly progress report of work done submitted one week after the end of the month;
- Annual report of work done detailing the achievements, challenges and the way forward Submitted two weeks after the end of the year
- A final end-of-assignment high quality report to GSS detailing, among others, achievements, challenges and forward looking recommendations for the GSS in its bid to fulfil its mandate and mission by the end of the contract.

## **7. Performance Criteria**

The following performance criteria will be used to assess the performance of the Strategic Planning and Management Expert at regular intervals and based upon which the contract with the GSS may be continued or terminated:

- Quality and timeliness of advice given to management relating to governance within Ghana Statistical Service;
- Frequency and Quality of User/Producer dialogue;
- Quality and timeliness of advice to management relating to the production and dissemination of statistical information to various segments of society;
- Quality and timeliness of advice given to Management relating to cooperation, collaboration, and active involvement of stakeholders in the National Statistical System;
- Quality and timeliness of advice to management relating to measures required for effective functioning of Regional and District Statistical Offices; and
- Quality and timeliness of monthly and annual reports.

The GSS will evaluate the performance of the Strategic Planner at the end of the initial 6-month probation period, and then at the end of Year 1 and Year 2. Performance will also be based on the implementation of the consultant's annual work plans.

## **8. Assignment period**

The period of assignment will be for three years. The initial six months employment will be considered as probation; subject to satisfactory performance. Performance criteria determined in the previous section will be used to assess performance in Years 1 and 2. GSS and the World Bank will review the performance of the Consultant, within two weeks upon completion of the

probation period and inform the Consultant of the decision to continue or not. The performance will be based on the performance indicators indicated in the employer's agreement.

## **9. Terms of payment**

Payment will be made monthly at the end of each month.

## **10. Required qualifications and experience**

The potential candidate must possess the following:

- Post-graduate degree in Planning or Management or related field, preferably in Strategic Planning or professional expertise in strategic planning processes;
- 10 years of experience in strategic planning, performance monitoring, organizational consulting, change management, and performance improvement, especially in helping public-sector institutions clarify mission and strategic direction;
- Excellent facilitation and interpersonal skills;
- Excellent English writing skills
- Knowledge on effective management practices at National Statistical Offices or analogous institutions;
- Proficiency in computer applications, including the internet;
- The ability to work effectively as part of a multidisciplinary team; and
- Experience of working in Sub-Saharan Africa.