



# Project Information Document/ Integrated Safeguards Data Sheet (PID/ISDS)

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Concept Stage | Date Prepared/Updated: 10-Jan-2018 | Report No: PIDISDSC23357



**BASIC INFORMATION**

**A. Basic Project Data**

|  |  |  |  |
|--|--|--|--|
| Country<br>Ghana                                     | Project ID<br>P164665                    | Parent Project ID (if any)                     | Project Name<br>Ghana Public Sector Reform for Results Project (P164665) |
| Region<br>AFRICA                                     | Estimated Appraisal Date<br>Jun 11, 2018 | Estimated Board Date<br>Aug 20, 2018           | Practice Area (Lead)<br>Governance                                       |
| Financing Instrument<br>Investment Project Financing | Borrower(s)<br>Ministry of Finance       | Implementing Agency<br>Office of the President |  |

**Proposed Development Objective(s)**

To improve access, quality and accountability of delivery of administrative services provided by selected Ministries, Departments and Agencies (MDAs).

**Financing (in USD Million)**

**SUMMARY**

|                           |       |
|---------------------------|-------|
| <b>Total Project Cost</b> | 20.00 |
| <b>Total Financing</b>    | 20.00 |
| <b>Financing Gap</b>      | 0.00  |

**DETAILS**

|   |       |
|---|-------|
| <b>Total World Bank Group Financing</b> | 20.00 |
| World Bank Lending                      | 20.00 |

Environmental Assessment Category

C-Not Required

Concept Review Decision

Track II-The review did authorize the preparation to continue



Other Decision (as needed)

## B. Introduction and Context

### Country Context

**1. The Republic of Ghana is a Low Middle Income (MIC) country in West Africa.** With a population of approximately 28 million, it is considered among the most peaceful and democratic countries in Sub-Saharan Africa. Ghana's Gross Domestic Product (GDP) growth rate accelerated in the 2000s and reached an average of approximately nine percent per year between 2008 and 2012. This robust growth was underpinned by positive terms of trade and large investment inflows, particularly in the extractive industries. Macroeconomic conditions worsened after 2012 as weaker fiscal and monetary policies, terms of trade shocks from lower oil prices and electricity rationing slowed growth to an average of approximately four percent between 2014 and 2016. Average inflation, which remained above 17 percent for most of 2016, dropped to approximately 15 percent in December 2016 and further to 12 percent in June 2017. A substantial election cycle-related fiscal slippage in December 2016 pushed the gross public debt from 53 percent of GDP in 2013 to approximately 73 percent of GDP in 2016. GDP growth was approximately four percent for 2016, and the current account deficit narrowed to about seven percent of GDP in 2016 from eight percent the previous year. The poverty rate declined from about 53 percent in 1991 to about 24 percent in 2012.<sup>1</sup> Ghana held its last presidential and parliamentary elections on December 7, 2016. These elections ushered in the new government formed by the New Patriotic Party (NPP), under the leadership of President Nana Addo Dankwa Akufo-Addo. The NPP government came to power with promises, which include, inter-alia, macro-economic reforms, improving service delivery and strengthening private sector development.

**2. Ghana has made remarkable progress in poverty reduction in the last two decades.** In 1991 approximately 53 percent of the population lived below the poverty line<sup>2</sup> By 2012, only one quarter of Ghanaians lived below the poverty line—cutting Ghana's early-1990's poverty rate. Sustained, robust economic growth, broadly shared, has been a major factor in the reduction of poverty, but structural transformation, including the increasing shares of services and industry in the economy have also contributed. Poverty remains most heavily concentrated in rural areas and in the country's northern regions. For example, the number of poor increased in Volta, Northern and Upper West regions, while it declined in other regions.<sup>3</sup>

**3. Despite the rapid economic growth in recent times, Ghana's institutions are still weak.** Governance quality—as measured by the Mo Ibrahim Index—declined from about 68 percent in 2009 to approximately 64 percent in 2015, placing Ghana among the top largest declines during this period (Table 1).<sup>4</sup> According to the 2016 Bertelsmann Transformation Index (BTI), Ghana recorded “the gravest setbacks” in political and economic transformation in the period from 2006-2016. A similar decline occurred in Ghana's Management Index (-0.34); Management Performance (-0.19); and Market Economy Status (-0.21), reducing Ghana's cumulative score on the overall BTI from 5.69 in 2006 to 5.62 (out of 10) in 2016.<sup>5</sup> Although marginal, this drop is consistent with an overall pattern of lagging performance on other indicators during the same period. For instance, the Millennium Challenge Corporation's (MCC) Government Effectiveness Scorecard ranks

<sup>1</sup> <http://povertydata.worldbank.org/poverty/country/GHA>

<sup>2</sup> World Bank, *Poverty Reduction in Ghana: Progress and Challenges*, 2015.

<sup>3</sup> World Bank. 2017. *Priorities for Ending Poverty and Boosting Shared Prosperity: Systematic Country Diagnostic Draft Concept Note*, Washington, DC: World Bank, p. 7.

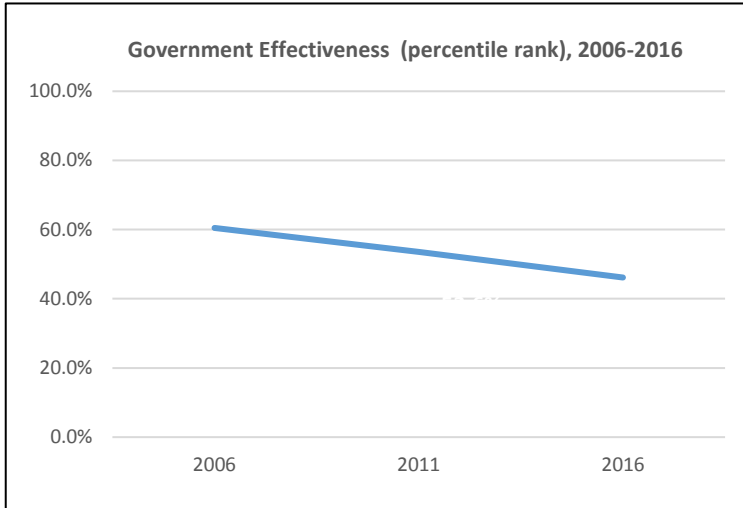
<sup>4</sup> <http://mo.ibrahim.foundation/news/2016/progress-african-governance-last-decade-held-back-deterioration-safety-rule-law/>

<sup>5</sup> <https://www.bti-project.org/en/reports/downloads/bti-2016/country-reports-2016/west-and-central-africa/>

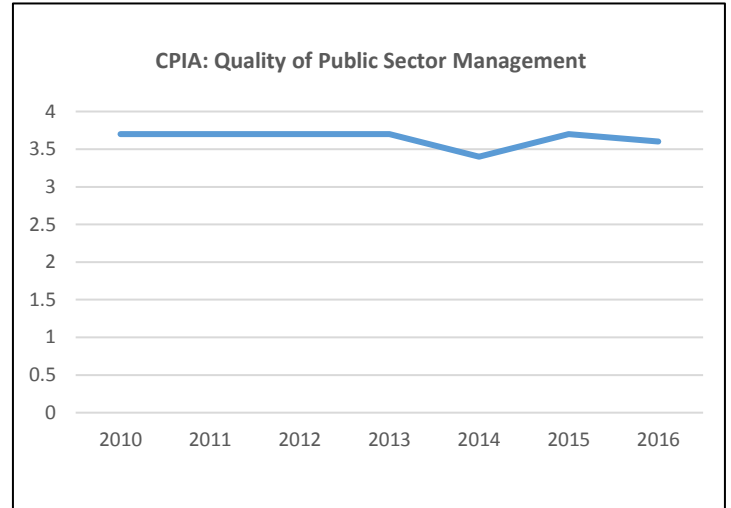


Ghana in the 96<sup>th</sup> percentile when compared to countries with similar income levels. But, Ghana’s scores have declined over the past five years on the MCC scorecard falling from a score of about 54 percent in 2011 to 45 percent in 2014.

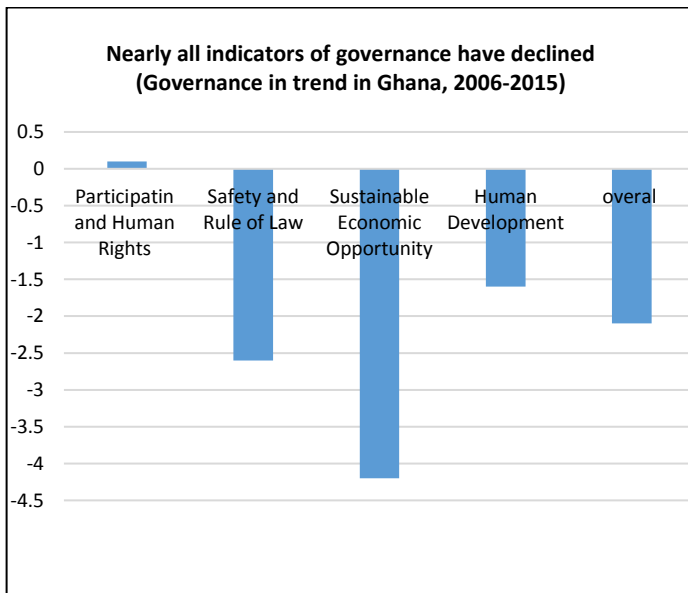
Table 1. Decline in Governance Quality in Ghana



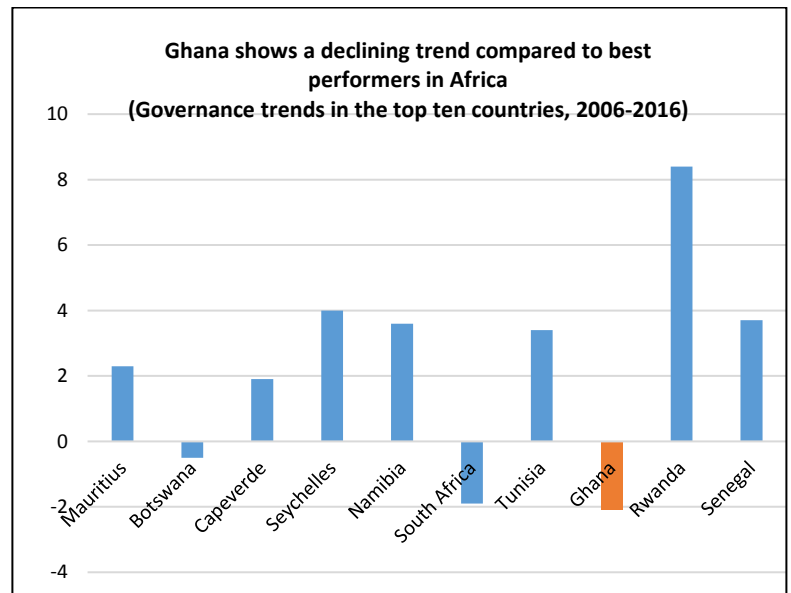
Source: Worldwide Governance Indicators, 2016



Source: World Bank



Source: Ibrahim Index of African Governance, 2016



Source: Ibrahim Index of African Governance, 2016

4. Institutional reforms designed to promote economic development, strengthen investment climate, and improve the quality of public management have produced mixed results. Wage bill reforms are only implemented intermittently, and decentralization reforms have not been fully implemented and consolidated. Similarly, Public Investment Management (PIM) systems are not well defined and not linked to the budget cycle, nor have independent reviews of investment plans and projects taken root. Moreover, many State-Owned Enterprises (SOEs) drain the



Government's resources and pose significant contingent liabilities, largely due to weak oversight. The cumulative effect of insufficient commitment and discontinuities in reforms has also manifested in the poor quality of public administration and reduction in citizens' trust in government over time.<sup>6</sup> For instance, trust in parliament has declined from about 35 percent in 2009 to about 14 percent in 2015.<sup>7</sup>

**5. The Government of Ghana (GoG) has launched the *National Coordinated Program for Economic and Social Development Policies (2017-2024)*.** The program includes “deepening democratic governance; reforming and transforming public institutions; and effective management of public policy”.<sup>8</sup> Similarly, the GoG has developed the *Public-Sector Reform Strategy (NPSRS)* (2018-2023), a medium-term framework for public sector reform for the next five years. The strategy is organized across six pillars, namely: citizens- and private sector-focused public sector; capable and disciplined work force; strengthened public sector regulatory framework; modernized and improved work conditions; strengthened Local Governance (LG) structures; and digitized public sector services and systems. Each pillar comprises various activities. The goal of the PSRS is “enhanced service delivery for citizens and private sector”.

#### Sectoral and Institutional Context

**6. The GoG is deliberate in its comprehensive public sector reform agenda.** Therefore, it intends to move on two fronts: the first is the reform of core public sector systems to address structural weaknesses related to performance of state-owned enterprises (SOEs), wage bill management, public investment, oversight and accountability. The second is dealing with functional constraints that undermine service delivery: length of time on task; long wait times for services; cumbersome business processes; citizen feedback and quality assurance. The proposed project will support the second part of the reform agenda and compliment ongoing Bank support for the first part.

#### Reform Progress

**7. The GoG has dealt with performance challenges in the public sector for over two decades.** In the 1990s, reforms were driven by external pressures to reduce public spending. Public sector reforms ranged from those in the education sector to those supporting decentralization and the Civil Service. This phase led to a reduction in Government expenditure on public services and increased autonomy of institutions that were hitherto dependent on Government subvention. For instance, nearly 75 percent of public sector employee records have been included in the Human Resource Management Information System. This has substantially reduced the time it takes to hire a new Government employee. More recently, the GoG has focused on improving efficiency and effectiveness in delivering services to citizens and the private sector. Renewed efforts to improve the business environment such as the automation of port clearance, digitization of land records and titling, and improvements in driver licensing are already underway. Moreover, there is a new urgency to improve local level economic development with the Government's new policy on ‘One District; One Factory’.

**8. The Government also intends to improve oversight of SOEs through the establishment of a single entity to oversee and improve the governance of SOEs.** There is also renewed effort to improve Public Investment Management (PIM)--first through the development of a robust PIM strategy and action plan, and later by strengthening long term investment planning through the National Development Planning Commission. The Public Financial Management (PFM)

<sup>6</sup> Afrobarometer News Release. November 13, 2014. “Ghanaian Evaluations of Public Service Delivery.” Center for Democratic Development. Accra, Ghana.

<sup>7</sup> Ibid.

<sup>8</sup> Republic of Ghana. 2017. *National Co-ordinated Programme for Economic and Social Development Policies (2017-2024)*, Accra: Office of the President, p. 85



Act passed in 2016 introduces additional safeguards for prudent financial management, improvements in PIM and the rationalization of SOEs, while renewed effort by the Ghana Audit Services in collaboration with the Public Service Commission and Civil Service to clean the payroll are expected to address the problem of “ghost” workers and improve payroll management. Lately, GoG has focused on reducing the wage bill by strengthening human resource management through the introduction of a Human Resource Information Management System (HRMIS) and its interface with the Financial Management Information System (FMIS) to minimize the discrepancies between the nominal and the pay rolls.

**9. The Government is also making progress in improving its Information Technology (IT) backbone to support the coordination of Government functions and service delivery through ICT platforms.** The GoG is making additional effort to accelerate the use of ICT for service delivery. By 2016, an e-Government network infrastructure had covered 21 Departments and Agencies, and 15 towns and cities. The GoG has also established an e-Service portal (<http://www.eservices.gov.gh/>) to facilitate online access to services. A pilot “One-Stop Service Center” was also established in Accra and is delivering various services on behalf of eight Ministries, Departments and Agencies (MDAs) (<http://www.osscc.gov.gh/>). Currently nine agencies<sup>9</sup> provide selected services at this pilot Service Center. The GoG is planning to establish these One-Stop Service Centers in other locations across Ghana to support delivery of service to the poor and vulnerable segments of the society. Driven by robust investments in e-Government and the National ICT for Development Policy, the Government introduced these services to leverage technology for improved service delivery to citizens and firms.

#### *The Next Generation of Reforms*

**10. The problem:** Ghana’s public sector is not adequately facilitated for quality service delivery to citizens and the private sector. Citizens complain about the low quality and timeliness of service delivery. For example, citizens fault Government performance in “reliable supply of electricity, water and sanitation services, basic health services, educational needs, and maintenance of roads and bridges”<sup>10</sup> Even though the Government has targeted the development of the private sector in previous national strategies, complimentary efforts to advance such strategies have not been successful. The public-sector mind-set is yet to be fully attuned to these needs. Ordinary citizens face time wasting bureaucratic processes that increase the chances of corruption. According to Afrobarometer (2014), some 10 percent of citizens find it very difficult to receive identification documents while approximately 82 percent of citizens reported not having any contact with a government official for the purposes of obtaining basic services.<sup>11</sup> And, despite recent automation of some processes, citizens still face several constraints in accessing administrative services. Informal practices undermine efficient delivery of administrative services, such as passports and land titles. For example, obtaining a passport or land title could take up to 12 months.<sup>12</sup> The limited interconnectivity and interoperability of ICT systems across Government agencies also undermine efficiency gains. Moreover, the GoG introduced Client Service Charters (CSC) and established Client Service Units (CSU) in MDAs. However, this effort did not translate into improvements in service delivery standards because not all the MDAs have established CSUs, and where they exist, are not fully functional due to lack of resources, leadership, and unclear mandates regarding mechanisms for interfacing with citizens.

<sup>9</sup> Agencies include National Information Technology Agency (NITA), National Health Insurance Authority, Ghana Water Company Limited, Ghana Revenue Authority, National Communications, Ghana Tourism Authority, Ghana Free Zones Board, Ghana National Fire Services, Minerals Commission.

<sup>10</sup> Afrobarometer. 2014. “Ghanaians’ evaluations of public service delivery: Findings from the Afrobarometer Round 6 survey in Ghana” Available at: [http://afrobarometer.org/sites/default/files/media-briefing/ghana/gha\\_r6\\_presentation2\\_public\\_service\\_delivery.pdf](http://afrobarometer.org/sites/default/files/media-briefing/ghana/gha_r6_presentation2_public_service_delivery.pdf).

<sup>11</sup> Afrobarometer. 2014. [http://afrobarometer.org/sites/default/files/media-briefing/ghana/gha\\_r6\\_presentation2\\_public\\_service\\_delivery.pdf](http://afrobarometer.org/sites/default/files/media-briefing/ghana/gha_r6_presentation2_public_service_delivery.pdf)

<sup>12</sup> World Bank. 2017. *Governance Constraints to Service Delivery*. Washington, DC. World Bank.



**11. To improve service standards, the GoG intends to deal with weak systems for service delivery and tackle the lackluster attitude and the absence of a service culture among public sector employees.** The GoG intends to re-orient the current structures, systems, processes, and internal management functions in various service delivery organizations to provide modernized and timely service delivery to citizens and the private sector. This will include the implementation of service delivery-focused change management plans for public sector institutions; strengthening staff management policy frameworks towards delivery of private sector and citizens support services; review of the mandates, structures, functions, deliverables and operational philosophies of public sector institutions to re-organize institutions with the focus on service delivery to citizens and the private sector; and strengthening of mechanisms for citizen information and feedback through the development of CSC and the operationalization of CSU.

**12. To improve access to services the GoG will leverage available ICT infrastructure to improve the performance of “One Stop Service Center” (OSSC) and e-Service platforms.** The GoG intends to revamp the existing OSSC program and establish additional ones at strategic locations in the country. The GoG will also support the reengineering of service delivery business processes to reduce processing and waiting time and improve service delivery standards. This will include increasing the number of services available electronically, improving customer service (courtesy, guidance, helpdesk), enforcing service turnaround times (standards), reducing bureaucracy and paperwork (red tape), simplifying forms and documents and creating easy access to information about respective services. The GoG will also develop and implement a program to improve public sector communication and increase citizen awareness and feedback.

**13. To address weak performance the GoG intends to focus on results and performance measurement of service delivery Ministries, Departments, and Agencies (MDAs).** The GoG is keen to shift from traditional methods of delivery to rapid results delivery on priority areas. This will include conducting real time monitoring of delivery of services to citizens for the timely attention of the Office of the Senior Minister (OSM), the Cabinet, and the Office of the President (OP). To achieve this, the GoG intends to create ICT-based national monitoring systems and tools, including a Government results framework, electronic dashboard, and color-coded performance rating systems across all service delivery entities in the public sector. An important element of this approach will be the strengthening of the capacity for policy management and coordination both at the Center of Government (i.e. OSM and OP) and in individual line MDAs responsible for administrative service delivery.

#### *Coordinating the Reform Agenda*

**14. The proposed reform program will be implemented by selected MDAs.** The Office of the Senior Minister (OSM) will lead the coordination of selected MDAs who will be implementing the proposed reform program. Various teams will be responsible for specific roles in the reform implementation. The program will be implemented using existing coordination structures in government, such as Inter-Ministerial Coordination Group. To strengthen the GoG coordination capacity, the project will support OSM’s leadership and strengthen inter-agency coordination mechanism. The OSM will collaborate at all levels with the relevant groups identified in the NPSRS including the Cabinet; Public Sector Reform Advisory Committee; Public Sector Reform Directorate; Public Sector Reform Implementation Committee; Public Sector Reform Sector Working Group and relevant MDAs. The proposed Bank project will use these existing structures.

#### *Role of the World Bank and other Development Partners*

**15. The World Bank and other Development Partners (DPs) have strategically supported the Government in its public-sector performance agenda (Table 2).** In addition to an array of analytical work (on e.g. Public Expenditures Review; Pay Reform; and Service Delivery), the Bank continues to support operational work to improve public sector performance. The Bank supports the GoG through several projects with Technical Assistance for upstream public sector performance



(e.g. Economic Management Project, Integrated Public Financial Management project); Development Policy operations (e.g. Macroeconomic Stability for Competitiveness and Growth); and downstream performance e.g. the e-Transform and the Land Administration Projects. The Department for International Development (DfID) and SECO (Sweden) supports Domestic Resource Mobilization jointly with the Ghana Revenue Authority (GRA); and UNDP supports building democratic governance including decentralization and expanding access to justice. Other donors include JICA, USAID, and DANIDA. The Bank is an active partner among DPs and will explore these synergies during the preparation and implementation of the proposed project.

Table 2. Areas of Engagement by Selected Development Partners

| Donors         | Support Provided   |
|----------------|--|
| The World Bank | <ul style="list-style-type: none"> <li>Economic Management Project</li> <li>Integrated Public Financial Management Project</li> <li>Development Policy operations (e.g. Macroeconomic Stability for Competitiveness and Growth)</li> <li>Downstream performance e.g. decentralization, the e-Transform and the Land Administration Projects</li> </ul> |
| DfID           | <ul style="list-style-type: none"> <li>Strengthening accountability, transparency and responsiveness project Phase II (the capacity of citizens and Parliament)</li> <li>Strengthening actions against corruption program</li> <li>Revenue reform program (jointly with the Ghana Revenue Authority)</li> </ul>  |
| SECO           | <ul style="list-style-type: none"> <li>Domestic Resource Mobilization</li> </ul>   |
| UNDP           | <ul style="list-style-type: none"> <li>Building democratic governance, including decentralization and expanding access to justice</li> </ul>   |
| JICA           | <ul style="list-style-type: none"> <li>Building institutional capacity of civil service training center</li> </ul>   |
| USAID          | <ul style="list-style-type: none"> <li>Local government, increased accountability to citizens, free and fair elections, and strengthened human right</li> </ul>  |
| DANIDA         | <ul style="list-style-type: none"> <li>The Right to Services and Good Governance Programme, to enhance local governance, access to justice, and improved local service delivery</li> </ul>   |

Relationship to CPF

16. The proposed project is aligned with the Bank's Country Partnership Strategy (CPS) for Ghana (2013-2017) whose objective is to assist the country in its transition to Middle Income status.<sup>13</sup> The CPS focuses on three strategic pillars, namely: improved economic institutions; improved competitiveness and job creation; and protection of the poor and vulnerable. The proposed project supports all the three pillar of the CPS by focusing on strengthening the Government's capacity for e-Governance—and strengthening national M&E systems (Pillar 1); improving processing of administrative documents usually required for business transactions such as land titles, building permits or driver's licenses (Pillar 2); and increasing access to the poor and vulnerable—through increased access to administrative services at all levels and expanding available services to those typically targeting the poor and vulnerable such as identification documents; and birth, marriage and death certificates(Pillar 3). By targeting improvements in administrative services, the proposed project also advances the Bank's twin goals given the numerous constraints ordinary citizens face in obtaining administrative documents needed as proof of collateral (e.g. land titles) or permits for engaging in other income generating activities.

<sup>13</sup> World Bank. 2013. *Ghana-Country Partnership Strategy* (Report No. 76369-GH). Washington, DC. World Bank.





**17. The Systematic Country Diagnostic (SCD), under preparation, identifies Ghana’s weak institutions as a constraint to the prospects for economic transformation.** Initial analysis for the proposed SCD identifies Governance as a cross cutting agenda that supports the three main pathways the SCD suggests are critical to Ghana’s transformation. The SCD Concept Note is emphatic: “there must be a realization that a more effective public sector is needed to deliver high quality administrative and social services without jeopardizing fiscal sustainability”.<sup>14</sup> Considering the significance of weak institutions as a development constraint in Ghana, the next Country Partnership Framework will most likely continue to focus on governance and institution building.

**18. The proposed project will build on existing projects in the portfolio.** Ongoing sectoral engagements in health, education, urban, ICT will provide the necessary synergy for a project focused on upstream institutional reforms. Finally, the project draws heavily from existing analytical work on Governance Constraints to Service Delivery, Public Expenditure Review (PER), Public Expenditure and Financial Accountability (PEFA) assessment, and Public Investment Management (PIM) analysis. The analytical work on Governance Constraints to Service Delivery, for instance, identified limited access points, excessive delays, and corruption among others, as the key constraints to administrative service delivery.

### C. Proposed Development Objective(s)

To improve access, quality and accountability of delivery of administrative services provided by selected Ministries, Departments and Agencies (MDAs).

Key Results (From PCN)

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

- (i) Increased access of citizens to selected administrative services (e.g. birth and death certificates; land titles offered by selected MDAs and Service Centers (*Proportion of citizens, particularly the poor and vulnerable, using administrative services*);
- (ii) Quality of services delivered to citizens in MDAs and Service Centers (*Reduction in time required for citizens to obtain (at least three) selected administrative services from MDAs and Service Centers (Days)*);
- (iii) Improved capacity of the MDA to respond to, and resolve citizens’ complaints relating to the quality of service delivery (*Share of citizens’ complaints received and resolved by CSUs in participating MDAs and Service Centers within seven days*).

### D. Concept Description

**19. The proposed project is an Investment Project Financing (IPF) operation financed by a US\$20 million loan over a four-year period.** The project is designed to reflect the strategic areas of the *National Co-ordinated Programme for Economic and Social Development Policies, 2017-2024*. Additionally, it draws from the key pillars of the *National Public Sector Reform Strategy, 2018-2023*. Given the expansive nature of the public-sector reform agenda, this operation is designed as the first of a long-term engagement in the sector. The team will explore options for using the Multiphase

<sup>14</sup> World Bank. 2017. *Priorities for Ending Poverty and Boosting Shared Prosperity: Systematic Country Diagnostic Draft Concept Note*, Washington, DC: World Bank, p. vii.



Programmatic Approach. The proposed project will support high impact activities in the Government's strategy that can improve public-sector performance. The focus will be on increasing the responsiveness of the public sector to citizens and businesses. The project will also support activities that build the capacity of the Government in managing and reporting delivery of service delivery results. The proposed project will have four components: Expanding Access to One Stop Service Centers; Improving Quality and Standards of Administrative Services; Enabling Digital Service Delivery; Improving Performance and Accountability for Results; Project and Change Management. These components are aligned with the priority areas identified under the PSRP and existing diagnostics on the quality of Ghana's public sector. The list of activities has been discussed with the Office of the Senior Minister (OSM).

## **Component 1: Improving Performance and Management for Results**

### **Subcomponent 1: Performance Management System in the Civil Service**

#### *Activities:*

- Development and implementation of a Change Management program to improve leadership and performance across selected cadres in the civil service;
- Development of strategic performance enhancing initiatives to improve inter-agency; coordination (and collaboration) on implementation of selected Government priorities<sup>15</sup>;
- Development of the leadership cadre (Chief Directors) through strategic on the job training to improve productivity and performance (in collaboration with local Training Institutes);
- Development of a series of interventions targeting Staff Performance and Behavior
- Establishment of a competitive performance based grant scheme for selected agencies to improve performance and delivery; and
- Design and implementation of a placement program with large local private sector organizations for knowledge exchange on best practices that can be introduced into the public service (PPP for Improving Public Sector Performance).

## **Component 2: Improving Quality and Standards of Administrative Services**

### **Subcomponent 2.1: Business Process Re-engineering**

#### *Activities*

- Horizontal review of administrative services offered at selected MDAs, and analysis of the demand for the service, quality, efficiency, and timeliness of the services delivered;
- Reengineering of business processes in selected service offered at the MDAs to improve efficiency in citizen facing and back-end operations;
- Establishing a citizen feedback and communication outreach system (e.g. exit survey, text messaging, one line survey, complaint office) and building the capacity of MDAs to collect feedback and address citizen concerns; and

### **Subcomponent 2.2: Enhancing the infrastructure for improved administrative service delivery**

#### *Activities*

- Provision of modern equipment with improved capacity to support e-Service delivery for selected administrative services;

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<sup>15</sup> National Coordinated Program for Economic and Social Development Policies, 2017-2024



- Digitization of administrative processes and workflow; and
- Digitization of manually collected records.

### **Component 3: Expanding Access to Services Provided by One Stop Service Centers (OSSCs)**

#### **Subcomponent 3.1: Improving Services Provided at OSSCs**

##### *Activities:*

- Preparation of a study to assess the viability of existing operations of the OSSC in Accra to identify demand for selected services and the operational models (e.g. through outsourcing to private operator);
- Development of One-Stop-Shop design and operational plans, including selection of services; training needs, feedback system, and service standards;
- Refurbishment and upgrade of equipment at existing OSSC in Accra (e.g. Wi-Fi, air conditioning, signage);
- Piloting of additional services to be rolled out in the OSSC through PPP (define role of operator, citizen engagement, data collection, maintenance, customer service, outreach to citizens, payment, and inter-agency coordination); and
- Establishment of two additional OSSCs in Accra based on feasibility and demand.

#### **Subcomponent 3.2: Improving Online e-Services**

##### *Activities*

- Analyze the status of online communication, access to services, and services offered at e-Service portal (<http://www.eservices.gov.gh/>);
- Improve IT network to facilitate web-based and mobile processing of services, and improve website content for ease of use;
- Development of communication and outreach plan for client (citizen) engagement; and
- Develop ownership and management arrangements for administrative services offered through online platforms.

### **Component 4: Improving Accountability for Results**

##### *Activities*

- Develop and implement an Annual Service Delivery Score Card for monitoring performance of each service;
- Develop an ICT-based national monitoring systems and tools, including a results framework, electronic dashboard, and color-coded performance rating systems across all service delivery entities in the public sector; and
- Reorganization of the Citizen Service Units and implementation Service Charters for selected administrative services.

### **Component 5: Project and Change Management**



This component will support the costs associated with project implementation. Project funds will be used to support stakeholder engagement, communication, monitoring and evaluation, financial management, procurement activities and capacity enhancement for the project implementation teams in selected implementing agencies.

## **SAFEGUARDS**

### **A. Project location and salient physical characteristics relevant to the safeguard analysis (if known)**

The project is located in Accra, Ghana

### **B. Borrower’s Institutional Capacity for Safeguard Policies**

Borrower capacity for safeguard policies is adequate; project activities are limited to improvements in administrative services and general enhancement in service delivery in the public sector. No safeguard policies are triggered.

### **C. Environmental and Social Safeguards Specialists on the Team**

Gloria Malia Mahama, Social Safeguards Specialist  
Anita Bimunka Takura Tingbani, Environmental Safeguards Specialist  
Alidu Babatu Adam, Social Safeguards Specialist

### **D. Policies that might apply**

| <b>Safeguard Policies</b>                      | <b>Triggered?</b> | <b>Explanation (Optional)</b>       |
|--|-------------------|-------------------------------------|
| Environmental Assessment OP/BP 4.01            | No                | No safeguard policies are triggered |
| Natural Habitats OP/BP 4.04                    | No                | No safeguard policies are triggered |
| Forests OP/BP 4.36                             | No                | No safeguard policies are triggered |
| Pest Management OP 4.09                        | No                | No safeguard policies are triggered |
| Physical Cultural Resources OP/BP 4.11         | No                | No safeguard policies are triggered |
| Indigenous Peoples OP/BP 4.10                  | No                | No safeguard policies are triggered |
| Involuntary Resettlement OP/BP 4.12            | No                | No safeguard policies are triggered |
| Safety of Dams OP/BP 4.37                      | No                | No safeguard policies are triggered |
| Projects on International Waterways OP/BP 7.50 | No                | No safeguard policies are triggered |
| Projects in Disputed Areas OP/BP 7.60          | No                | No safeguard policies are triggered |



### **E. Safeguard Preparation Plan**

Tentative target date for preparing the Appraisal Stage PID/ISDS

May 30, 2018

Time frame for launching and completing the safeguard-related studies that may be needed. The specific studies and their timing should be specified in the Appraisal Stage PID/ISDS

No studies needed, as this is Category C project.

### **CONTACT POINT**

#### **World Bank**

Raymond Muhula, Miki Matsuura  
Senior Public Sector Specialist

#### **Borrower/Client/Recipient**

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#### **Implementing Agencies**

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**APPROVAL**

|                      |                               |
|----------------------|-------------------------------|
| Task Team Leader(s): | Raymond Muhula, Miki Matsuura |
|----------------------|-------------------------------|

**Approved By**

|                           |                  |             |
|---------------------------|------------------|-------------|
| Safeguards Advisor:       | Maman-Sani Issa  | 12-Jan-2018 |
| Practice Manager/Manager: | Hisham Waly      | 16-Jan-2018 |
| Country Director:         | Laura Kullenberg | 26-Jan-2018 |