



OFFICE OF THE SENIOR MINISTER, OFFICE OF THE PRESIDENT

PUBLIC SECTOR REFORM FOR RESULTS PROJECT (PSRRP)

(IDA Credit 63230-GH)

TERMS OF REFERENCE

OFFICE OF THE HEAD OF CIVIL SERVICE

**PREPARATION AND ADOPTION OF CIVIL SERVICE-WIDE GENDER BASED
STRATEGY, ACTION AND IMPLEMENTATION PLAN**

REFERENCE NO. GH-OSM-145403-CS-CQS

COMPONENT 1

SUB-COMPONENT 1.1

OCTOBER 2019

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, modernized 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).

BACKGROUND

4. The Office of the Head of Civil Service (OHCS) is one of the Central Management Agencies (CMAs) operating within the Government Machinery. It is the Office tasked to ensure that Civil Service organizations are optimally structured and adequately staffed with the right skills mix to enable them to provide appropriate policy advice to the political leadership and to transform sector policies into implementable plans, programs and projects to accelerate national development. The Service has 13,626 staff comprising 8,488 males and 5,138 females. It is therefore critical that gender issues are identified, analyzed and

¹ 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.

mainstreamed into all areas to ensure a congenial work environment for staff to perform at their optimum best. It is also imperative to give civil servants the knowledge, skills and attitudes to render gender-sensitive services to their publics.

5. There is the need for the adoption of a gender strategy and an action plan to address concerns of both male and female employees of the Civil Service. The strategy will derive its source of authority from the National Gender Policy (NGP) developed by the Ministry of Gender, Children and Social Protection in 2015.

6. The strategy and action plan is expected to cover both sexes and should articulate and tackle issues from gender perspectives, ensuring that women and men as well as the vulnerable and people living and working with physical disabilities in the Civil Service are empowered.

7. To effectively mainstream the NGP through a Gender Strategy and Action Plan to be adopted and implemented in the Civil Service, the OHCS under the Public Sector Reform for Results Project (PSRRP) is seeking the services of a Consultant to:

- develop a Gender Strategy and Action Plan that will be applicable to the Ghana Civil Service; and
- train Ministries and Departments to adapt and implement it.

8. This Terms of Reference has been developed to guide Consultants in the submission of proposals to achieve the main objectives of the assignment.

OBJECTIVES

9. The objective of the Gender strategy is to provide a secure and enabling work environment for Civil Service employees; a place of work that is gender-sensitive and recognises the role of men and women as equal players, agents and leaders of change and mainstream gender in all institutions under the Civil Service.

10. The objectives of the gender strategy and action plan are to:

- Promote gender equality in the Service.

- Foster a social, psychological and physical environment that would enable Civil Service employees work productively.
- Provide guidance for the service to strive for gender justice at all levels.
- Promote the elimination of discrimination based on gender in relation to employment matters (including family and caring responsibilities).
- Initiate a culture of gender inclusiveness in the Civil Service.
- Espouse the cause of the right to gender equality and dignified employment and livelihood.
- Illustrate good gender practice models, for stakeholders and the general public who utilize the services.

SCOPE OF WORK FOR THE CONSULTANT

11. The Gender Strategy Framework would encompass but not limited to the following:

1. **Staff Policies:** All staff policies, rules and regulations shall be gender sensitive and would be reviewed periodically by the institutions to bring it up to date in the best practices.
2. **Recruitment:** OHCS seeks to promote gender balance in staffing various Ministries and Departments. Women candidates will be encouraged to apply for all vacancies (available) including management and leadership positions.
3. **Capacity building for gender sensitization:** Workshops, training programs and discussions for promoting awareness and enabling a gender responsive work culture by all institutions.
4. **Harassment:** All forms of harassment is gender neutral and strategy should be in compliance with the Labour Act, 2003 (87:1-2, page 3).
5. **Performance reviews:** Gender mainstreaming would be one of the performance indicators for assessing employees.
6. **Retirement:** Retiring from the Service can either be smooth or tumultuous for the individual. Hence there should be a plan to help individuals transition from being employed to being unemployed and how they can cope and adjust to their new life.
7. **Welfare Matters:** Institutions should be encouraged to consider gender concerns in the management of employees' health and livelihood.

SPECIFIC TASKS

12. Specifically, the consultant is expected to:

1. Conduct a baseline study including a review of institutional policies to determine the actual/key gender issues in the various sectors of the Civil Service.
2. Design a Gender Strategy and Action Plan that would be implemented by the Civil Service.
3. Organize workshops for Chief Directors, Directors and Gender Desk Officers and other stakeholders to discuss
 - Baseline findings
 - Draft Strategy and action plan and appraisal manual.
4. Organise a validation exercise to finalise the Gender Strategy and Action Plan
5. Organize the sensitization of Civil Service Staff on Gender and development.
6. Develop an appraisal manual or system that is to be used to evaluate the implementation of the strategy.
7. Train Chief Directors, Directors and Gender Desk Officers and provide support for the implementation of the Gender Strategy and Action Plan in the Civil Service.

DELIVERABLES

13. The Consultant is expected to produce the following:

- Reviewed report indicating analysis of gender issues relating to recruitment and management of Civil Servants (Inception Report);
- Draft Gender Strategy and Action Plan;
- Guidelines for the implementation of the Gender Strategy;
- Validation Workshop Report;
- Final Gender Strategy and Action Plan;
- Training Report; and
- A report on the Dissemination Workshop.

DURATION OF ASSIGNMENT AND REPORTING TIMELINES

14. It is estimated that the assignment shall be completed within sixty (60) working days beginning after contract signing. A summary of Deliverables, Timelines and Schedule of Payment is as below:

No.	Deliverables	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required	Schedule of Payment
1.	Submit Inception Report	Five (5) working days - from the signing of contract		Chief Director, OHCS	10% of agreed contract sum
2.	Submit a draft Gender Strategy and Action Plan	Thirty (30) working days after Inception Report		Chief Director, OHCS	30% of agreed contract sum
3.	Facilitation of stakeholder review and validation workshop on Gender Strategy and Action Plan.	Five (5) working days after submission of draft document		Chief Director, OHCS	5% of agreed contract sum
4.	Finalize the draft report with inputs from all stakeholders and submit three (3) hard copies and an electronic copy	Five (5) working days after the stakeholder validation workshop		Chief Director, OHCS	25% of agreed contract sum
5.	Disseminate the Gender Strategy and Action Plan at a stakeholder's workshop	Four (4) working days after submission of final report		Chief Director, OHCS	5% of agreed contract sum
6.	Submit Report on the Dissemination Workshop	Three (3) days after Stakeholder Dissemination Workshop		Chief Director, OHCS	10% of agreed contract sum
7.	Training of Ministries and Departments	Five (5) days after submission of Dissemination Report		Chief Director, OHCS	5% of agreed contract sum
8.	Submission of Training Report	Three (3) days after training workshop		Chief Director, OHCS	10% of agreed contract sum

QUALIFICATION OF PROJECT TEAM LEAD AND SUPPORT STAFF

15. The individual consultant should have undertaken a management consultancy assignment(s) on employment and work life and Project Management in Civil and Public Service institutions / private sector with a proven track record of having successfully conducted a similar exercise in a Civil / Public service institution.

16. The lead consultant should have an advanced qualification in Social Sciences, Gender Studies and other related disciplines with a minimum experience of eight (8) years in the area of Gender Management especially in the Public Sector. Qualified females are encouraged to apply.

17. The consultant shall provide a team of experts with the required skill sets in gender related issues who shall be adequately qualified and experienced. The team members should have a minimum qualification of First Degree in Sociology, Psychology or related field with a minimum experience of five (5) years relevant working experience.

INSTITUTIONAL ARRANGEMENT

18. **Reporting:** In the course of this assignment, the Consultant will report to the Chief Director, OHCS or any other person designated by him to act on his behalf. She/he will provide an electronic version of all the required deliverables at the agreed timelines. The reporting will be completed in a form and substance acceptable to the OHCS.

19. **Schedule:** The Consultant will discuss and finalize his/her schedule of work plan, and timelines as contained in this document with the OHCS.

20. **Client Support:** The OHCS is expected to support the Consultant by providing relevant information and documents to ensure ease of conducting the assignment.

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.