

Comprehensive Gender Strategy for the Public Sector

Theme: Accelerate Gender Equality in the Public Sector



2024 - 2028



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- Public Services Commission (PSC)
- Office of the Head of the Civil Service (OHCS)
- Ministry of Gender, Children and Social Protection (MoGCSP)
- Ministry of Food and Agriculture (MoFA)
- Ministry of Health (MoH)
- Ministry of Education (MoE)
- Ghana Health Service (GHS)
- Ghana Education Service (GES)

We also acknowledge the valuable contributions of the Office of the Head of the Local Government Service (OHLGS), other Ministries, Departments and Agencies (MDAs), civil society organizations, academia and gender advocates who actively participated in stakeholder consultations and review processes.

Finally, we are grateful to the World Bank for the support through the *Public Sector Reform for Results Project (PSRRP)*, which made the development of this Gender Strategy possible.

The CGSPS 2024–2028 marks a significant milestone in our shared pursuit of a more inclusive, equitable and effective public service. The Secretariat remains committed to the successful implementation of this Strategy and to advancing gender-responsive public sector reform.



Acronyms

CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CGSPS	Comprehensive Gender Strategy for the Public Sector
CHRAJ	Commission on Human Rights and Administrative Justice
CSO	Civil Society Organisation
GBA	Gender-based Analysis
GES	Ghana Education Service
GHS	Ghana Health Service
OHCS	Office of the Head of the Civil Service
OHLGS	Office of the Head of Local Government Services
OoP	Office of the President
ICCPR	International Covenant on Civil and Political Rights
ICESCR	International Covenant on Economic, Social and Cultural Rights
LGS	Local Government Service
KPIs	Key Performance Indicators
MELR	Ministry of Employment and Labour Relations
MoGCSP	Ministry of Gender, Children and Social Protection
MoE	Ministry of Education
MoFA	Ministry of Food and Agriculture
MoH	Ministry of Health
NDPC	National Development Planning Commission
NGP	National Gender Policy
NHIS	National Health Insurance Scheme
NHIA	National Health Insurance Authority
NLC	National Labour Commission
NPSRS	National Public Sector Reform Strategy
PLWD	Persons Living with Disability
PSC	Public Services Commission
PSO	Public Sector Organisation
PSRRS	Public Sector Reform for Results Project
PSRS	Public Sector Reform Secretariat
SDGs	Sustainable Development Goals
TCG	Technical Coordinating Group
UDHR	Universal Declaration of Human Rights



Glossary

Culture

Distinctive patterns of ideas, beliefs and norms which characterise the way of life and relations of a society or group within a society.

Gender

The socially constructed characteristics of women, men, girls and boys including the norms, roles, behaviours, activities, attributes, power and relationships that exist between them.

Gender analysis

It is a systematic way of looking at the different impact of development, laws, policies and programmes on women and men, boys and girls that entail collecting sex-disaggregated data and gender-sensitive information about the population concerned. Gender analysis helps to identify and address inequalities.

Gender-based violence

It is abuse perpetuated against a person because of their gender. It can be physical, psychological, sexual or economic.

Gender bias

The act of favouring men and boys over women and girls or vice versa. It is the situation in which people are treated differently because they are male or female rather than on the basis of their skills or capabilities.

Gender discrimination

Systematic, unfavourable treatment of individuals based on their gender, which denies them rights, opportunities or resources.

Gender division of labour

Practices which define what roles and activities are deemed appropriate for women and men. Whilst the gender division of labour tends to be seen as natural and immutable, in fact, these ideas and practices are socially constructed. This results in context-specific patterns of who does what by gender and how this is valued.

Gender equity

Refers to the different needs, preferences and interests of men, women, girls and boys which may mean that different treatment is needed to ensure equality of opportunity. Its overall objective is to reduce unjust and avoidable inequality between individuals that affects access to services.

Gender equality

Gender equality is about women and men, boys and girls enjoying equal status, with equal rights, responsibilities and opportunities to realise their full human rights and potential.

Gender norms

These are a category of social norms – they are widely held beliefs about what is typical and appropriate behaviour for men and women, boys and girls. Gender norms shape how men and women see themselves as men and women and influence the allocation of power and resources.

Gender-sensitive

A policy or programme that acknowledges the impact of gender norms, roles and relations but does not go beyond this surface-level acknowledgement to include remedial action.

Gender-responsive

Acting on issues that arise or are identified as a result of the differing needs and interests of men and women, based on their socially constructed roles and relations.

Gender-transformative

Policies or programmes with an explicit intention to transform unequal gender power relations. Gender transformative programmes go beyond improving the conditions of women and girls, and the marginalised, and seek to improve their social position and full realisation of their rights.



Chapter One: Background and Context

1.1. Background

Ghana actively pursues gender equality through a robust framework encompassing international commitments and national measures. As benchmarks for national action, Ghana has ratified several key treaties and agreements, including the Universal Declaration of Human Rights, the International Covenants on Civil and Political Rights, and Economic, Social and Cultural Rights (ICCPR, ICESCR), the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), various International Labour Organisation (ILO) Conventions, and the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol). More recently, the Sustainable Development Goals (SDGs) have provided additional goals and targets for development.

The measures taken by the government to advance gender equality include legislation, policies and programmes with institutions that are mandated to oversee implementation and reporting. Guarantees of human rights and equality are primarily enshrined in the 1992 Constitution, supported by specific laws like the Criminal and Other Offences Act, 1960 (Act 29); Labour Act, 2003 (Act 651); Persons with Disability Act, 2006, (Act 715); Domestic Violence Act, 2007 (Act 732); Cybersecurity Act, 2020, (Act 1038); Land Act, 2020 (Act 1036) and the National Gender Policy, 2023 among others.

The Constitution establishes the Public Services which include among others the Civil Service, the Local Government Service, the Judiciary, Parliamentary Service, public corporations, public services established by the Constitution and others as Parliament may establish by law (see full list of public sector organisations (PSOs) in the annex). The Civil Service and Local Government Service further became bodies corporate with perpetual succession by Acts of Parliament, that is, the Civil Service Act, 1993 (Act 327), and the Local Governance Act, 2016 (Act 936). The Public Services Commission (PSC), Office of the Head of the Civil Service (OHCS), and Office of the Head of Local Government Service (OHLGS) supervise PSOs.

1.1.1. Public Sector Reform in Ghana

The Ghanaian government is actively engaged in transforming the public sector through its National Public Sector Reform Strategy (NPSRS) (2018-2023). This nationwide programme aims to significantly improve service delivery for both citizens and the private sector. The NPSRS focuses on reversing the decline in the public sector's institutional quality and management effectiveness. This crucial initiative addresses the need for stronger institutions and improved leadership to deliver on the government's commitments.

To support the implementation of the NPSRS, the Public Sector Reform for Results Project (PSRRP) has been established. This project targets selected Ministries, Departments, and

Agencies (MDAs), providing them with the necessary assistance to enhance their efficiency and accountability in delivering public services. Coordinating these efforts is the Public Sector Reform Secretariat (PSRS), which is ensuring a cohesive and effective reform process.

Furthermore, recognising the importance of gender equality in achieving sustainable development, the NPSRS incorporates the development of a Comprehensive Gender Strategy for the Public Sector (CGSPS). This strategy aims to streamline gender mainstreaming efforts across various aspects of the public sector, including human resource management and the delivery of public services. By integrating a gender-sensitive approach into these areas, the CGSPS strives to create a more inclusive and equitable public service for all Ghanaians.

1.1.2. Status of Gender Equality in the Public Sector

Over the years, the measures by the government have led to significant gains in advancing gender equality within the social, economic, cultural, civil and political sectors through mainstreaming and specific women's empowerment initiatives. Particularly within the public sector, there is progress reflected in political will, leadership commitment, participation in decision making, administrative/institutional and financial commitment to gender equity. All policies of public institutions have values that reflect inclusion and gender sensitivity and respect for the rights of all persons to work in conducive work environments. Both internal and external policies on human resource management and the delivery of public services respectively reflect the integration of gender considerations translated into practices that enhance the well-being of employees, and service to the public. Significantly, leadership of public institutions is increasingly reflecting equitable number of males and females.

Nonetheless, challenges remain in fully translating the gains into policies, practices, and programmes across the entirety of the public sector. Reasons for this include disparate and fragmented national laws and policies which do not provide a comprehensive unified framework to guide PSOs as they strive for equity in human resource management and the delivery of services to the public; and the existing national policies do not adequately cover the global and national standards for addressing gender-related issues like discrimination, harassment, workplace safety, parental leave and equal employment opportunity.

For uniformity in policy and practice to advance gender equality in the public sector, a gender policy gap assessment was conducted to identify the specific areas that require improvement. Proxy institutions for the assessment were the Ministry of Food and Agriculture (MoFA), Ministry of Gender, Children and Social Protection (MoGCSP), Ministry of Health (MoH), Ghana Health Service (GHS), Ministry of Education (MoE), Ghana Education Service (GES), the PSC and the OHCS. The assessment was conducted at two levels, that is, first a review of existing national and institutional gender policies to identify gaps; and second, broad-based stakeholder consultations to gather insights on implementation gaps, areas for improvement and the core issues that should be captured in the CGSPS.

The following gender policy implementation gaps were identified.

Duplication and inconsistency in policies: Similar but conflicting policies across different supervisory entities and within sectors create confusion regarding implementation, reporting

and addressing infractions. Lack of a national gender quota policy hinders progress towards gender equality in leadership positions despite the slow increase in women leaders.

Insufficient attention to gender mainstreaming: Not all PSOs have adopted comprehensive policies and practices reflecting a gender-inclusive culture. Gender desks are often absent or inadequately supported, hindering their effectiveness in promoting gender equality.

Need for legislative update: Parliament's ratification of the ILO Violence and Harassment Convention (ILO No. 190) and its Recommendation 206 is crucial to provide detailed guidance on addressing violence and harassment, including gender-based violence, particularly as the Labour Act undergoes review.

Weak inter-ministerial coordination: Fragmented coordination among ministries hinders effective implementation and monitoring of gender equality actions.

Limited representation of women in decision-making: Despite efforts, women remain underrepresented in leadership positions. Proactive strategies for inclusion in recruitment and promotion are needed.

Limited awareness of gender-related policies: Limited knowledge of existing gender-related policies on gender equality exists among public servants, especially those in remote areas, without access to technology. Capacity building initiatives and resource allocation are crucial to overcome these knowledge gaps.

Limited parental leave consistency: Inconsistency across PSOs regarding the duration of parental leave, particularly for fathers, raises concerns and undermines employee satisfaction.

Ineffective grievance redress system: Many PSOs lack functional systems to address employee complaints regarding their rights being breached, including those related to violence and harassment.

Low focus on employee well-being: Leadership in many PSOs does not prioritise employee well-being, including access to healthcare, impacting morale and productivity. Inadequate childcare facilities create challenges for working parents, particularly women.

Underutilised flexible work arrangements: Despite availability, flexible work policies are not fully utilised by employees, potentially due to a lack of awareness.

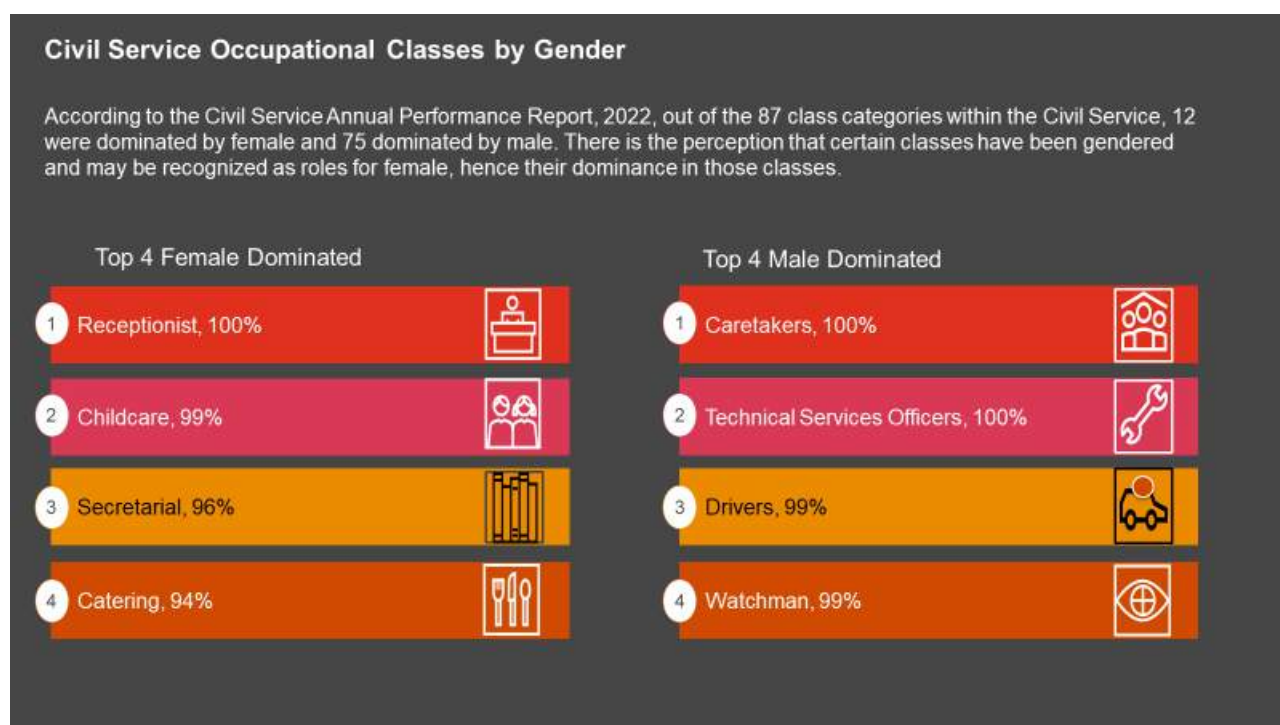
Inadequate response to third-party violence and harassment: Existing PSO policies often do not address violence and harassment by third parties, leaving employees unsure of how to seek redress.

Staff security a concern: Insufficient attention is given to creating safe spaces for female workers, including gender-specific washrooms, adequate lighting, and safe transportation options.

These identified gaps highlight the need for:

- **Harmonised and standardised policies** to ensure consistency in implementation and reporting across PSOs.
- **Strengthened national gender quota policy** to accelerate progress towards gender parity in leadership positions.
- **Comprehensive gender mainstreaming** to ensure all PSOs adopt inclusive and gender-sensitive practices.
- **Legislative updates** to address gaps in the Labour Act, including incorporating ILO standards on violence and harassment.
- **Improved inter-ministerial coordination** to streamline collaboration and facilitate effective monitoring and reporting.
- **Standardised parental leave policies** to ensure uniform parental leave provisions across PSOs.
- **Addressing third-party violence and harassment** to create a safe work environment for all employees and provide clear procedures for reporting such incidents.

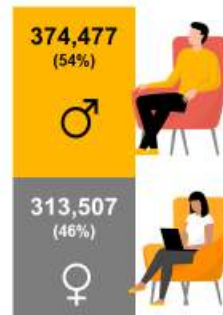
1.1.3. Gender Metrics



Disaggregated Data of Public Sector staff

Men and women in the public sector

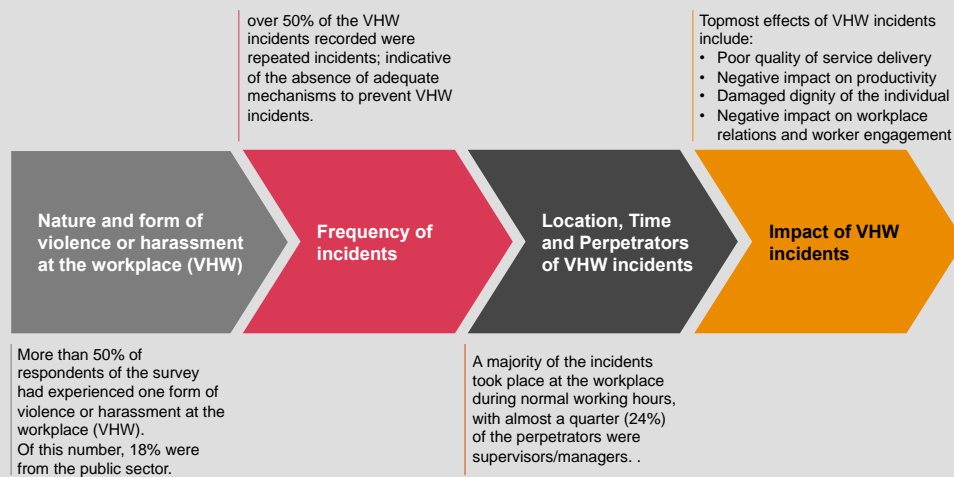
According to the Ghana Statistical Service's report, (*Ghana 2022 Earnings Inequality in the Public Sector*) males constitute 54% of the total number of employees in the public sector *



Percentage of Women in Decision Making as of 2023

Ministers	20 %
Deputy Ministers	23 %
Parliamentarians	14.5 %
Judiciary	42.4 %
MMCEs	14.6 %
Council of State	14.3%
Chief Directors	76.4%

Data on national study on violence and harassment - Summary



1.2. The Scope of the CGSPS

The rationale for the CGSPS: The public sector's diverse nature, coupled with its shared pursuit of national development goals, necessitates a strong emphasis on social governance. This makes the CGSPS a crucial document for guiding gender equality efforts within this sector.

Alignment with legal frameworks and bold action: The CGSPS aligns with and builds upon existing international and national laws and policies. It encourages PSOs to take bold steps towards achieving gender equality.

Optimising efficiency and delivery: The CGSPS aims to improve internal and external efficiencies in human resource management, enabling the public sector to enhance its service delivery to the public.

Building on progress and addressing gaps: Recognising existing advancements in gender mainstreaming across various domains, the CGSPS encourages PSOs to further solidify these efforts and implement targeted actions to empower women.

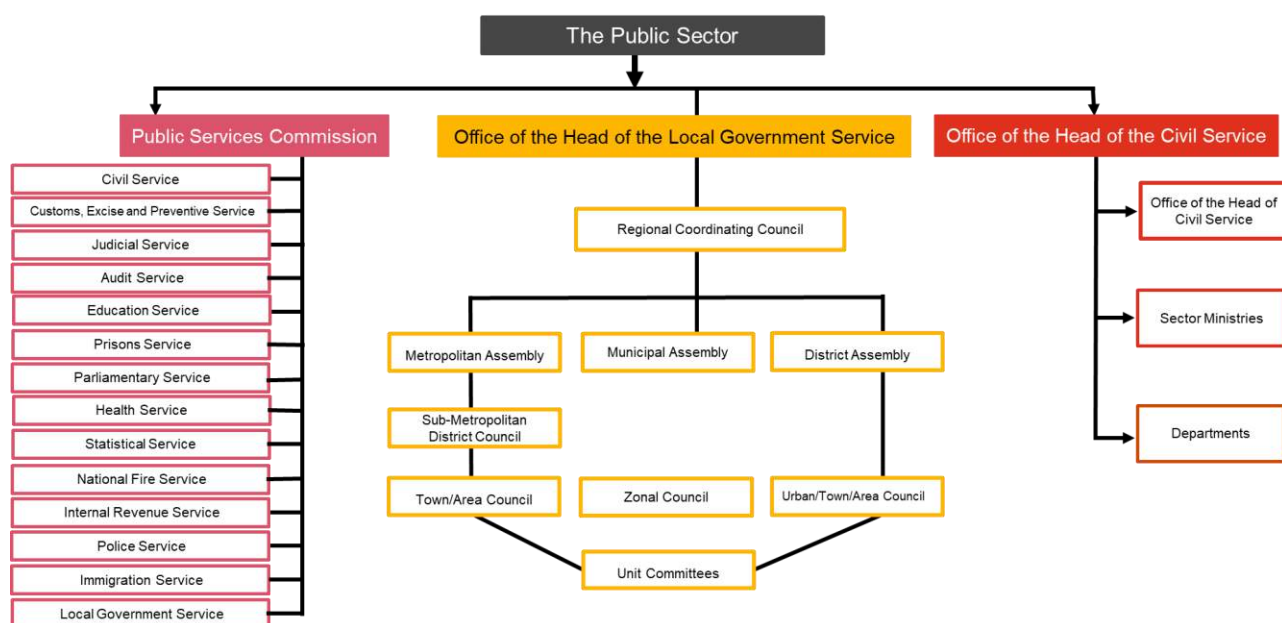
Complementary to individual gender action plans, not a replacement: The CGSPS serves as an overarching national framework, providing benchmarks for PSOs to integrate into their existing strategic and gender action plans. It does not intend to replace these individual plans.

Acknowledging development divergences: Recognising the varying levels of development and implementation of gender policies within PSOs, the CGSPS encourages each organisation to undertake an internal assessment of its gender equity status. This assessment will then inform the integration and implementation of specific actions outlined in the CGSPS.

Comprehensive application: The CGSPS applies to all PSOs, ensuring no organisation is excluded.

Demonstrating commitment for public trust: A public sector that actively fosters gender equality through balanced staffing, respectful work environments, equitable career progression, and employee well-being fosters public confidence in the government and its administration.

PSOs and their supervising entities



Normative frameworks supporting the CGSPS

Below are the international and national normative frameworks that support the CGSPS.

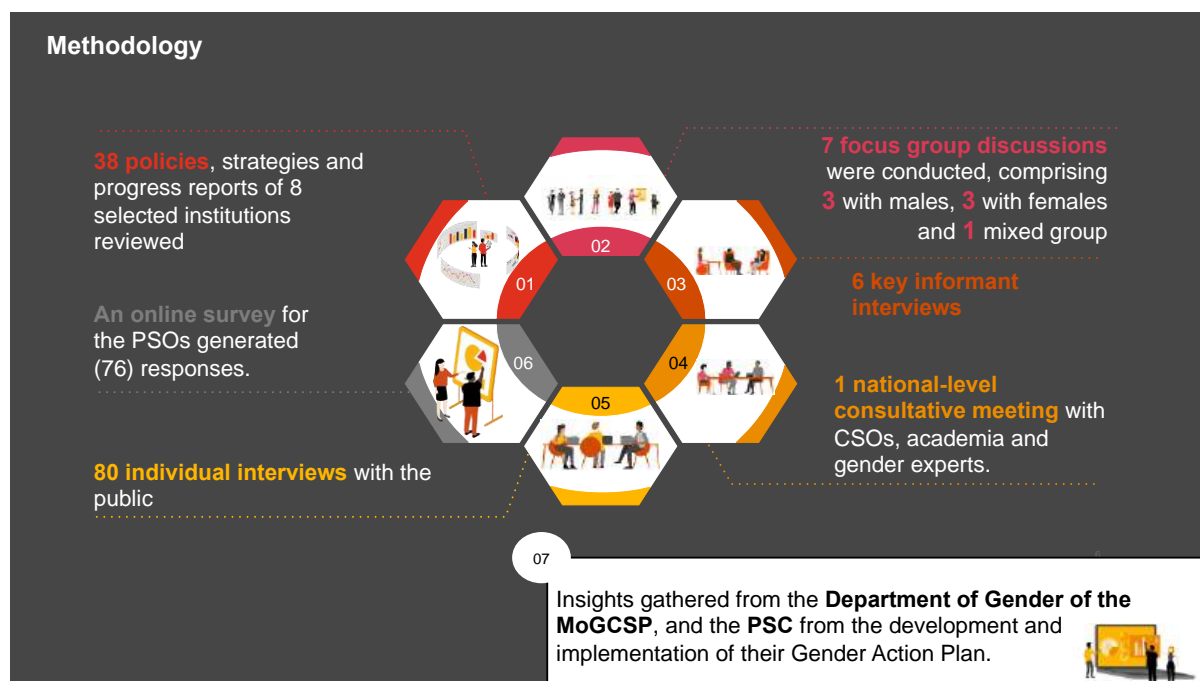
International norms	National Laws and Policies
<ul style="list-style-type: none"> • Universal Declaration of Human Rights, 1948 • International Covenant on Civil and Political Rights, 1966 • International Covenant on Economic, Social and Cultural Rights, 1966 • Convention on the Elimination of all Forms of Discrimination against Women, 1979 • Beijing Declaration and Platform for Action, 1995 • ILO Maternity Protection Convention (Revised), 1952 (No. 103) • ILO Maternity Protection Convention, 2000 (No. 183) • ILO Equal Remuneration Convention (ILO No. 100, 1953) • ILO Discrimination (Employment and Occupation) Convention (ILO No. 111, 1960) 	<p>Laws</p> <ul style="list-style-type: none"> • Constitution of Ghana, 1992 • Labour Act, 2003 (Act 651) • Persons with Disability Act, 2006, (Act 715) • Whistleblowers Act, 2007 (Act 720) • Data Protection Act, 2012 (Act 843) • Domestic Violence Act, 2007 (Act 732) • Cybersecurity Act, 2020 (Act 1038) • Affirmative Action Bill, 2023 <p>Policies</p> <ul style="list-style-type: none"> • National Gender Policy, 2023

- ILO Convention Concerning Equal Opportunities and Equal Treatment for Men and Women Workers (ILO No. 156, 1981)
- ILO Workers with Family Responsibilities Convention, 1981 (No. 156)
- ILO Violence and Harassment Convention (ILO Convention No. 190, 2019)
- ILO Recommendation on Violence and Harassment (No. 206, 2019)
- Protocol to the African Charter on Human and Peoples Rights on the Rights of Women in Africa, 2003
- Sustainable Development Goals

Note: ILO Convention 190 is yet to be ratified by Parliament.

1.3. Process of Preparing the CGSPS

The CGSPS was informed by a policy review, and consultations with public sector organisations, the public, and civil society organisations (CSOs) to reflect varied views of what should be captured in the Strategy.



1.4. Content and Structure

Chapter 1 of the CGSPS provides the background and context of gender equality within the public services. A summary of the gender policy gaps that were identified from the assessment, and recommendations that should be considered in the Strategy is presented. Gender data in the public sector further supports the context analysis. The rationale and supporting legal frameworks (international and national) are provided in this Chapter.

Chapter 2 outlines the strategic direction for the CGSPS by discussing the vision, theme, goal and strategic objectives, and the guiding principles underpinning the Strategy.

Chapter 3 presents a detailed analysis and guidelines for the priority areas for the CGSPS over the 5-year period. Each priority area has a suite of strategies through which the objectives will be achieved.

Chapter 4 analyses the factors that will enable successful implementation of the strategies to culminate in the overall success of the CGSPS.

Chapter 5 presents an analysis of risks to meeting the objectives of the Strategy, and proffers strategies to mitigate these risks.

Chapter 6 discusses the strategy implementation arrangements which are necessary for effective implementation and monitoring, and how resources can be mobilised for implementation of actions under the Strategy. A monitoring, evaluation and reporting framework that aligns with the existing frameworks for PSOs is discussed in Chapter 7, and a communications strategy is presented in Chapter 8.



Chapter Two: Strategic Direction

2.1. Vision and Theme

The CGSPS envisions a **gender-equal public sector** in Ghana, which is aligned with the nation's commitment to achieving gender equality across various sectors, including political, social, economic, and cultural spheres.

The CGSPS strives to achieve this vision by providing principles and guidance for PSOs to develop and implement gender-responsive workplace policies and practices. These efforts will ultimately be reflected in the delivery of services to the public, fostering a more equitable and inclusive environment.

Theme for 2024-2028

The CGSPS adopts the theme "**Accelerating gender equity in the public sector**" for the five-year period from 2024 to 2028.

2.2. Overall Goal

To establish a gender-responsive public sector in Ghana that actively promotes gender equity in all policies and practices.

2.3. Key Objectives

1. **Achieve Gender balance in staffing and leadership.** This objective aims to bridge the gender gap within the public sector workforce, ensuring equitable representation of women across all levels, including leadership positions.
2. **Promote a respectful, non-discriminatory, and supportive work environment.** This objective seeks to foster a workplace culture free from discrimination and harassment. It emphasises respect and inclusivity for all employees, regardless of gender or any other characteristic.
3. **Safeguard employee health, well-being, and safety.** This objective emphasises the importance of protecting the physical and mental well-being of all public sector workers. It encompasses measures to ensure a safe and healthy working environment for all individuals.
4. **Build capacity and skills to support career progression and gender mainstreaming.** This objective focuses on developing training programmes and initiatives to equip employees with the necessary skills and knowledge to advance their

careers and contribute effectively to integrating gender perspectives into all aspects of their work.

5. **Deliver gender-sensitive public services.** This objective encourages the public sector to design and deliver services that are accessible and inclusive for all individuals, taking into account the diverse experiences and needs of different groups, including women and marginalised populations.
6. **Measure and report on gender equity and the delivery of gender-sensitive public services.** This objective emphasises the importance of establishing a robust monitoring and evaluation framework to track progress towards achieving gender equality goals and assess the impact of public services on different groups within society.

2.4. Core Values and Guiding Principles

The CGSPS recognises that achieving its vision goes beyond simply establishing policies and practices. It acknowledges the significant influence of cultural norms, beliefs and values on how individuals interact within the workplace. These diverse perspectives, shaped by factors like culture, religion and socioeconomic background, can impact colleague relations, perceptions of gender roles, and women's inclusion in decision-making. Therefore, the CGSPS emphasises the need for cultural transformation alongside policy changes. It proposes a set of core values to foster a gender-responsive work environment.

- **Respectful work environment:** PSOs commit to creating and enforcing codes of conduct that ensure the dignity and respect of all employees, particularly women. This translates to a zero-tolerance approach towards any form of discrimination or harassment.
- **Gender-inclusive culture:** PSOs strive to build a culture that embraces diversity and inclusion, where employees respect and value the unique perspectives of their colleagues and the public they serve.
- **Integrity:** Public sector workers will act with integrity, recognising the significant role each individual plays in fostering a healthy work environment and delivering quality services to the public. This entails adhering to codes of conduct, speaking up against injustices, and utilising reporting channels to address any wrongdoing.
- **Empowerment:** Recognising that employees carry their existing values and biases into the workplace, the CGSPS emphasises the importance of learning, and making choices about what is right and wrong.
- **Professionalism:** All public sector workers commit to performing their duties with diligence, integrity and ethical behaviour in their interactions with colleagues and the public.
- **Accountability and transparency:** PSO leadership demonstrates genuine commitment to achieving the goals outlined in the CGSPS. This involves integrating these objectives into key performance indicators and fostering transparent reporting mechanisms, both internally and publicly.
- **Commitment of resources:** Resources will be allocated and utilised efficiently to promote equity within the work environment and in the delivery of public services. This demonstrates a concrete commitment to achieving lasting change.

Gender Strategy at a Glance

Vision: A gender-equal public sector

Theme: Accelerating Gender Equity in the Public Sector

National Goal: To establish a gender-responsive public sector in Ghana that actively promotes gender equity in all policies and practices

Our Values:

- Accountability and transparency
- Commitment
- Equity
- Diversity and Inclusiveness
- Respect for human dignity
- Professionalism
- Empowerment
- Integrity

The Gender Strategy is underpinned by six (6) domains

	D1: Policy Gap/ Institutional Leadership	D2: Men and women are treated fairly at work	D3: Employee health and safety	D4: Training & development for career advancement	D5: Gender-sensitive public service	D6: Measurement and Reporting
Strategic Objectives	Achieve Gender balance in staffing and leadership	Promote a respectful, non-discriminatory and supportive work environment	Safeguard employee health well-being and safety	Build capacity and skills to support career progression and gender mainstreaming	Deliver gender-sensitive public services	Measure and report on gender equity-sensitive public services
Action Areas	<ul style="list-style-type: none"> • Fostering diversity and inclusion in public sector recruitment • Addressing imbalance in public sector leadership 	<ul style="list-style-type: none"> • Fostering a respectful and inclusive work environment through zero tolerance for gender discrimination. • Building awareness and empowering employees to combat gender discrimination and harassment • Promoting shared parental responsibility through inclusive leave policies • Fostering work-life balance by supporting working parents with accessible childcare 	<ul style="list-style-type: none"> • Fostering productivity and well-being by implementing flexible work options • Promoting comprehensive employee health and well-being • Building a safe and secure work environment for all employees 	<ul style="list-style-type: none"> • Bridging the gender gap through strategies for career progression • Building capacity for gender mainstreaming in the public sector 	<ul style="list-style-type: none"> • Strengthening public engagement and accountability for gender-sensitive services • Integrating gender equity into client service charters and client excellence centres 	<ul style="list-style-type: none"> • Integrating gender indicators into annual performance reports for public service organisations (PSOs) • Strengthening transparency and accountability for gender-responsive public services



Chapter Three: Strategies to Achieve Key Objectives

To meet the objectives, there are six priority areas each with a suite of strategies. The strategic actions are flexible to, in the future, conform to evolving global and national gender equality priorities.

Priority 1 - Achieve gender balance in staffing and leadership.

Strategies

1.1. Fostering diversity and inclusion in public sector recruitment.

The Ghanaian public sector has a responsibility to reflect the rich diversity of its people. To achieve this, fair and just recruitment practices are essential, attracting a wider pool of talented individuals, including men, women, and persons living with disabilities (PLWDs).

Inclusive language and representation:

- **Recruitment advertisements** should be crafted using inclusive language that avoids any form of bias or discrimination.
- **Interview panels** should be composed with gender balance in mind, ensuring diverse perspectives are represented throughout the selection process.

Avoiding stereotyping and promoting accessibility:

- **Interview questions** should be carefully formulated to avoid perpetuating stereotypes based on gender or disability. The focus should be on assessing competency and qualifications relevant to the position.
- **Recruitment processes and facilities** need to be accessible and inclusive to ensure PLWDs and women can participate without facing unnecessary obstacles.

Emphasis on inclusivity:

With an increasing number of women and PLWDs completing various levels of education, there is a growing need for a public sector workforce that reflects this expanding talent pool. By prioritising inclusive recruitment practices, Ghana can ensure that all qualified individuals, regardless of gender or disability, have the opportunity to contribute their skills and knowledge to the nation's development.

1.2. Addressing imbalance in public sector leadership.

To achieve greater gender balance in leadership positions within PSOs, the CGSPS proposes a two-pronged approach:

(i) Identifying barriers and implementing targeted measures:

- **Data analysis:** PSOs will disaggregate data on leadership positions and identify the specific factors contributing to the current gender imbalance. This analysis should be conducted at both the national and sub-national office levels to capture any regional variations.
- **Targeted initiatives:** Based on the identified factors, PSOs will design and implement deliberate and targeted measures to address the imbalance. This may involve mentorship programmes, capacity-building workshops, and revised recruitment and promotion criteria to ensure a level playing field for qualified women.

(ii) Fostering an enabling environment:

- **Addressing stereotypes:** PSOs will undertake awareness-raising campaigns to challenge existing stereotypes about women's leadership capabilities and address any underlying biases within the workforce.
- **Building support:** By communicating the rationale and objectives behind these measures to all employees, PSOs can foster a more supportive environment for women and PLWDs assuming leadership roles.
- **Moving beyond tokenism:** It is crucial to ensure that women in leadership positions are empowered to fully participate in decision-making processes and are not simply appointed for symbolic reasons.
- **Monitoring and reporting:** PSOs will establish transparent monitoring and reporting mechanisms, including dashboards on their portals and comprehensive reports submitted to supervisory entities (PSC, OHCS and OHLGS). This data transparency will allow for regular assessment of progress and identification of areas requiring further intervention.

Targets and Indicators

Target 1.1: Inclusive language in job advertisements: By December 2028, the PSC, the OHCS, OHLGS and PSOs publish advertisements that incorporate gender-inclusive language. This ensures that the language used in advertisements is free from any bias and actively welcomes applications from all qualified individuals, regardless of gender or disability.

- **Indicator 1.1.1:** Annually, 30% of job advertisements online and in hard copies, compared to the total number of advertisements, published by the PSC, OHCS, OHLGS and PSOs used gender and disability-inclusive language.

Target 1.2: Guidelines for interview panels and questions: By December 2028, develop and implement guidelines on the composition of interview panels and the formulation of non-technical interview questions across all levels of the public sector. These guidelines will promote gender-balanced interview panels and ensure that interview questions are objective and free from bias, focusing on skills and competencies relevant to the position.

- **Indicator 1.2.1:** By December 2025, the OHCS, PSC and OHLGS have developed guidelines on interview panel composition and non-technical interview questions for PSOs.
- **Indicator 1.2.2:** A phased implementation of the guidelines on interview composition and non-technical interview questions undertaken by PSOs from January 2026 to December 2028. Each year, 10% of PSOs have incrementally implemented these guidelines.

Target 1.3: Closing the gender gap in staffing: By December 2028, there is an equitable number of men and women in the public sector workforce. Through conscious efforts to recruit more women, the CGSPS aims to bridge the gender and inclusion gap in public sector staffing. This may involve targeted recruitment initiatives, outreach programmes, and partnerships with educational institutions to attract and retain qualified candidates.

- **Indicator 1.3.1:** From 2025, 40% of staff recruited annually into the public services should be women.

Target 1.4: Equitable representation in leadership positions: By December 2028, appointments and promotions to managerial, directorship, and other leadership positions in all PSOs include an equitable representation of women. This signifies a commitment to achieving gender parity in leadership and ensuring women have equal opportunities to contribute their skills and expertise to decision-making processes.

- **Indicator 1.4.1:** The public sector has achieved a minimum of 40% representation of women in leadership positions including managers, directors, board members, and other key roles, on an annual basis.

Success for this priority area

- Universal use of gender-inclusive language in all public sector job advertisements, ensuring that all qualified individuals, regardless of gender, are encouraged to apply.
- Gender-balanced interview panels for all public sector positions, fostering a fair and unbiased selection process.
- Development and implementation of a recruitment process free from bias, utilising standardised and objective criteria to assess the qualifications and competencies of all applicants.
- Demonstrable improvement in the gender balance of new recruits, reflecting a conscious effort to attract and hire more qualified women and PWLDs.
- Increased representation of women in leadership positions, showcasing a commitment to dismantling existing barriers and creating a more inclusive leadership landscape.

Priority 2 – Promote a respectful, non-discriminatory, and supportive work environment.

Strategies

2.1. Fostering a respectful and inclusive work environment through zero tolerance for gender discrimination and harassment

The CGSPS recognises the vital role that a positive and inclusive work environment plays in fostering employee well-being and maximising productivity. Therefore, a key objective is to establish a workplace free from discrimination and harassment.

Developing and implementing effective policies:

- **Comprehensive non-discrimination policies:** PSOs will develop and implement robust policies that explicitly prohibit all forms of gender discrimination, including violence and sexual harassment. These policies should be clearly communicated to all employees through various channels, including induction programmes, online resources, and regular training sessions.
- **Zero tolerance for harassment and violence:** PSOs will establish a zero-tolerance stance towards all forms of violence and harassment, regardless of the perpetrator or the target of such behaviour. This commitment should be unequivocally stated in organisational policies and consistently reflected in disciplinary actions.
- **Safe reporting mechanisms:** To ensure a safe space for reporting incidents, PSOs will establish confidential and accessible reporting mechanisms. This may involve setting up hotlines, anonymous reporting systems, and designated grievance officers trained to handle sensitive cases with empathy and professionalism.
- **Support for victims:** PSOs will demonstrate their commitment to supporting victims of discrimination and harassment through comprehensive support systems. This may include access to counselling services, legal assistance, and appropriate leave policies.

2.2. Building awareness and empowering employees to combat gender discrimination and harassment

The CGSPS recognises the importance of raising awareness and equipping public sector employees with the knowledge and skills necessary to identify, prevent, and address various forms of gender discrimination and harassment, including sexual harassment.

Leadership commitment and resource allocation:

- **Leadership commitment:** Leaders of PSOs must demonstrate a strong and sustained commitment to fostering a workplace free from discrimination and

harassment. This involves allocating necessary resources to support awareness-raising campaigns and training initiatives.

- **Targeted learning opportunities:** PSOs will establish comprehensive learning programmes designed to increase knowledge and understanding of discrimination, violence, and harassment, including in-depth training on sexual harassment prevention and response.
- **Human rights and gender concepts:** Training will incorporate curated knowledge on human rights and gender concepts, focusing on cultivating respect for diversity, appreciating differences, and utilising the strength found in diverse skills, intellect, and performance.

Empowering Employees:

- **Reporting mechanisms and redress systems:** Through awareness-raising, employees will be empowered to report any incidents of abuse using the established internal and external reporting mechanisms. This includes knowing how to seek justice through these systems.
- **Publicity and transparency:** PSOs will publicly disseminate their zero-tolerance policy for any form of violence and harassment. This message should reach not only employees but also clients and stakeholders, showcasing the organisation's unwavering commitment to creating a safe and respectful work environment for all.

2.3. Promoting shared parental responsibility through inclusive leave policies.

The CGSPS acknowledges the critical role of both parents in childcare and recognises the need for parental leave policies that support social norm change and promote shared responsibility for care work.

Addressing the parental leave gap:

- **Paternity leave:** While maternity leave is mandated by law, the CGSPS urges leadership of PSOs to advocate for legislation on paternity leave. In the interim, PSOs are encouraged to engage employees through dialogue and surveys to determine an appropriate number of paid paternity leave days within organisational policies.
- **Debunking misconceptions:** PSOs will take deliberate steps to challenge and debunk myths and misconceptions surrounding the utilisation of paternity leave by men. This may involve awareness campaigns, workshops, and mentorship programmes that highlight the benefits of shared parental responsibility. By fostering a culture that normalises and encourages fathers to utilise parental leave, PSOs can contribute to shifting societal norms and promote shared responsibility for childcare between men and women.

Alignment with evolving practice:

- **Take account of new forms of parenting:** PSOs will review and update their parental leave policies to reflect new legal frameworks and emerging trends in parenthood,

including surrogacy. This ensures that all employees, regardless of their family structure, have access to fair and inclusive leave days.

2.4. Fostering work-life balance: Support working parents with accessible childcare.

Recognising the importance of supporting working parents and fostering work-life balance, the CGSPS emphasises the need for accessible and quality childcare facilities within the public sector.

Needs assessment and stakeholder engagement:

- **Demographic analysis:** PSOs will conduct a thorough assessment of their workforce demographics, including the number of working parents, their age groups, and the location of their work units. This data will inform the planning and implementation of childcare facilities effectively.
- **Employee engagement:** PSOs will engage employees through surveys, town hall meetings, and focus group discussions to gather input and establish parameters for desired childcare facilities. This collaborative approach ensures that the facilities address the actual needs and preferences of working parents.

Planning, awareness, and budgeting:

- **Planning and development:** Based on the gathered data and employee feedback, PSOs will develop plans for establishing childcare facilities, taking into account factors such as location, capacity and affordability. This may involve collaborating with external partners, exploring public-private partnerships, or utilising existing community childcare facilities.
- **Awareness and communication:** PSOs will actively create awareness about the availability and benefits of childcare facilities through various communication channels. This includes promoting the facilities to new parents, emphasising the positive impact on work-life balance, and addressing any concerns or misconceptions.
- **Budgeting and resource allocation:** PSOs will allocate appropriate resources to sustain the operation and maintenance of childcare facilities. This requires transparent budgeting, resource mobilisation strategies, and exploring cost-effective solutions while ensuring quality and safety standards are maintained.

Targets and Indicators

Target 2.1: Presence of anti-discrimination and anti-harassment policies: By December 2028, PSOs adopt comprehensive policies prohibiting all forms of gender discrimination, violence, and harassment, including sexual harassment. These policies will be clearly communicated to all employees and readily accessible through various channels.

- **Indicator 2.1.1:** At least 70% of PSOs have policies addressing gender discrimination, violence, and harassment including sexual harassment. These policies can be integrated within their human resource protocols or as stand-alone documents.

Target 2.2: Empowering the workforce on gender equality: By December 2028, PSOs conduct sensitisation workshops on gender equality, discrimination, violence, and harassment, including sexual harassment for their staff. These training programmes will utilise a combination of in-person and technology-based learning methods to cater to diverse learning styles and preferences.

- **Indicator 2.2.1:** PSOs have conducted annual gender equality sensitisation workshops, covering topics such as discrimination, violence and harassment (including sexual harassment), for at least 10% of their workforce.
- **Indicator 2.2.2:** Number of staff (disaggregated by gender, category and location) of PSOs who have participated in the training programmes.
- **Indicator 2.2.3:** Annual employee satisfaction ratings on the effectiveness and relevance of the training programmes conducted through annual surveys shows at least 50% satisfaction.

Target 2.3: Strengthening complaint and redress systems: By December 2028, PSOs establish or strengthen existing systems for receiving complaints, conducting investigations, and providing redress in matters related to discrimination, violence, and harassment, including sexual harassment. These systems will emphasise confidentiality, fairness, and timely resolution of complaints.

- **Indicator 2.3.1:** Number of sex-disaggregated complaints on gender discrimination, violence, and harassment, including sexual harassment.
- **Indicator 2.3.2:** Percentage of complaints, compared to the number reported, resolved within established timeframes articulated in the policies.

Target 2.4: Promoting shared parental responsibility: By December 2028, PSOs adopt, sensitise staff and implement non-discriminatory parental leave policies, including maternity and paternity leave. These policies will be reviewed and revised periodically to ensure compliance with evolving legal frameworks and promote shared parental responsibility.

- **Indicator 2.4.1:** 70% of PSOs have demonstrated alignment with the Labour Act, and institutional instructions from the PSC, OHCS and OHLGS by revising and/or adopting maternity and paternity leave policies.
- **Indicator 2.4.2:** 50% of PSOs have sensitised staff on maternity and paternity leave policies.
- **Indicator 2.4.3:** Number of fathers and mothers who have utilised maternity and paternity leave offered by their respective PSOs.
- **Indicator 2.4.4:** Analysis of any disparities in the utilisation of parental leave by men and women within PSOs.

Target 2.5: Supporting work-life balance through childcare facilities: By December 2028, PSOs with a critical mass of working parents establish or partner with existing providers to offer accessible and quality childcare facilities on-site or within a reasonable proximity to their work locations. These facilities will support working parents in balancing their work and parental responsibilities, contributing to improved employee well-being and productivity.

- **Indicator 2.5.1:** 5% of PSOs have established or partnered quality childcare facilities accessible to working parents.
- **Indicator 2.5.2:** Analysis of the capacity and utilisation rates of available childcare facilities within the 5% of PSOs.
- **Indicator 2.5.3:** Employee satisfaction with the accessibility and quality of childcare facilities, measured through surveys or focus groups.

Success for this priority area

▪ **A well-Informed Workforce:**

- Employees demonstrate a comprehensive understanding of gender equality, non-discrimination, and proper workplace conduct through their behaviour and interactions.
- Training programmes on gender and inclusion are widely attended and positively evaluated by participants.

▪ **Reporting of Violence and Harassment:**

- Increased reporting of incidents of violence and harassment, including sexual harassment, signifies increased awareness and trust in the established reporting mechanisms.
- Data analysis of reported cases provides valuable insights into potential issues and informs further interventions to address them.

▪ **Upholding human rights and promoting gender equality:**

- PSOs demonstrate a strong commitment to upholding fundamental human rights principles within the workplace.
- Gender equality becomes a fundamental aspect of organisational culture, reflected in policies, practices, and decision-making processes.

▪ **Uptake of childcare facilities:**

- High utilisation rates of established childcare facilities by working parents, demonstrating their accessibility, quality, and effectiveness in supporting work-life balance.
- Positive feedback from employees regarding the benefits and impact of available childcare facilities on well-being and productivity.

Priority 3 – Promote employee health, well-being, and safety.

Strategies

3.1. Fostering productivity and well-being by implementing flexible work options.

The CGSPS recognises the growing desire for flexible work arrangements and their potential to enhance employee performance, well-being, and work-life balance. This section outlines key strategies for developing and implementing effective flexible work policies within the public sector.

Developing comprehensive policies and systems:

- **Leadership commitment:** Leaders of PSOs will demonstrate their commitment to flexible work arrangements by developing and implementing comprehensive policies. These policies should clearly define eligible roles, application procedures, and expectations for working outside the traditional office environment.
- **Enabling technologies and resources:** PSOs will invest in necessary tools and technologies to facilitate remote work, such as laptops, secure communication platforms, and cloud-based collaboration software. Ensuring reliable internet access for both employees and PSOs is crucial for effective remote work.

Approving and monitoring flexible work arrangements:

- **Streamlined approval processes:** PSOs will establish efficient and transparent procedures for reviewing and approving requests for flexible work arrangements. This may involve designated personnel responsible for processing applications and providing timely feedback to employees.
- **Balancing needs and responsibilities:** While considering individual needs such as parental responsibilities and well-being, PSOs will also take into account the organisation's operational requirements and productivity goals. Striking a balance between individual needs and organisational objectives is key to ensuring the success of flexible work arrangements.
- **Performance-focused monitoring:** PSOs will utilise appropriate models to monitor the performance and productivity of employees working remotely. This should focus on deliverables and outcomes rather than micromanaging employee activity levels.

Building capacity and raising awareness:

- **Training for managers:** Divisional and departmental heads will undergo training on effective people management practices in the context of flexible work arrangements. This will equip them to support and guide their teams in successfully utilising these options.
- **Employee sensitisation:** PSOs will conduct awareness-raising campaigns to educate employees on the benefits, responsibilities, and proper usage of flexible work arrangements. This will ensure that employees understand the

expectations associated with these options and utilise them responsibly to maximise their well-being and productivity.

3.2. Promoting comprehensive employee health and well-being.

The CGSPS recognises the importance of investing in employee health and well-being for a productive and efficient public service. This section outlines strategies for deepening the implementation of existing policies and addressing gender disparities in healthcare access.

Enhancing access to quality healthcare:

- **Guaranteed National Health Insurance (NHIS) access:** PSOs will implement policies and ensure administrative processes guarantee unimpeded access to quality healthcare for all employees under the National Health Insurance Scheme (NHIS). This includes addressing any existing barriers that may hinder employees from utilising their NHIS benefits effectively.
- **Comprehensive coverage:** PSOs will advocate for the NHIS to include essential services for both male and female specific health needs, such as sexual and reproductive health, including breast and prostate cancer screening. This ensures equal access to preventive and treatment services for all employees.

Promoting proactive health practices:

- **Partnerships for regular health checks:** PSOs will collaborate with public and private health entities to establish regular health screening programmes for both male and female employees. These programmes should address both physical and mental health needs, encompassing preventive care, early detection of potential health concerns, and promoting healthy lifestyle practices.
- **Mental health awareness and support:** PSOs will actively promote mental health awareness and destigmatise seeking help. This may involve providing access to confidential counselling services and creating a supportive work environment that acknowledges the importance of mental well-being.

3.3. Building a safe and secure work environment for all employees

The CGSPS recognises the fundamental right of all employees, and particularly females, to work in a safe and secure environment free from violence and harassment. This section outlines key strategies to foster a robust framework for protecting employees and promoting a culture of zero tolerance for inappropriate behaviour.

Strengthen Policies and Procedures:

- **Comprehensive anti-violence and anti-harassment policies:** PSOs will review or develop comprehensive policies that explicitly prohibit all forms of violence and harassment, including sexual harassment, by third parties such as clients, customers,

or the public. These policies should outline clear reporting mechanisms, investigation procedures, and disciplinary actions to address any violations effectively.

- **Enhanced health and safety strategies:** PSOs will strengthen their existing health and safety promotion strategies to encompass the security concerns of all employees, particularly female employees. This may involve risk assessments, security audits, and implementing appropriate safety measures such as well-lit workspaces, security personnel, secure transportation options and emergency response protocols.

Promote awareness and zero tolerance:

- **Sensitisation campaigns:** PSOs will launch comprehensive sensitisation campaigns targeting stakeholders, customers, and the public. These campaigns will clearly communicate the organisations' zero-tolerance stance on violence and harassment, including sexual harassment. This awareness-raising can be achieved through various means, including workshops, online resources, and public service announcements.

Addressing specific needs of female employees:

- **Gender-sensitive facilities:** PSOs will ensure the availability of clean and well-maintained sanitation facilities in all locations, specifically designed to address the needs of female employees. This demonstrates a commitment to providing a comfortable and dignified work environment for all.

Targets and Indicators

Target 3.1: Promoting work-life balance through flexible work options: By December 2028, PSOs adopt and implement comprehensive flexible work policies. These policies will clearly define eligible roles, application procedures, expectations, and support mechanisms for working outside the traditional office environment.

- **Indicator 3.1.1:** 50% of PSOs have effectively promoted awareness of flexible work policies and procedures outlined in the human resource protocols of the PSC, OHCS, OHLGS.
- **Indicator 3.1.2:** Number of workers who have utilised flexible work arrangements, such as working from home. This data can be collected through organisational records.

Target 3.2: Ensuring access to quality healthcare: By December 2028, all public sector employees who pay SSNIT universally register on the National Health Insurance Scheme, and employers pay their annual renewals. This will be achieved through collaboration between Human Resource Departments of PSOs and the National Health Insurance Authority (NHIA).

- **Indicator 3.2.1:** 10% of PSOs have paid the annual renewals of NHIS for staff.
- **Indicator 3.2.2:** 40% of staff (disaggregated by sex) of PSOs registered and have their annual subscriptions paid by their employers. This data can be obtained from human resource records of PSOs.

Target 3.3: Fostering a safe and Inclusive work environment:

(i) By December 2028, PSOs conduct a comprehensive review and update of workplace safety policies and procedures, ensuring they effectively address the unique needs and security concerns of all employees, particularly females.

(ii): By December 2028, PSOs ensure the availability of clean, well-maintained, and gender-sensitive sanitation facilities in all work locations.

(iii) By December 2028, PSOs conduct mandatory training for the workforce on security protocols, emergency response procedures, and their rights and responsibilities in maintaining a safe and respectful work environment.

- **Indicator 3.3.1:** PSC, OHCS and OHLGS have reviewed workplace safety policies and procedures to address the unique needs and safety concerns of employees.
- **Indicator 3.3.2:** 30% of PSOs have implemented the following safety measures in their office spaces at all locations: availability of single-sex washrooms equipped with appropriate facilities for women; adequate lighting in office premises, and presence of security personnel in offices.
- **Indicator 3.3.3:** 30% of staff (disaggregated by sex) of PSOs have completed mandatory training on safety policies and procedures, and the number of reported incidents of violence or harassment within the workplace by third parties, disaggregated by type, and gender of victim and perpetrator.

Success for this priority area

▪ Zero tolerance for violence and harassment:

- Reduced or eliminated instances of violence and harassment experienced by public sector employees from the public they serve.
- Strong enforcement of anti-violence and anti-harassment policies, demonstrating a culture of zero tolerance for such behaviour.
- Increased reporting of incidents, indicating trust in reporting mechanisms and a commitment to addressing all incidents effectively.

▪ Prioritising employee health and well-being:

- Universal registration of all public sector employees on the National Health Insurance Scheme (NHIS), with regular premium payments, ensuring equitable access to essential healthcare services.
- Positive employee feedback regarding the availability of healthcare benefits offered by the NHIS.

▪ **Enhanced security and safety:**

- Employees, especially females, feeling safe and secure in the workplace and during work-related travel.
- Implementation of effective safety measures, such as adequate security personnel, well-lit workspaces, and gender-sensitive sanitation facilities.
- Increased employee awareness of safety protocols and confidence in their ability to report and address safety concerns.

Priority 4 – Capacity and skills to support career progression, and gender mainstreaming.

Strategies

4.1. Bridging the gender gap for career progression

The CGSPS aims to significantly narrow the gender gap in career advancement within the public sector. This section outlines key strategies to support women's professional development and equip them for leadership roles.

Investing in skills and knowledge:

- **Targeted training and development:** PSOs will offer a diverse range of training programmes specifically designed to address the needs and aspirations of female employees. These programmes may include leadership skills training, management development programmes, and technical skills training, aligned with career advancement opportunities.
- **Mentorship and coaching programmes:** PSOs will establish or enhance existing mentorship and coaching programmes that connect female employees with experienced mentors and coaches. This will provide guidance, support, and career development advice to women navigating their career paths.
- **Accelerator programmes:** PSOs will consider establishing innovative accelerator programmes specifically designed to support the career advancement of women and encourage their entry into management positions. These programmes may provide intensive training and networking opportunities.

Ensuring equitable access to development opportunities:

- **Supporting career breaks:** PSOs will implement flexible training schedules and catch-up mechanisms to ensure that women who take career breaks due to pregnancy, maternity leave, or parental responsibilities are not disadvantaged. This may involve offering recordings of training sessions, individual mentoring support, or opportunities to participate in subsequent training.
- **Gender-balanced training participation:** PSOs will establish gender quotas for training programmes, both within the country and internationally. This will ensure

women's equitable access to these opportunities and level the playing field for career advancement.

4.2. Building capacity for gender mainstreaming in the public sector

The CGSPS recognises the importance of equipping public sector employees and institutions with the necessary knowledge and skills to effectively mainstream gender equality across all levels and functions. This section outlines key strategies to enhance capacity building and foster a supportive environment for achieving gender equity goals.

Equip public sector employees with knowledge and skills:

- **Comprehensive gender mainstreaming training:** PSOs will develop and mandate participation in a comprehensive gender mainstreaming course for all public sector employees during induction, at regular intervals, and as part of the annual performance appraisal process.
- **Targeted training for different levels:** This training will be tailored to different employee levels, addressing the specific needs of both management, including executives appointed by the President, and employees at all levels and locations.
- **Diversity of learning methods:** PSOs will explore efficient delivery methods such as electronic learning platforms and in-person workshops to ensure accessibility and inclusivity.
- **Focus on practical application:** Training will include hands-on practice and case studies to equip participants with the skills to integrate gender considerations into daily work and decision-making processes.
- **Targeted training for women:** Recognising the crucial role women play in addressing gender imbalances, PSOs will consider offering targeted training opportunities specifically designed for female employees. This can empower them to challenge inequalities and advocate for change.

Build institutional capacity:

- **Strengthening support institutions:** Capacity building for institutions with labour-related mandates such as the Ministry of Employment and Labour Relations (MELR), the Labour Commission, and the Commission on Human Rights and Administrative Justice (CHRAJ) on gender equality and mainstreaming. This will enable them to also support PSOs in the implementation of the CGSPS's gender equality initiatives.
- **Cascading training:** Senior-level employees who receive targeted training and hands-on practice can then act as trainers and mentors within their own institutions, cascading knowledge and skills to colleagues and fostering a culture of gender awareness at all levels.

Learn from global good practices:

- PSOs will explore and adapt successful international models like Canada's Gender-Based Analysis Plus (GBA+) course, incorporating relevant aspects into their training programmes.

- Engaging with international experts and organisations can provide valuable insights and best practices for further strengthening national capacity in gender mainstreaming.

Targets and Indicators

Target 4.1: Expanding leadership development opportunities for women: By December 2028, the utilisation of mentoring and coaching programmes for female staff within the public sector increase. These programmes will be designed to equip women with the skills and confidence needed to transition into management roles.

- **Indicator 4.1.1:** PSOs have increased the enrolment of female staff in coaching and mentoring programmes by 35% over five years. This data can be collected by PSOs through programme registration records.

Target 4.2: Investing in the advancement of existing female leaders: By December 2028, PSOs develop and deliver specialised training programmes for women at the managerial levels. These programmes will focus on leadership development, strategic thinking, and effective negotiation skills, preparing them for higher leadership positions.

- **Indicator 4.2.1:** 30% of female managers and directors in PSOs attended training specifically on leadership, management, and board directorship, among others over five years. This data can be tracked through training programme registration and attendance records maintained by PSOs.

Target 4.3: Building a gender-inclusive workforce for gender equality: By December 2028, PSOs train public sector employees, including men and women, on gender mainstreaming. This training will equip them to integrate gender considerations into all aspects of their work, including decision-making, planning, budgeting, and programming. This target specifically emphasises equitable representation of male staff in the training to ensure a collaborative and inclusive approach to achieving gender equality.

- **Indicator 4.3.1:** Over the five years, 40% of staff who have participated in gender mainstreaming training are males. This data can be collected through training programme registration records, disaggregated by gender.

Additional Considerations:

- **Qualitative data**, such as feedback surveys or focus group discussions, can be used to complement quantitative data and provide deeper insights into the impact of these initiatives on participants' knowledge, skills, and attitudes towards gender equality.
- Regularly analysing these indicators will allow for identification of areas for improvement and adjustment of strategies to ensure the CGSPS effectively addresses the needs and aspirations of both female and male employees within the public sector.

Success for this priority area

▪ A pipeline of empowered female leaders:

- Increased number of women in leadership positions across all levels of the public service, demonstrating concrete progress in grooming women for leadership roles.
- Stronger participation and representation of women in key decision-making bodies and committees, reflecting their increased leadership potential and influence.
- Positive feedback from participants in leadership development programmes, coaching, and mentoring initiatives, indicating enhanced skills, confidence, and preparedness for taking on leadership roles.

▪ Embedded culture of mentorship and coaching:

- Mentorship and coaching programmes become integrated and valued elements of professional development plans for all employees, not just reserved for women.
- Increased demand and participation in mentorship and coaching programmes by both female and male employees, demonstrating a culture of learning, support, and growth.
- Positive testimonials from participants highlighting the effectiveness of these programmes in developing skills, fostering career advancement, and promoting a sense of community.

▪ Gender-responsive public service:

- Evidence-based integration of gender considerations into all aspects of public policy, planning, budgeting, and programme implementation.

Priority 5 – Deliver gender-sensitive public services

Strategies

5.1. Strengthening public engagement and accountability for gender-sensitive services

The CGSPS recognises the importance of a stronger interface between the public and PSOs to achieve the following objectives: increase public knowledge about PSO functions and services; enhance accountability of PSOs in delivering gender-sensitive services; and improve service delivery through meaningful public engagement.

Foster transparency and public awareness:

- **Information dissemination:** PSOs will proactively disseminate clear and concise information about their functions, services, and procedures through various channels such as websites, social media platforms, public service announcements, and printed materials.

- **Interactive platforms:** PSOs will explore interactive platforms such as online portals and hotlines to provide accessible information and address public inquiries in a timely and efficient manner.
- **Public awareness campaigns:** PSOs will conduct targeted public awareness campaigns, particularly focused on gender-sensitive services, to raise awareness about available resources and encourage their utilisation by all citizens, with a specific emphasis on reaching women and marginalised groups.

Deepen stakeholder engagement:

- **Inclusive policy development:** PSOs will incorporate diverse stakeholder voices in the design, implementation, and evaluation of public policies and service delivery mechanisms. This may involve public consultations, town hall meetings, and focus group discussions, ensuring representation from women and other underrepresented groups.
- **Feedback mechanisms:** PSOs will establish robust feedback mechanisms such as online surveys, suggestion boxes, and complaint channels to receive public feedback on service delivery and identify areas for improvement.
- **Citizen monitoring:** PSOs will consider establishing citizen oversight mechanisms to monitor the performance of PSOs, including their delivery of gender-sensitive services. This can promote greater transparency and accountability.

Holding PSOs accountable for gender-sensitive service delivery:

- **Gender-sensitive performance indicators:** PSOs will develop and utilise clearly defined performance indicators that measure the effectiveness and gender-sensitivity of their services. This data will be publicly available and used to track progress and identify areas for improvement.
- **Gender audits:** PSOs may consider conducting periodic gender audits to assess their policies, programmes, and services from a gender-sensitive lens, identifying and addressing any existing gender biases or gaps.

5.2. Integrating gender perspectives in Client Service Charters and Client Excellence Centres

The CGSPS recognises the importance of incorporating a gender perspective into Client Service Charters and the establishment of Client Excellence Centres. This will ensure that PSOs deliver equitable and high-quality services to all citizens, taking into account the specific needs and experiences of women and other marginalised groups.

Developing gender-responsive Client Service Charters:

- **Gender disaggregated data analysis:** PSOs will analyse existing data disaggregated by gender, including service utilisation rates, satisfaction levels, and specific challenges faced by women and other marginalised groups. This analysis will inform the identification of gender-related service gaps and opportunities for improvement.

- **Gender-sensitive language:** Client Service Charters will be drafted using clear, concise, and inclusive language. This includes avoiding gender-biased terms and ensuring the language is accessible and understandable to all users, regardless of their gender, literacy level, or disability status.
- **Explicit commitment to gender equality:** Client Service Charters will explicitly state the PSO's commitment to gender equality and outline specific measures to be taken to ensure fair and equitable treatment for all clients, particularly women. This may include guaranteeing non-discrimination, providing gender-specific service options where necessary, and ensuring accessibility for women with diverse needs.
- **Complaint mechanisms:** Client Service Charters will clearly outline accessible and efficient complaint mechanisms for clients to report any instances of discrimination or dissatisfaction with service delivery. This is crucial for ensuring accountability and addressing gender-based concerns.

Establishing gender and inclusive Client Excellence Centres:

- **Training and capacity building:** Staff working in Client Excellence Centres will receive comprehensive training on gender equality and unconscious bias. This training will equip them to identify and address gender-related service gaps and effectively communicate with and serve diverse clients with respect and empathy.
- **Accessibility Considerations:** Client Excellence Centres will be designed with accessibility in mind, catering to the diverse needs of users. This may include provision of flexible appointment scheduling, multilingual support, and accessible physical infrastructure to ensure all clients, including women with disabilities, can easily access and utilise services.
- **Feedback mechanisms:** Client Excellence Centres will actively seek and incorporate feedback from clients, particularly women and marginalised groups, to continually improve service delivery and ensure it meets the needs of all users. This feedback can be collected through surveys, suggestion boxes, and one-on-one consultations.

Targets and Indicators

Target 5.1: Fostering collaborative engagement: By December 2028, PSOs increase public participation in consultations, workshops, and other engagements. This collaborative approach will foster knowledge exchange about PSO functions, identify areas for improvement, and create a sense of ownership over public service delivery.

- **Indicator 5.1.1:** Number of engagement activities with the public at which conversations specifically focused on the delivery of gender-responsive quality public services. This data can be collected by PSOs tracking the agendas and topics discussed during public consultations, workshops, and other engagement fora.

Target 5.2: Integrating gender equality into Client Service Charters: By December 2028, PSOs develop and implement Client Service Charters that explicitly include gender perspectives and outline specific actions to ensure gender-sensitive service delivery. These charters will be publicly available and used as training tools for staff.

- **Indicator 5.2.1:** Over the five years, 50% of PSOs have gender and inclusive Client Service Charters. This will involve reviewing service charters to assess whether they explicitly include gender perspectives and concrete actions to ensure gender-sensitive service delivery.

Target 5.3: Building capacity for gender-sensitive service delivery: By December 2028, staff of PSOs train staff on gender equality, unconscious bias, and techniques for delivering inclusive and gender-sensitive services. This training will equip them with the knowledge, skills, and attitudes necessary to meet the diverse needs of all clients, particularly women and marginalised groups.

- **Indicator 5.3.1:** 40% of staff of PSOs trained on gender equality, unconscious bias, and techniques for delivering inclusive and gender-sensitive services.
- **Indicator 5.3.2:** 30% positive feedback from client surveys on the delivery of gender sensitive services. This data can be collected through post-service surveys that include questions related to clients' perceptions of gender sensitivity and inclusivity in their service experience.

Success for this priority area

▪ Gender-sensitive service delivery:

- Evidence-based integration of gender considerations into all aspects of service design, delivery, and evaluation. This ensures that services meet the diverse needs of all clients, particularly women and marginalised groups, leading to equitable and inclusive service access and utilisation.
- Positive feedback from clients, particularly women and marginalised groups, regarding their service experience. This feedback should highlight increased satisfaction, accessibility, and responsiveness to their specific needs.

▪ Informed and engaged public:

- Increased public awareness and understanding of the functions, services, and complaint mechanisms of PSOs. This can be measured through public opinion surveys, media coverage, and participation in public engagement activities.
- Active public participation in consultations, feedback mechanisms, and oversight processes. This demonstrates a sense of ownership and willingness to contribute to improving public service delivery.
- Stronger public trust and confidence in the public service, reflecting transparency, accountability, and responsiveness to citizen needs.

▪ Collaborative Relationships:

- Open and transparent communication between PSOs and the public, fostering mutual understanding and respect.

- Effective collaboration between PSOs and civil society organisations, community groups, and other stakeholders in co-creating solutions and addressing community needs.
- Efficient and accessible grievance redress mechanisms that allow the public to voice concerns and seek solutions, promoting accountability and continuous improvement.

Priority 6 – Measure and report on gender equity and the delivery of gender-sensitive public services

Strategies

6.1. Integrating gender indicators into Annual Performance Reports (APRs) for PSOs.

The CGSPS recognises the essential role of monitoring and reporting on progress towards gender equality within the public sector. To ensure transparency, accountability, and continuous improvement, this section outlines guidelines for incorporating gender indicators into annual performance reports submitted by PSOs.

Expand the scope of gender indicators:

- **Workforce composition:** PSOs will report on disaggregated data for their workforce, including gender, age, and qualification, across various organisational levels (recruitment, leadership, management, etc.). This will allow for assessment of progress in achieving gender parity and diversity within the public service.
- **Leave policies:** Reporting on utilisation of maternity and paternity leave will provide insights into the work-life balance for employees and the effectiveness of parental support policies.
- **Support for new parents:** Data on facilities and resources provided to support new parents, such as childcare options and flexible working arrangements, will demonstrate the commitment of PSOs to enabling equitable participation in the workforce.
- **Training and development:** Tracking the number of employees who participate in gender equality and unconscious bias training will reveal the efforts and progress made in equipping the workforce with the knowledge and skills necessary to deliver gender-sensitive services.

Include these indicators in Annual Performance Reporting Guidelines:

- The PSC, the OHCS, and NDPC (for the LGS) will revise their annual performance reporting guidelines to include the gender indicators in this CGSPS as mandatory reporting requirements for PSOs.
- These guidelines will provide clear definitions and data collection methodologies for each indicator to ensure consistency and comparability across reports.

Support PSOs through structured oversight:

- The supervising entities will provide structured oversight through the following mechanisms:
 - Issuing guidance notes that elaborate on the rationale, purpose, and methodology for collecting and reporting gender-based data.
 - Developing "how-to" tools and capacity building programmes to equip PSOs with the knowledge and skills required to effectively collect, analyse, and report on gender data.

4. Report and utilise data:

- PSOs will submit annual performance reports containing gender-specific data to the supervising entities.
- The supervising entities will comprehensively analyse the collected data to identify trends, successes, and remaining challenges regarding gender equality within the public sector.
- This data will inform the development of evidence-based policies and strategies to further advance gender equality across all aspects of public service delivery.

6.2. Strengthening transparency and accountability for gender-sensitive public services.

The CGSPS recognises the importance of increasing transparency and accountability within the public sector to build public trust and demonstrate progress towards achieving gender equality. Below are key strategies for ensuring effective measurement, reporting, and utilisation of data on gender-sensitive interventions.

Integrate gender-responsive benchmarks into performance management:

- **Key performance indicators (KPIs):** The CGSPS will establish specific gender-responsive benchmarks as mandatory KPIs for Chief Directors of Ministries and Executive Directors of other state institutions. These KPIs will be integrated into existing performance management frameworks to hold leadership accountable for implementing and achieving the objectives outlined in the CGSPS.

Foster open communication and information sharing:

- **Transparency:** PSOs will proactively disseminate information on their gender-responsive initiatives, progress made, and identified challenges through various channels, including annual reports, websites, and public fora.
- **Employee engagement:** Leadership within PSOs will establish regular communication channels with employees, including town hall meetings, surveys, and suggestion boxes, to gather feedback on the effectiveness of gender-responsive interventions and identify areas for improvement.

- **Public accessibility:** The annual performance reports submitted by PSOs, containing data on their gender-responsive efforts, will be made publicly available. This will allow for external oversight and engagement from citizens and CSOs.

Leverage existing mechanisms for advocacy:

- **Employment-focused entities:** The MELR, Labour Commission, MoGCSP, and CHRAJ, along with CSOs, will be empowered to utilise the publicly accessible data on gender-responsive efforts within the public sector. This will allow them to advocate for continuous improvement and hold PSOs accountable for delivering on their gender equality commitments.

Targets and Indicators

Target 6.1: By December 2026, the PSC, OHCS and NDPC revise reporting guidelines to include more gender indicators.

- **Indicator 6.1.1:** In 2026, annual performance reporting guidelines with more gender indicators shared with PSOs to inform reporting from the subsequent year.

These guidelines should explicitly incorporate the following gender indicators:

- Sex, age, and academic qualification of the workforce, disaggregated by various organisational levels (recruitment, leadership, management, etc.).
- Proportion of females recruited annually.
- Number of females in leadership positions.
- Number of staff who take parental leave (maternity and paternity).
- Availability of facilities to support new parents (e.g., childcare facilities, flexible working arrangements).
- Number of females who participate in gender-related training programmes.
- Number of males who participate in gender mainstreaming training programmes.

Target 6.2: By December 2028, PSOs train their staff on the revised annual performance reporting guidelines.

- **Indicator 6.2.1:** Over five years, 40% of PSOs have trained staff on the revised annual performance reporting guidelines.

Target 6.3: Promoting transparency and internal communication. By December 2028, PSOs generate annual performance reports that explicitly capture progress on gender equality within their organisations. This information will include data on gender indicators, achievements, challenges encountered, and lessons learned.

- **Indicator 6.3.1:** 50% of PSOs publicly issue annual performance reports on their progress towards achieving gender equality within their organisations. These reports encompass both:
 - Reports submitted to the supervising entities.

- Internal reports with detailed information specific to each PSO's context and initiatives, shared through internal communication channels like employee portals.

Success for this priority area

▪ Strong leadership commitment:

- **Visible leadership support:** Public service leadership demonstrates a strong commitment to achieving gender equality through concrete actions, such as participating in gender awareness campaigns, allocating resources for gender-responsive initiatives, and actively addressing any identified gender-related challenges.
- **Open communication and engagement:** Leaders foster a culture of open communication within their organisations, creating safe spaces for employees to share their experiences, concerns, and suggestions related to gender equality. This can be achieved through regular meetings, feedback mechanisms, and awareness-raising initiatives.

▪ Workforce engagement and buy-in:

- **Increased awareness and understanding:** The vast majority of public service employees are aware of the CGSPS and its objectives related to gender equality. This can be measured through surveys, training participation rates, and knowledge assessments.
- **Active participation and ownership:** Employees across various levels are actively engaged in discussions, training sessions, and implementation of gender-responsive initiatives. This demonstrates a sense of ownership and commitment to progressing towards gender equality within their workplaces.

▪ Robust data collection and reporting:

- **Improved data quality:** The quality of gender-disaggregated data collected by PSOs has significantly improved, ensuring accuracy, reliability, and consistency for informed decision-making.
- **Comprehensive reporting:** All PSOs consistently and comprehensively report on the gender indicators outlined in the revised annual performance reporting guidelines. This includes data on recruitment, parental leave, leadership representation, flexible work arrangements, and incidents of violence and harassment.

▪ Enhanced transparency and accountability:

- **Public access to information:** Annual performance reports and other relevant information on gender equality efforts within PSOs are readily available to the public through various channels, such as websites, government publications, and open data portals.

- **Stakeholder engagement and oversight:** CSOs, media, and the public actively engage with and hold PSOs accountable for their progress towards achieving the objectives outlined in the CGSPS. This fosters a transparent and accountable environment for advancing gender equality within the public sector.



Chapter Four: Enabling Factors for the CGSPS

The success of the CGSPS requires a multi-pronged approach that addresses national, institutional and individual levels. These enabling factors will serve as catalysts for change and provide solid foundations for policy decisions implemented by PSO leadership.

1. Linking the CGSPS with national and international frameworks.

The CGSPS should be explicitly linked to the following national and international frameworks to ensure coherence, alignment and accountability:

- **International agreements and treaties:** The CGSPS should demonstrate Ghana's commitment to fulfilling its obligations under international agreements and treaties it has ratified, such as the CEDAW, the Maputo Protocol and the SDGs.
- **Ratification of ILO Conventions 183, 190 and 191:** Ratifying the ILO Conventions on Maternity Protection, 2000 (No. 183), Violence and Harassment, 2019 (No. 190) and Safe and Healthy Working Environment (Consequential Amendments), 2023 (No. 191) would demonstrate Ghana's commitment to taking maternity issues more seriously and creating safe and inclusive workplaces free from violence and harassment. This would further strengthen the CGSPS's efforts to promote a respectful and equitable work environment for all.
- **National Gender Policy:** The CGSPS should complement and contribute to the goals outlined in the National Gender Policy, particularly those related to gender equality, social inclusion, and sustainable development. Aligning the CGSPS with the National Gender Policy demonstrates a national commitment to achieving gender equality across various sectors, including the public service.

2. Political commitments to support the implementation of the CGSPS.

- **Political will and leadership:** Sustained political commitment from the highest levels of government is crucial for ensuring adequate resource allocation, policy coherence, and enforcement of gender equality measures across the public sector.
- **Legal and regulatory framework:** Reviewing and strengthening the existing legal and regulatory frameworks to eliminate discriminatory practices and promote gender equality within the public service is essential.
- **Gender desks:** Establishing gender desks within the structure of PSOs is an important enabler for achieving gender equality. The gender desk officers can serve as focal points for coordinating gender mainstreaming efforts, providing technical

expertise and guidance, and monitoring progress towards achieving gender-related goals within their respective organisations.

- **National monitoring and evaluation:** Establishing a robust national monitoring and evaluation system will track progress, identify challenges and opportunities, and inform evidence-based decision-making at all levels.

3. Institutional transformation.

- **Sustained commitment by PSO leadership:** An unwavering commitment of PSO leaders to gender equality, fosters a culture of respect, inclusion and non-discrimination within their organisations.
- **Employee ownership:** Encourage all employees to take ownership of the CGSPS by creating an environment where they feel empowered to participate in its implementation and actively contribute to achieving gender equality within their workplaces.
- **Capacity building:** Equipping PSOs with the knowledge, skills and resources necessary to translate the CGSPS into action through training programmes, sensitisation workshops, and technical assistance.
- **Gender mainstreaming:** Integrating gender considerations into all aspects of PSO operations, including policy development, budgeting, service delivery, and grievance redress mechanisms.
- **Institutional culture change:** Fostering a culture of inclusivity, respect and accountability within PSOs, challenging institutional apathy and unconscious biases that hinder progress towards gender equality.
- **Enhanced role of gender desk officers:** Expand the roles and responsibilities of gender desk officers within PSOs, equipping them with the necessary expertise and resources to effectively support the implementation of gender equality actions. This includes providing technical assistance, guidance, and training to other staff.
- **Collaboration between HR and gender desk officers:** Foster collaboration and leadership by involving heads of human resource departments and gender desk officers in leading the implementation of the CGSPS actions within their respective organisations.
- **Localise the CGSPS:** PSOs should localise the CGSPS by integrating the strategies in their annual implementation plans and budgets.
- **Performance appraisal of staff:** Annual appraisal of public servants should include performance of actions in the CGSPS.

4. Individual level actions.

- **Build a culture of respect and inclusion**
 - **Respect for all persons:** Every public servant should be committed to fostering a workplace culture that respects all persons, regardless of gender, ethnicity or any

other factor. This involves practising courtesy, empathy, and sensitivity in all interactions.

- **Compliance with codes of conduct:** All employees must adhere to the organisational codes of conduct, which typically prohibit discrimination, harassment, and other forms of unacceptable behaviour. Upholding these codes ensures a safe and professional work environment for everyone.
- **Challenge unconscious bias.**
- **Awareness-raising:** Provide training and workshops to raise awareness of unconscious bias, stereotypes, and prejudices that can hinder gender equality in the workplace. These sessions should equip employees with the skills to identify their own biases and mitigate their influence on decision-making.
 - **Open communication:** Foster a culture of open communication where employees feel comfortable raising concerns about bias and discrimination. This allows for early intervention and corrective action to address such issues.
- **Supporting leadership and gender equality.**
- **Empowerment to advocate:** Public servants have a role to play in supporting leadership in driving the gender equality agenda. This can be achieved by participating in training and awareness programmes and holding colleagues accountable for acceptable behaviour.
 - **Active participation:** Encourage active participation of all employees in gender equality initiatives within their organisations. This includes involvement in task forces, mentoring programmes, or other gender-focused projects.





Chapter Five: Risks and Mitigation Strategies

As a first-time gender strategy for the public sector, the CGSPS has the potential to bring about significant positive change. However, any large-scale initiative faces potential challenges. It is crucial to identify, assess and proactively manage risks to ensure the successful implementation of the CGSPS.

Potential Risks and Mitigation Strategies:

1. Risk: Limited awareness and understanding of the CGSPS among PSO employees.

- **Severity: High.** Lack of awareness can hinder participation, ownership, and effective implementation.
- **Mitigation strategies:**
 - Develop comprehensive communication and sensitisation campaigns to reach all employees through various channels (e.g., workshops, training sessions, online platforms).
 - Incorporate gender equality concepts into existing training programmes for all staff.
 - Utilise internal communication channels to regularly update employees on progress and achievements.

2. Risk: Resistance to change from individuals or groups who may feel threatened by the CGSPS.

- **Severity: Moderate.** Resistance can slow down progress and create challenges in achieving buy-in.
- **Mitigating strategies:**
 - Engage in open and transparent dialogue with stakeholders, addressing concerns and fostering a sense of collaboration.
 - Highlight the benefits of gender equality for all employees, including improved work environment, morale, and productivity.
 - Provide support and resources to help individuals and groups adapt to the changes.

3. Risk: Inadequate capacity and resources within PSOs to effectively implement the CGSPS.

- **Severity: High.** Lack of capacity and resources can hinder successful implementation and achievement of objectives.
- **Mitigation strategies:**
 - Allocate adequate resources to support the implementation, including financial resources, personnel, and technical expertise.
 - Build capacity through targeted training programmes for PSO staff on relevant topics like gender mainstreaming and data collection.
 - Explore partnerships with CSOs and development agencies to access additional expertise and resources.

4. Risk: Insufficient data collection and monitoring mechanisms to track progress and identify challenges.

- **Severity: High.** Without proper monitoring and evaluation, it will be difficult to assess the effectiveness of the CGSPS and make necessary adjustments.
- **Mitigation strategies:**
 - Develop robust data collection and monitoring systems aligned with the CGSPS's indicators.
 - Invest in data analysis capacity to effectively interpret and utilise collected data for informed decision-making.
 - Establish clear reporting mechanisms for PSOs to report on progress and challenges to relevant stakeholders.

5. Risk: Lack of political will and sustained support from government leadership.

- **Severity: High.** Without strong political will, the CGSPS may lose momentum and face challenges in securing necessary resources.
- **Mitigation strategies:**
 - Advocate for sustained political commitment from government leadership by highlighting the long-term benefits of gender equality for social and economic development.
 - Engage stakeholders such as Members of Parliament and CSOs to champion the CGSPS and hold government accountable for its implementation.
 - Demonstrate tangible progress and achievements to maintain momentum and garner continued support.



6. Risk: Limited understanding of gender equality, with employees equating "gender" solely with "women," leading to apathy and hindering implementation.

- **Severity: High.** A narrow understanding of gender can lead to disengagement from the CGSPS, particularly among male employees who may not see its direct relevance. This limits participation and ownership, hindering the Strategy's effectiveness.
- **Mitigation strategy:**
 - Comprehensive sensitisation activities for all PSO staff at various levels. Contents of the training should demystify gender by explaining the distinction between sex and gender. This training will emphasise how gender equality benefits everyone, including improved work environment, morale, and productivity. It will showcase how dismantling gender stereotypes can unlock the full potential of the workforce.
 - In delivering the training, there should be targeted sessions to different levels (senior management, middle management, and general staff); Use interactive activities and case studies to enhance understanding. Raise awareness by utilising internal communication channels (newsletters, intranet) to share success stories and benefits of gender equality.
 - Also, organise workshops and panel discussions featuring diverse voices.



Chapter Six: Strategy Implementation Arrangements

6.1. Institutional arrangements

The successful implementation of the CGSPS hinges on effective collaboration among various stakeholders.

A. Technical Coordinating Group (TCG)

A Technical Coordinating Group will be established to oversee the implementation of the CGSPS. The Public Sector Reform Secretariat will serve as the convenor of this group. During its inaugural meeting, the group will establish its operational framework, outlining its specific working procedures and decision-making mechanisms.

Composition

The Technical Coordinating Group will comprise representatives from the following institutions:

- Public Sector Reform Secretariat
- Public Services Commission
- Office of the Head of the Civil Service
- Office of the Head of Local Government Service
- Ministry of Gender, Children and Social Protection
- Ministry of Finance
- Office of the Attorney General and Ministry of Justice
- National Development Planning Commission
- Representatives from other relevant ministries (to be determined by the TCG)
- Representatives from civil society organisations

Functions

The TCG will be responsible for the following:

- Promoting awareness and buy-in of the CGSPS among PSOs.** This involves generating widespread understanding and securing the commitment of PSOs to the objectives of the CGSPS.
- Developing implementation guidelines.** The TCG will create clear and practical instructions to guide PSOs in effectively implementing the CGSPS within their respective organisations.
- Facilitating integration of the CGSPS within PSOs.** The TCG will provide support and guidance to PSOs as they integrate the CGSPS into their existing structures, policies and practices.

- (iv) **Coordinating strategic activities.** The group will oversee the implementation of key strategic initiatives outlined in the CGSPS, ensuring coherence of progress across PSOs.
- (v) **Advocating for the strategy's adoption.** The TCG will actively champion the CGSPS within the public sector, promoting its widespread adoption and securing necessary resources for its successful implementation.

B. Collaboration within PSOs

For the effective implementation, measurement, and reporting of activities under the CGSPS, close collaboration between gender desks and human resource departments is essential. Additionally, contributions from other departments within PSOs are highly encouraged.

C. External Collaboration

Cooperation with development partners, academia, and CSOs among others, is encouraged to leverage their expertise and resources. This engagement can involve partnerships, joint programmes, technical support, and research collaborations. PSOs will determine appropriate collaboration modalities based on their specific needs and stakeholder landscape.

6.2. Resource Mobilisation

Successful implementation of the CGSPS actions require adequate resources, particularly financial resources. While many strategies align with existing annual plans or gender action plans within PSOs, others may necessitate increased efforts or the introduction of new activities. To address this, PSOs will incorporate the associated costs into their annual budgets.

Furthermore, the TCG will spearhead efforts to mobilise additional resources through partnerships with national and international organisations, as well as through fundraising initiatives. The specific actions requiring such resource mobilisation will be determined by the TCG.



Chapter Seven: Monitoring, Evaluation and Reporting

The CGSPS outlines a comprehensive framework for monitoring, evaluation, and reporting to track progress, identify challenges, and inform future iterations of the Strategy. This framework emphasises collaboration, efficient data collection, and transparency in reporting to various stakeholders.

Baseline is the Comprehensive Gender Gap Analysis:

The **comprehensive gap analysis** serves as the baseline for the CGSPS, which identified existing gaps in policies and implementation practices related to gender equality across the public sector. This analysis complements other studies on other relevant areas like gender statistics and labour relations.

Reporting Mechanisms:

- **Annual performance reports:** PSOs will report on their progress towards the CGSPS within their regular APRs submitted to their supervising entities.
- **Monitoring and evaluation framework:** Supervising entities will embed specific CGSPS targets and indicators within their general reporting guidelines.
- **Internal reporting:** PSOs will develop a framework for internal reporting to share progress with their staff. This can include dashboards or reports summarising progress and highlighting good practices.

Data Collection:

- **Existing systems:** PSOs will utilise their existing institution-specific mechanisms for collecting data on gender equality and internal mainstreaming efforts. These systems should be robust to ensure reliable data for analysis.
- **Supervising entity systems:** Where applicable, supervising entities' information management systems can be utilised for data collection.
- **Data analysis:** PSOs will analyse the collected data based on the gender indicators provided in the reporting guidelines. This analysis will identify trends, processes, and outcomes related to gender equality within the organisations.
- **Use of a scorecard:** The implementation of a balance scorecard allows PSOs to consolidate performance data into a single report, facilitating comprehensive analysis and identification of areas for improvement.
- **Capacity building:** PSOs will invest in capacity building of their personnel in data collection and analysis, leading to a more robust reporting on gender indicators.

Stakeholder Engagement:

- **Public assessment:** PSOs will engage the public through appropriate methods to gauge their perceptions of changes in service delivery related to gender sensitivity. This may involve utilising online surveys, feedback mechanisms at Client Excellence Centres or other suitable channels.
- **Annual learning fora:** PSOs will convene annually to share progress, challenges, and lessons learned. This fosters peer learning and informs the ongoing development and refinement of their action plans.
- **Mid-term and end-term reviews of the CGSPS:** Comprehensive review of the CGSPS will be conducted at the mid-point (2.5 years) and at the end of the 5-year implementation period. These in-depth assessments will involve consultations with stakeholders to evaluate overall progress, identify challenges encountered, and inform the next phase of the Strategy, including adaptations to address emerging issues such as new legislation.

Key Performance Indicators (KPIs):

- The CGSPS will be integrated into the Key Performance Indicators (KPIs) of Chief Directors and Chief Executives in PSOs. This integration will serve as a factor in their performance evaluation process.



Chapter Eight: Communication Strategy

Effective communication is crucial for the successful implementation of the CGSPS. This strategy outlines a two-pronged approach, focusing on disseminating information within PSOs and reaching the wider public.

Internal communication:

- **Utilising existing channels:** PSOs will primarily leverage their existing internal communication channels to disseminate information about the CGSPS. These channels may include:
 - Internal newsletters and websites,
 - Staff meetings and training sessions,
 - Intranet platforms and notice boards, and
 - Internal social media groups (if applicable)
- **Targeted communication:** Develop specific communication materials tailored to different staff levels and departments within each PSO. This ensures the information is relevant and engaging for various audience.
- **Success stories and good practices:** Promote evidence of success by showcasing positive developments and achievements related to gender equality initiatives within PSOs. Share these success stories through internal communication channels to motivate staff.

External communication:

- **Raising public awareness:** PSOs should utilise appropriate media channels such as newspapers, radio, television, and social media platforms to raise public awareness about the CGSPS.
- **Public engagement:** PSOs must explore avenues for engaging with the public to gauge their perception of progress in gender-sensitive service delivery. This could involve:
 - Public surveys and opinion polls,
 - Public fora and town hall meetings, and
 - Citizen feedback mechanisms through service delivery channels.
- **Sharing good practices:** PSOs must engage with the national, regional and global community to share best practices and learn from other initiatives related to gender equality in the public sector. This can be achieved through participation in conferences, workshops and knowledge-sharing platforms.

By implementing this comprehensive communication strategy, the CGSPS can effectively reach both internal and external stakeholders, fostering understanding, engagement, and ownership of the strategy's goals. Highlighting success stories and fostering public dialogue around gender equality will contribute to creating a more supportive and inclusive environment for achieving lasting change.

Appendices

Appendix 1: Strategy Matrix

A detailed guidance note on implementing the CGSPS strategies will be developed and shared with PSOs. PSOs will be responsible for determining specific activities to operationalise these strategies within their respective contexts.

Strategies	Activities	Date to be completed
Priority area # 1: Achieve gender balance in staffing and leadership.		
Strategy 1.1	Fostering diversity and inclusion in public sector recruitment.	Ongoing
Strategy 1.2	Addressing imbalance in public sector leadership	Ongoing
Priority area #2: Promote a respectful, non-discriminatory, and supportive work environment.		
Strategy 2.1	Fostering a respectful and inclusive work environment: Zero tolerance for gender discrimination.	2026
Strategy 2.2	Building awareness and empower employees: Combat gender discrimination and harassment.	2025
Strategy 2.3	Promoting shared parental responsibility through inclusive leave policies.	2025
Strategy 2.4	Fostering work-life balance: Supporting working parents with accessible childcare.	Ongoing
Priority area # 3: Promote employee health, well-being, and safety		
Strategy 3.1	Fostering productivity and well-being: Implementing flexible work options.	2026
Strategy 3.2	Promoting comprehensive employee health and well-being.	2026
Strategy 3.3	Building a safe and secure work environment for all employees.	2028
Priority Area 4: Capacity and skills to support career progression, and gender mainstreaming		
Strategy 4.1	Bridging the gender gap: Strategies for career progression.	2028
Strategy 4.2	Building capacity for gender mainstreaming in the public sector.	2028
Priority area # 5: Deliver gender-sensitive public services.		
Strategy 5.1	Strengthening public engagement and accountability for gender-sensitive services.	2028
Strategy 5.2	Integrating gender equity into Client Service Charters and Client Excellence Centres.	2028

Strategies	Activities	Date to be completed
Priority area # 6: Measure and report on gender equity and the delivery of gender-sensitive public services		
Strategy 6.1	Integrating gender indicators into annual performance reports for PSOs.	2025
Strategy 6.2	Strengthening transparency and accountability for Gender-responsive public services.	2025

Appendix 2: List of Public Sector Organisations

Public Services Commission			
No.	Institutions		
1	Office of the Head of the Civil Service	41	Data Protection Commission
2	Office of the Head of Local Government Service	42	Petroleum Commission
3	Minerals Commission	43	Youth Employment Agency
4	Economic and Organised Crime Office	44	Commission on Human Rights and Administrative Justice
5	Electoral Commission	45	National Media Commission
6	National Commission for Civic Education	46	Public Procurement Authority
7	National Development Planning Commission	47	Ghana Highway Authority
8	National Population Council	48	Ghana Tourism Authority
9	Ghana Investment Promotion Centre	49	Ghana Standards Authority
10	Audit Service	50	Narcotics Control Commission
11	Lands Commission	51	National Disaster Management Authority
12	Community, Sanitation and Water Agency	52	Ghana Health Service
13	Water Resources Commission	53	National Service Secretariat
14	EXIM Bank	54	Fair Wages and Salaries Commission
15	Ghana Revenue Authority	55	Energy Commission
16	Public Utilities Regulatory Authority	56	Driver and Vehicle Licensing Authority
17	Ghana National Fire Service	57	Forestry Commission
18	Office of the Administrator of Stool Lands	58	National Road Safety Commission
19	Postal Courier Regulatory Commission	59	Tamale Teaching Hospital
20	Pharmacy Council	60	National Commission on Culture
21	Ghana Education Trust Fund	61	Architects Registration Council
22	Ghana Posts Company Ltd.	62	Financial Intelligence Council
23	Environmental Protection Agency	63	Ghana Ports and Harbours Authority
24	National Communications Authority	64	Tema Development Corporation
25	Commission for Technical, Vocational Education and Training	65	Ghana Civil Aviation Authority
26	Legal Aid Commission	66	Ghana Airports Company
27	Ghana Statistical Service	67	Medical and Dental Council
28	Internal Audit Agency	68	Institute of Local Government Studies
29	Ghana Maritime Authority	69	Social Security and National Insurance Trust
30	National Health Insurance Authority	70	National Youth Authority
31	Ghana Meteorological Agency	71	Korle-Bu Teaching Hospital
32	National Petroleum Authority	72	Health Facilities Regulatory Authority
33	National Lottery Authority	73	Ghana News Agency
34	Traditional Medicine and Practice Council	74	National Ambulance Service
35	Electricity Company of Ghana	75	Ghana National Gas Company Ltd
36	Volta River Authority	76	Ghana Water Company Limited
37	Ghana Immigration Service	77	National Council for Curriculum and Assessment
38	Food and Drugs Authority	78	Minerals Development Fund
39	Ghana Irrigation Development Authority	79	National Premix Secretariat
40	Ghana Export Promotion Authority	80	Ghana Integrated Aluminium Development Corporation

81	National Vocational Training Institute	119	Zongo Development Fund
82	Ghana Trade Fair Company	120	Electrical and Electronic Waste Management Fund
83	Ghana Enterprises Agency	121	Coastal Development Authority
84	Ghana Library Authority	122	Middle Belt Development Authority
85	Millennium Development Authority	123	Ghana Deposit Protection Corporation
86	National Theatre of Ghana	124	Ghana International Trade Commission
87	National Commission on Small Arms and Light Weapons	125	Minerals Income Investment Fund
88	Ghana Atomic Energy Commission	126	Irrigation Company of Upper Region Limited, Navrongo - Upper East Region
89	National Identification Authority	127	National Folklore Board
90	Ghana Prisons Service	128	Ghana Academy of Arts and Sciences
91	Students Loan Trust Fund	129	Kwame Nkrumah Memorial Park
92	Ghana Education Service	130	Public Servants Housing Loans Scheme
93	Securities and Exchange Commission	131	Ghana Tertiary Education Commission
94	Judicial Service	132	Tree Crops Development Authority
95	Ghana Investment Fund for Electronic Communication	133	Ghana Grid Company Limited
96	Cape Coast Teaching Hospital	134	Right to Information Commission
97	Centre for Scientific Research into Plant Medicine	135	Ghana Boundary Commission
98	Northern Development Authority (Savannah Accelerated Development Authority)	136	The Aircraft Accident and Incident Investment and Prevention Bureau
99	Law Reform Commission	137	Department of Rural Housing
100	National Pensions Regulatory Authority	138	Land Use and Spatial Planning Authority
101	Ghana Shippers' Authority	139	Public Interest and Accountability Committee
102	National Schools Inspectorate Authority	140	Registrar of Companies
103	Ghana Geological Survey Authority	141	Mortuaries and Funerals Facilities Agency
104	GRATIS Foundation	142	Real Estate Agency
105	Ghana Institute of Languages	143	Ghana National Migration Commission
106	Ghana Hydrological Authority	144	Ghana Co-Operative Council
107	Information Services Department	145	Cyber Security Authority
108	Kofi Annan ICT Centre of Excellence	146	Petroleum Hub Development Corporation
109	Labour Department	147	Ghana Integrated Iron and Steel Corporation
110	National Labour Commission	148	Cotton Development Authority
111	National Sports Authority	149	Parliamentary Service
112	Public Works Department	150	Technical and Vocational Education Training Service
113	Scholarships Secretariat	151	Ghana National Petroleum Corporation
114	State Interest and Governance Authority	152	Ho Teaching Hospital
115	Council for Law Reporting	153	National Accreditation Board
116	Ghana Railway Development Authority	154	Architectural Engineering Services Limited
117	Ghana Museums and Monuments Board	155	Microfinance and Small Loans Centre
118	National Film Authority	156	Institute of Economic Affairs

157	Public Records and Archives Administration Department		
158	Ghana Freezones Board		
Office of the Head of the Civil Service			
No.	Institutions		
1	Ministry of Finance		Extra Ministerial Organisations
2	Ministry of Defence	32	Office of the Head of the Civil Service
3	Ministry of Tourism, Culture and Creative Arts	33	Office of the President
4	Ministry of Transport	34	Public Enterprises Secretariat
5	Ministry of Youth and Sports		Departments
6	Ministry of Trade & Industry	35	Department of Urban Roads
7	Ministry of Foreign Affairs and Regional Integration	36	Public Records and Archives Administration Department
8	Ministry of Parliamentary Affairs	37	Information Services Department
9	Ministry of Chieftaincy and Religious Affairs	38	Department of Social Welfare
10	Office of the Attorney-General and Ministry of Justice	39	Public Works Department
11	Ministry of Energy	40	Management Services Department
12	Ministry of Employment and Labour Relations	41	Department of Cooperatives
13	Ministry of Communications and Digitalisation	42	Department of Children
14	Ministry of Information	43	Department of Rural Housing
15	Ministry of Works and Housing	44	Geological Secretarial School
16	Ministry of Lands and Natural Resources	45	Government Secretarial School
17	Ministry of Education	46	Department of Copyright
18	Ministry of Roads and Highways	47	Procurement and Supply Chain Management
19	Ministry of Food and Agriculture	48	Scholarship Secretariat
20	Ministry of Environment, Science, Technology, and Innovation	49	Department of Stool Lands
21	Ministry of Railway Development	50	Civil Service Training Centre
22	Ministry of Gender, Children and Social Protection	51	Department of Factories Inspectorates
23	Ministry of Health	52	Institute of Technical Supervision
24	Ministry of Fisheries and Aquaculture Development	53	Controller and Accountant General's Department
25	Ministry of the Interior	54	State Protocol
26	Ministry of Sanitation and Water Resources	55	Department of Feeder Roads
27	Ministry of Planning	56	Rent Control
28	Ministry of Monitoring and Evaluation	57	Labour Department
29	Ministry of Special Development Initiatives	58	Department of Gender
30	Ministry of Inner Cities and Zongo Development	59	Council of State
31	Public Sector Reform Secretariat	60	Special Development Initiatives Secretariat – Office of the President
Office of the Head of the Local Government Service			
No.	Institutions		
1	Regional Coordinating Councils (RCCs)	3	Municipal Assemblies
2	Metropolitan Assemblies	4	District Assemblies

5	Sub-Metropolitan and District Councils: Town Councils Zonal Councils Area Councils Urban Councils Traditional Councils		
Others			
1	Ghana Cocoa Board (COCOBOD)	2	Office of the Special Prosecutor

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