

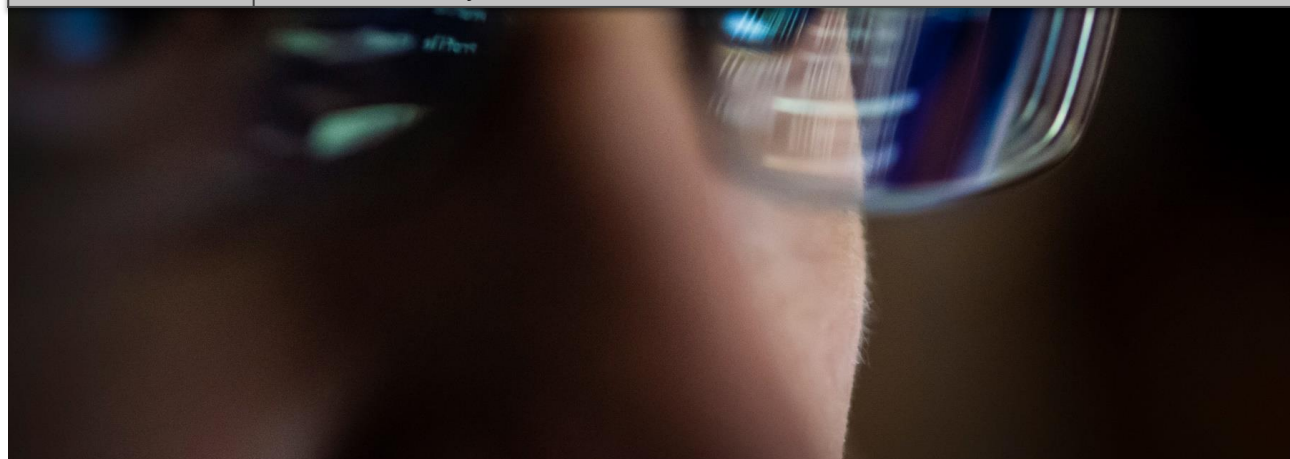
Consolidated Institutional Gender Action Plans for the Public Services Commission and Selected Entities

May 2023



Acronyms

CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
DVLA	Driver and Vehicle Licensing Authority
GAP	Gender Action Plan
GDO	Gender desk Officer
GHS	Ghana Health Service
GIS	Ghana Immigration Service
GMU	Gender Mainstreaming Unit
HRMPF	Human Resource Management Policy Framework and Manual
ILO	International Labour Organisation
IPSE	Immigration Professional Standards and Ethics Section
IVA	Independent Verification Agency
LC	Lands Commission
MDA	Ministries, Departments and Agencies
MoGCSP	Ministry of Gender, Children and Social Protection
MMDA	Metropolitan, Municipal and District Assemblies
NGP	National Gender Policy
OSPA-OoP	Office of the Senior Advisor under the Office of the President
PPMED	Policy, Planning, Monitoring and Evaluation Division
PSC	Public Services Commission
PwC	PricewaterhouseCoopers Ghana Ltd
PWDs	People with Disabilities
RIGGA	Rapid Institutional Gender Gap Assessment
SDG	Sustainable Development Goals
SE	Selected Entity





Introduction

The institutional Gender Action Plans (GAPs) are roadmaps for the Public Services Commission (PSC) and the Selected Entities (SEs) to operationalise the findings and recommendations from the gender policy implementation gaps identified during the Rapid Institutional Gender Gap Assessment (RIGGA). Specifically, the GAPs elaborate elements of the systems, processes and practices related to the 11 performance areas that PSC and SEs must emphasise as they mainstream gender. A scorecard will track changes within PSC and SEs through an assessment by an Independent Verification Agency (IVA) which will use a participatory process to arrive at a score; the expectation being that each entity will score at least 70%.

The GAPs and scorecard have been developed through an extensive and inclusive process which involved leadership and personnel of PSC and SEs, as well as the Ministry of Gender, Children and Social Protection (MoGCSP) and stakeholders. Key documents that underpin the GAPs are the international, national and institutional gender equality instruments including the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), the Sustainable Development Goals (SDGs), the ILO Conventions, the Constitution, National Gender Policy and gender policies of the entities.

To support PSC and SEs to implement the actions, the capacity of personnel will be built in the core areas of the GAPs. Also, appropriate communication materials will be developed for the sensitisation of personnel, partners and stakeholders of the entities. As implementation of the actions in the GAPs require systems and mechanisms to be either established or where they exist to be improved, some hand-holding of designated personnel, e.g., Gender desks, will be required from the MoGCSP and PwC.

Commitment by Management

The GAPs are a manifestation of the commitment of the leadership of PSC and SEs to a workplace devoid of gender discrimination. Management commits to strengthening policies and systems as critical steps towards a gender-equal workplace. Thus, gender mainstreaming will remain a core strategy for the achievement of gender equality by PSC and SEs in line with their respective institutional gender policies. There will be an investment in creating knowledge and building gender capacity across all levels and positions of personnel of the entities.

Management further commits to making the required resources available and receiving reports on the implementation of actions in the GAPs. To sustain gender mainstreaming in the institutions, periodic review of strategic documents and actions will remain a feature that management will hold personnel accountable for.

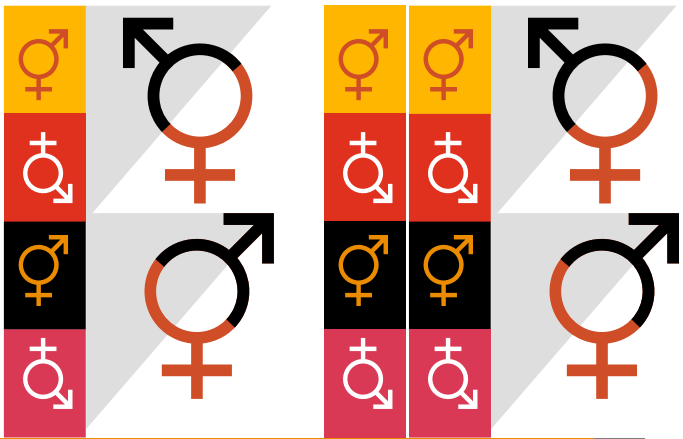


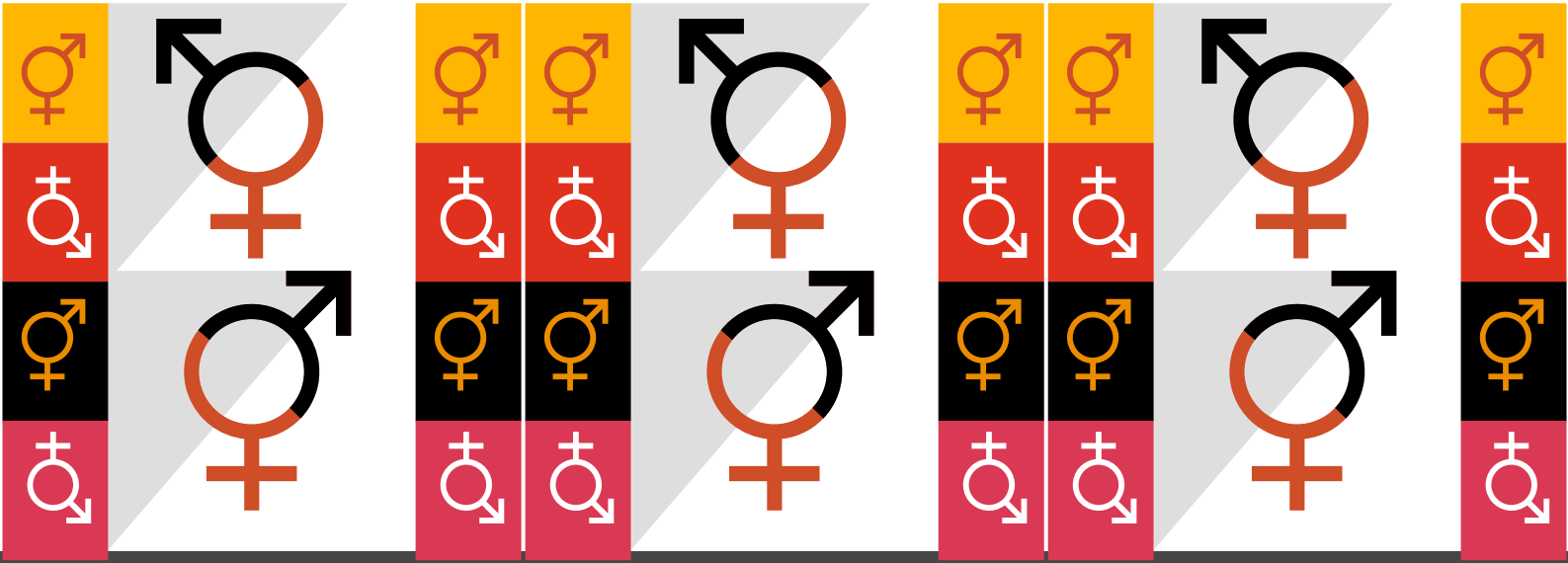
Approach for the implementation of the GAPs

As the supervising entity, PSC should deepen its oversight responsibilities in ensuring that the entities under it are compliant with the institutional gender action plans in the course of and beyond this assignment.

Partnership with the MoGCSP is important for the successful implementation of the GAPs and for future continued support in the provision of capacity building, guidelines and other resources/materials to help the entities mainstream gender. Under the National Gender Policy (NGP), the MoGCSP has the overarching responsibility to promote gender equality, and coordinate, monitor and report on the efforts of institutions to implement the actions outlined in that Policy. There is an ongoing review of the National Gender Policy and Strategic Implementation Plan, which, when ready, can further guide PSC and SEs as they implement the GAPs.

Entities are at different levels of integration of gender in processes and practices, therefore, peer learning is strongly encouraged.





Public Services Commission (PSC)



Highlights of the Gender Policy Implementation Gaps

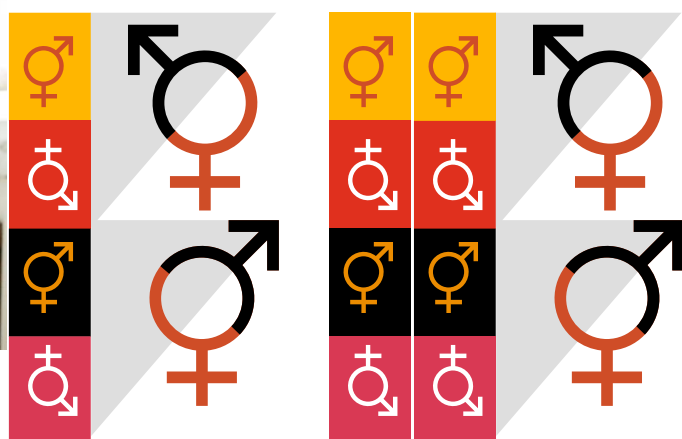
In this section, we present the highlights of gender policy implementation gaps that were identified during the RIGGA.

- Advertisements for positions at PSC do not include a provision encouraging women to apply, yet there is near gender parity of personnel with females being 53 (49%) and males 55 (51%) which was achieved not through intentionality but a mere coincidence. Not applying a gender quota to constitute interview panels leads to some panels comprising three men and one woman, two men and one woman or four men and one woman.
- Generally, male and female personnel are given the opportunity for training and development courses to enhance their knowledge and skills without bias. Fewer females than males benefit from these training opportunities due to their reproductive responsibilities and the burden of care at home. Incidentally, a female who misses a training opportunity is unable to re-enrol for that course.
- The policy on harassment and sexual harassment outlines a detailed system for reporting and resolving harassment, however, this mechanism is activated when there is a formal complaint of harassment. In the rare instance where staff complained of sexual harassment, the matter was resolved informally by the human resource team without activating the grievance system.
- Gender mainstreaming as a performance indicator is not a target that is set between supervisors and their teams at the beginning of the year.
- Females get 12 weeks of paid maternity leave without any negative effect on their careers. A paternity leave policy provides five days paid leave which is not well-known among male staff.
- Salaries and emoluments are determined by the Fair Wages and Salaries Commission with no pay disparities between males and females holding the same positions. Some differences in salaries and emoluments among personnel with the same qualification arise from merit-based promotions.
- There is no Gender desk.
- There is no day care facility.
- Stakeholders, such as People with disabilities (PwDs) and pregnant women, have challenges accessing the offices of PSC due to non-functioning lifts in the building for services and support of PSC.
- Stakeholders, namely ministries, departments and agencies (MDAs), and the metropolitan, municipal and district assemblies (MMDAs), do not have challenges accessing the services and support of PSC although supervision of entities under the latter seems sub-optimal.



Recommendations

- Institute a gender quota for interview panels.** Application of a gender quota in constituting interview panels could avoid a situation where panels could be composed of one sex- all males or all females.
- Training and development.** Female personnel who miss training and development opportunities due to their family responsibilities should be reconsidered for future training on the same subject.
- Grievance redress mechanism.** Identify personnel who will be involved in resolving a matter of harassment including sexual harassment and provide training on harassment for them. It is important to sensitise personnel on harassment and sexual harassment so they can report incidents to the supervisors for redress.
- Make gender mainstreaming a performance indicator.** Mainstreaming gender requires training, provision of guidelines and some level of hand-holding for personnel; then this can be made a performance indicator for assessment. As the supervising entity, PSC has to guide the entities under it on how to assess performance on gender mainstreaming.
- Paternity leave.** Publicise the paternity leave policy among personnel. In addition, PSC should engage the SEs to make their paternity leave policies known among personnel.
- Gender desk.** As a matter of priority and to set a good example for the SEs, PSC should set up a Gender desk with a dedicated senior-level staff with gender background to coordinate gender mainstreaming at PSC and who should ensure that all sector entities undertake gender mainstreaming in their respective institutions.
- Day care facility.** Revisit the conversation on day care facilities at the management level, then take steps to make this a reality.
- Access to public services.** The non-functioning lifts should be repaired or replaced for easy access to the offices by the public especially PWDs, pregnant women and the aged.





Actions to be undertaken

In this section, we present the actions that respond to and address the gender policy implementation gaps identified during the RIGGA. In addition to the specific actions to address the policy implementation gaps, there are other actions e.g., disaggregated data collection, which though were not identified as gaps, are important good practices to strengthen the gender mainstreaming efforts of PSC and selected entities. As these actions are implemented, there may be additional revisions to deepen the realisation of the indicators. Some costs to implement the recommendations are low and these actions can be done within the entities.

Performance Area 1: Recruitment and placement			
Indicator: Equal and unbiased opportunity for recruitment provided to men and women in the organisation, where female candidates are encouraged to apply for all vacancies including management and leadership positions.			
Actions	Timing	Responsibility	Resources
1.1. Advertisements for positions should contain a clause like ' <i>women are particularly encouraged to apply</i> ' or ' <i>PSC is an equal employment opportunity institution</i> '.	From the date of the adoption of the GAP.	HR	-
1.2. Ensure interview panels for recruitment are composed of an equitable or equal number of panelists (60/40 or 50/50).	From the date of adoption of the GAP.	HR	-





Performance Area 2: Training and development

Indicator: Men and women are given equal opportunities for participation in training and workshops necessary for career development and progress.

Actions	Timing	Responsibility	Resources
2.1. Continue to ensure gender balance in the selection of personnel for training and development courses.	Ongoing	HR	-
2.2. Collect and report on sex-disaggregated data of all personnel who participate in training and career development courses.	Quarterly	HR	-
2.3. Enrol middle-level female managers in leadership programmes E.g., the Female Future Programme managed by the Ghana Employers Association	By the third quarter of 2023	HR	TBD
2.4. Personnel who miss training courses should be allowed to take the courses at a future date.	Quarterly	HR	-



Performance Area 3: Harassment

Indicator: Formal and unbiased system of reporting and resolving harassment complaints.

Actions	Timing	Responsibility	Resources
3.1. Constitute an internal committee to receive and address complaints on sexual harassment.	Two months from the date of adoption of the GAP.	Management	-
3.2. Train and inaugurate this internal committee	Two months after the adoption of the GAP.	HR, Gender desk External consultant	TBD
3.3. The Chairperson of PSC should state PSC's stand on sexual harassment. The statement should encourage victims to report and point out the seriousness that PSC attaches to investigating and sanctioning any person found to have harassed another individual.	One month after the adoption of the GAP.	Chairperson of PSC	-
3.4. Sensitisation seminars for personnel on what constitutes sexual harassment, the procedures for reporting, the investigation process and sanctions.	To begin three months from the date of adoption of the GAP.	Gender desk	TBD
3.5. Make visible communication materials on sexual harassment within the premises of PSC, and by online means e.g., intranet.	Immediately after the adoption of the GAP.	HR, Gender desk	-
3.6. Collect sex-disaggregated data on sexual harassment complaints received and resolved.	Quarterly	Gender desk	-



Performance Area 4: Performance Review

Indicator: Gender mainstreaming is one of the indicators for assessing employees.

Actions	Timing	Responsibility	Resources
4.1. Provide training on gender mainstreaming for heads of departments.	Within four months after the adoption of the GAP	HR, Gender desk, MoGCSP, Consultant	TBD
4.2. Develop guidelines for gender mainstreaming for heads of departments.	Two months after the adoption of the GAP	Gender desk MoGCSP, External consultant	TBD
4.3. Provide training for personnel on gender mainstreaming.	Four months after the adoption of the GAP	HR, Gender desk	TBD
4.4. Inform all personnel that they will be appraised on how they mainstream gender in their work	One month after the training on gender mainstreaming for heads of departments.	HR	-

Performance Area 5: Maternity

Indicator: All female employees who give birth or adopt a child are given maternity leave without any negative career consequences. All new fathers are given paternity leave.

Actions	Timing	Responsibility	Resources
5.1. Record the number of women who go on maternity leave including those who request extended leave due to difficult or multiple births.	Quarterly	HR	-
5.2. Publicise the paternity leave policy.	One month after the adoption of the GAP.	HR	-
5.3. Record the number of men who take leave.	Quarterly	HR	-



Performance Area 6: Compensation and benefits			
Indicator: Competitive and equal pay scale and benefits for both genders.			
Actions	Timing	Responsibility	Resources
6.1. Collect disaggregated data on wages and benefits of male and female personnel of the same rank over 12 months (2023).	Quarterly	HR	-

Performance Area 7: Gender desk			
Indicator: The organisation has a Gender desk in place for receiving complaints about gender-related issues specifically.			
Actions	Timing	Responsibility	Resources
7.1. Establish a Gender desk to provide support to PSC on gender mainstreaming.	Within one month from the date of adoption of the GAP.	Management	-
7.2. Develop a work plan and budget for activities of the Gender desk.	One month after the appointment of the Gender desk.	Gender desk Finance & Administration	-
7.3. Provide financial and logistical support for activities of the Gender desk.	Immediately after approval of the work plan.	Management Finance and Administration	TBD
7.4. Training for the Gender desk.	Within three months from date of appointment of the Gender desk.	HR	TBD





Performance Area 8: Promotions			
Indicator: Promotions are strictly based on merit and women are not discriminated against.			
Actions	Timing	Responsibility	Resources
8.1. Collect sex-disaggregated data of personnel promoted at all levels for 12 months (2023)	At the end of the year.	HR, Gender desk	-

Performance Area 9: Gender discrimination			
Indicator: Women do not face any discrimination in the work environment under the Labour laws.			
Actions	Timing	Responsibility	Resources
9.1. Sensitise personnel on the gender discrimination provisions in the Labour Act and other laws.	Three months after the adoption of the GAP.	Gender desk HR	TBD
9.2. Collect sex-disaggregated data on complaints of gender discrimination and their resolution.	Quarterly	Gender desk HR	-





Performance Area 10: Day care and transport facilities

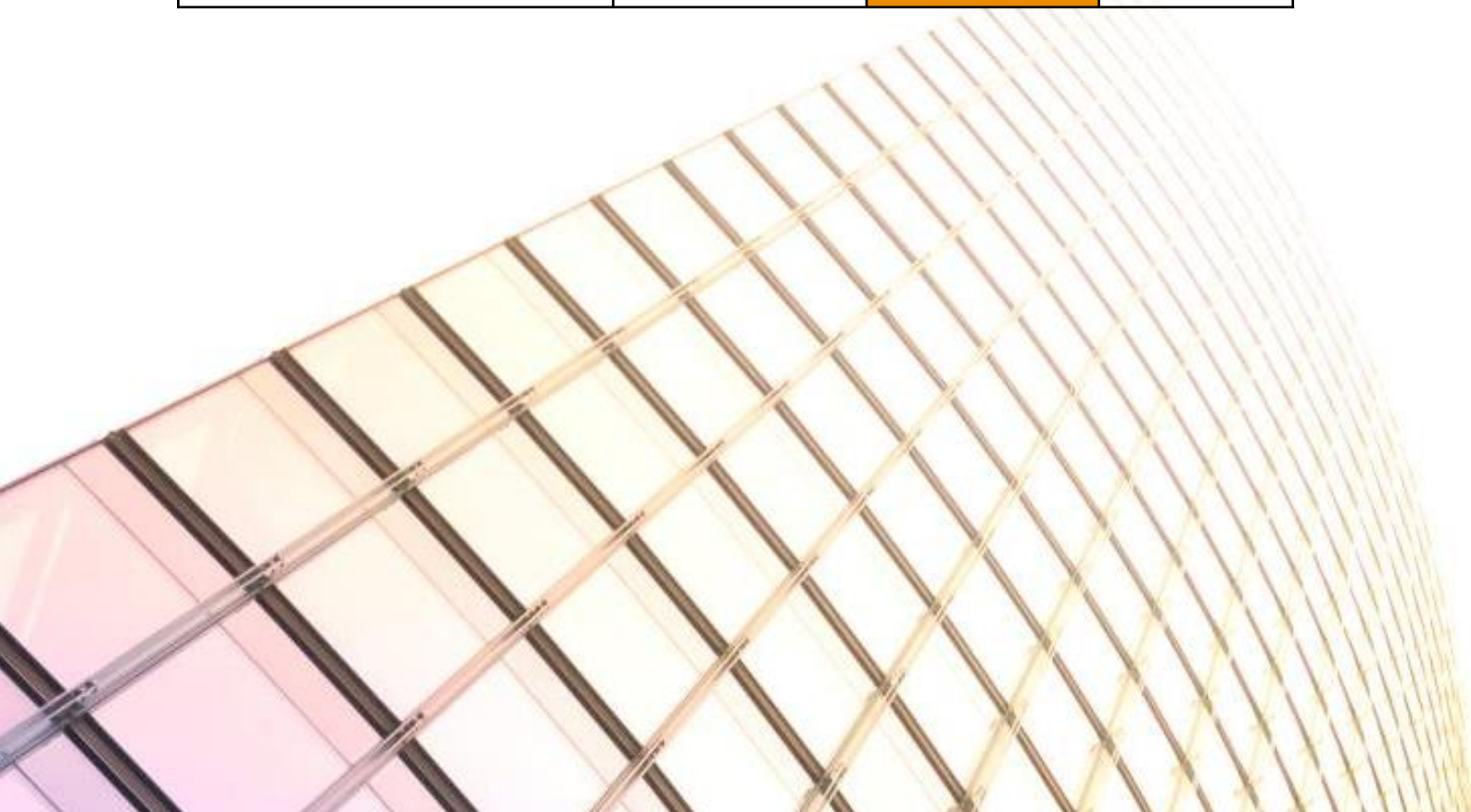
Indicator: The organisation has a day care or transport facility for women.

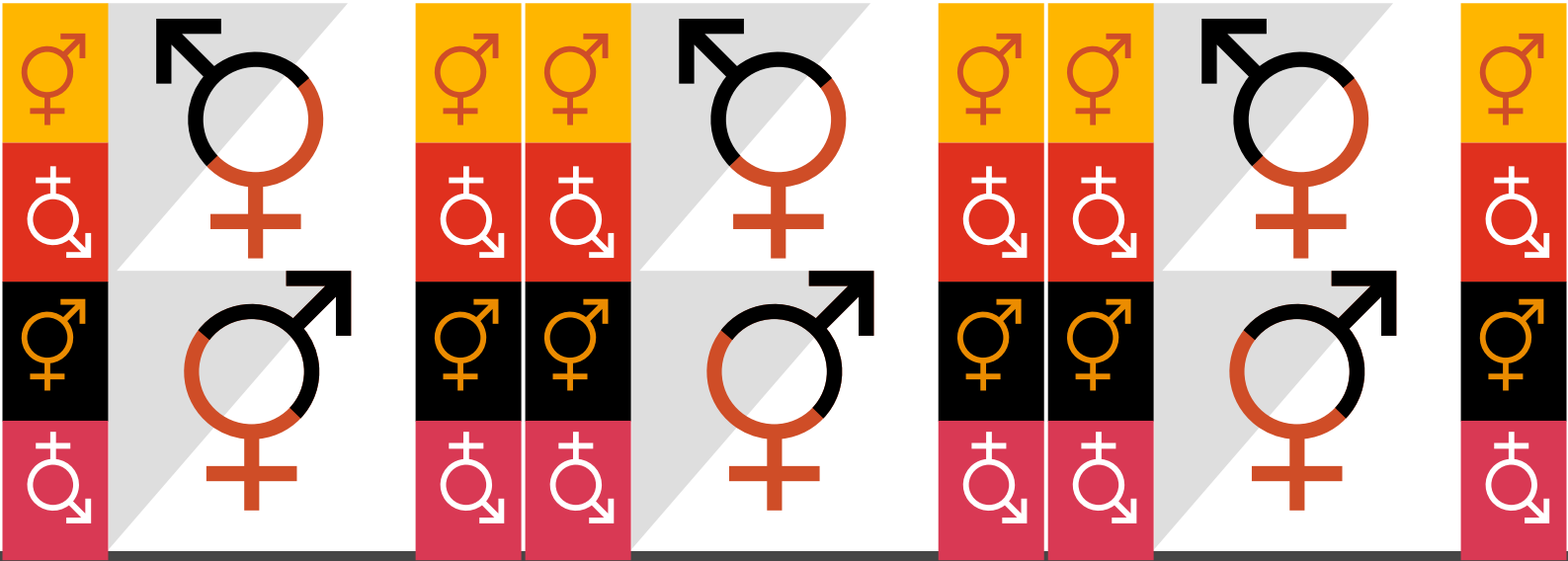
Actions	Timing	Responsibility	Resources
10.1. Begin the process of establishing a day care facility at PSC offices or within the enclave of the Ministries.	Within six months from the date of adoption of the GAP	HR, Gender desk	-

Performance Area 11: Access to public services

Indicator: Women have equal access to public services.

Actions	Timing	Responsibility	Resources
11.1.Facilitate the repair or replacement of the non-functioning lifts for easy access to the offices especially by PWDs, pregnant women and the aged .	By the end of 2023	Management Finance and Administration	TBD
11.2 Continue to facilitate access to the services of PSC by MDAs and MMDAs	Indefinite but submit a report on how many MDAs and MMDAs are supported every quarter.	Finance and Administration	-





Scorecard for PSC and SEs



Scorecard for PSC and Selected Entities

Introduction

The PSC and SEs should see the scorecard as an institutional self-assessment tool to guide them in their gender mainstreaming efforts. The purpose is to assist PSC and the SEs to assess the status of the implementation of their gender policies. Importantly, it helps them to measure the progress being made in the 11 performance areas. Focal points for gender at PSC and SEs must discuss the GAP and scorecard with management and inform the staff that the process must be owned by everyone and not a few, and neither should the process be limited to the Gender desk.



Methodology

The scorecard measures processes as well as results across the 11 performance areas encompassing 11 indicators. Specific actions that the entities must undertake under each performance area are captured in the institutional gender action plans. As the actions in the GAP are rolled, PSC and SEs will periodically discuss and rate their performance on the 11 indicators which are the following:

1. Recruitment and placement
2. Training and development
3. Harassment
4. Performance reviews
5. Maternity leave
6. Compensation and benefits
7. Gender desk
8. Promotions
9. Gender discrimination
10. Day care and transport facilities
11. Access to public services

Independent verification of performance

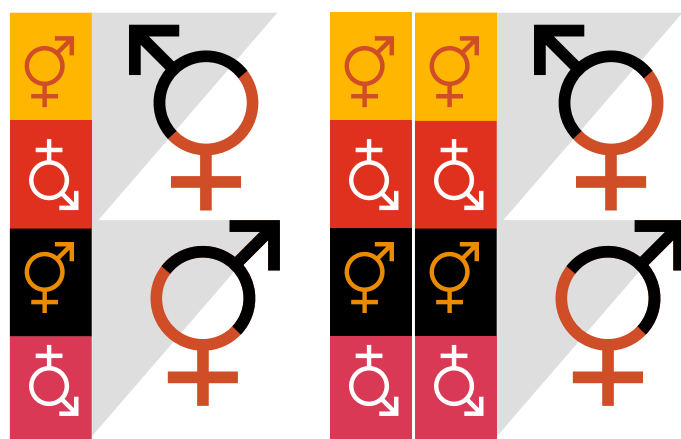
Verification of the scores, that the entities give themselves and the accompanying evidence, will be done by an Independent Verification Agency (IVA) who will be appointed by the World Bank. The first verification will be a few months after the entities sign off the GAPs and the second also a few months after the first assessment.

The specific times for the verification of scores will be agreed between the SE and the IVA. A participatory approach will be used by the IVA which will involve focus group discussions with personnel of PSC and the SEs as well as verification of the evidence to support the scores.

Upon completion of the assessment, the IVA will in addition to the assessment report, provide the full details of the ranking, evidence and explanations. Findings and recommendations of the verification exercise will be presented to PSC, SEs and stakeholders for feedback so that the entities can sustain their efforts in addressing the gaps as they continue to implement their gender policies.



In developing the scorecard, the fact that PSC and SEs are at different levels of performance concerning the 11 indicators was taken into account. This fact will also be considered by the IVA although this should not affect the overall ambition that PSC and SEs are expected to score 70% or more. Any specific circumstance of the entities that affect the scores will be included in the report by the IVA.





Rating performance

Ratings for each of the indicators should be done by personnel including management of PSC and SEs through a consultative process to discuss the performance of the actions and the means of verification in order to agree on an appropriate rating per the criteria prescribed in this scorecard. Hybridised meetings are strongly recommended so that personnel from the headquarters and offices in the regions or districts can participate.

Evidence to support actions undertaken and the rating is important; therefore, PSC and the SEs must have strong evidence-gathering and depository for ease of reporting. Where there is more than one indicator for a performance area, an average score will be determined by combining indicator scores and dividing this by the total number of indicators.

Entities may provide comments to explain the scores such as any challenges, enablers or opportunities that have supported them to get a particular rating.

Rating Criteria

Scores are based on a 1 to 3 rating system, with three representing the highest rating and one representing the lowest. The assessment criteria are the same for PSC and all the SEs for consistency in comparison of performance.

1 – Inadequate: The entity has significant work to do on mainstream gender. This score may also reflect entities which are confronted with challenges such as insufficient resources, technical capacity and lack of clarity about the entity's vision for gender equality.

2 – Needs Improvement: Some progress has been made towards mainstreaming gender in policies and practices; however, there are key areas that require further improvement.

3 – Sufficient: The entity has made significant progress in gender mainstreaming and should work to sustain efforts and the progress made.

Cumulative scores in percentages

Each of the 11 indicators is given the same weight of 10 totalling 110 which equals 100%. The percentage score of each entity will then be calculated based on the total scores of all indicators.

Total score %		Interpretation
A	86-100	Exceeds expectations for gender mainstreaming.
B	70-85	Meets expected standards for gender mainstreaming.
C	55-69	Meets adequate standards for gender mainstreaming.
D	40-54	Meets minimum standards for mainstreaming gender.
E	0-39	Underperforming on mainstreaming gender.



Performance Areas and Indicators for Scoring

Performance area 1	Indicator	Means of Verification	Score
Recruitment and placement	Equal and unbiased opportunity for recruitment is provided to men and women in the organization. Female candidates are encouraged to apply for all vacancies including management and leadership positions.		

Comment:

Performance area 2	Indicator	Means of Verification	Score
Training and development	Men and women are given equal opportunities for participation in training and workshops necessary for career development and progress.		

Comment:

Performance area 3	Indicator	Means of Verification	Score
Harassment	Formal and unbiased system of reporting and resolving harassment complaints.		

Comment:



Performance area 4	Indicator	Means of Verification	Score
Performance review	Gender mainstreaming is one of the indicators for assessing employees.		
Comment:			

Performance area 5	Indicator	Means of Verification	Score
Maternity leave	All female employees who give birth and/or adopt a child are given maternity leave without any negative career consequences.		
Paternity leave	All new fathers are given paternity leave.		
Comment:			

Performance area 6	Indicator	Means of Verification	Score
Compensation and benefits	Competitive and equal pay scale and benefits for both genders.		
Comment:			

Performance area 7	Indicator	Means of Verification	Score
Gender desk	The organisation has a Gender desk in place for receiving complaints about gender-related issues specifically.		
Comment:			



Performance area 8	Indicator	Means of Verification/Evidence Evaluation	Score
Promotions	Promotions are strictly based on merit and women are not discriminated against		
Comment:			

Performance area 9	Indicators	Means of Verification/Evidence Evaluation	Score
Gender discrimination	Women do not face any discrimination in the work environment under the Labour Laws.		
Comment:			

Performance area 10	Indicator	Means of Verification/Evidence Evaluation	Score
Day care and transport facilities	The organisation has a day care or transport facility for women.		
Comment:			

Performance area 11	Indicator	Means of Verification/Evidence Evaluation	Score
Access to public services	Women have equal access to public services		
Comment:			



Thank You



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