



GHANA IMMIGRATION SERVICE

# GENDER POLICY

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<b>CEDAW</b>	Convention on the Elimination of all forms of Discrimination Against Women
<b>DEPT.</b>	Department
<b>GBV</b>	Gender-Based Violence
<b>GIS</b>	Ghana Immigration Service
<b>GMU</b>	Gender Mainstreaming Unit
<b>GSC</b>	Gender Steering Committee
<b>HRM</b>	Human Resource Management
<b>ISATS</b>	Immigration Service Academy and Training School
<b>PNDCL</b>	Provisional National Defence Council Law
<b>PPMED</b>	Policy Planning, Monitoring and Evaluation Department
<b>SDGEA</b>	Solemn Declaration on Gender Equality in Africa
<b>SGDs</b>	Sustainable Development Goals
<b>UN</b>	United Nations



Definition of Technical terms used in this document: -

**CEDAW:** The Convention on Elimination of All forms of Discrimination Against Women (CEDAW) provides the basis for realizing equality between men and women through ensuring women's access to, and equal opportunities in, political and public life; and state parties have agreed to take appropriate measures including legislation and temporary special measures so that women can enjoy human rights and fundamental freedoms.

**EMPOWERMENT:** The process of "conscientisation" which builds critical analytical skills for an individual to gain self-confidence in order to take control of his or her life. Empowerment of women is an essential process in the transformation of gender relations because it addresses the structural and underlying causes of subordination and discrimination.

**ENGENDERING:** In Gender studies, engendering refers to the process of integrating gender considerations and concerns into words, action and assessment.

**GENDER:** Refers to the social roles allocated respectively to women and to men in particular societies and at particular times. Such roles, and the differences between them, are conditioned by a variety of political, economic, ideological and cultural factors and are characterized in most societies by unequal power relations. Gender is distinguished from sex which is biologically determined. It is also defined as the socially and culturally constructed differences between men and women, boys and girls, which give them unequal value, opportunities and life chances. It also refers to typically masculine and feminine characteristics, abilities and expectations about how women and men should behave in society. These characters are time bound and changeable.

**GENDER ANALYSIS:** It is a tool to diagnose the differences between women and men regarding their specific activities, conditions, needs, access to and control over resources, and their access to development benefits and decision-making. It studies the links between these and other factors in the larger socio-cultural, economic, political and environmental context. A gender sensitive or gender responsive project reflects the application of gender analysis to project design, implementation, monitoring and evaluation.

**GENDER AWARENESS:** A state of knowledge of the differences in roles and relations of women and men and how this results in differences in power relations, status, privileges and needs. It is also the recognition of the differences in the interests, needs and roles of women and men in society and how they result in differences in power, status and privilege. It also means the ability to identify problems arising from gender inequity and discrimination.

**GENDER BASED VIOLENCE:** Refers to violence that is directed at an individual based on his or her biological sex or gender identity. It includes physical, sexual, verbal, emotional, and psychological abuse, threats, coercion, and economic or educational deprivation, whether occurring in public or private life. It is a phenomenon deeply rooted in gender inequality.

**GENDER BUDGET:** A budgeting method that analyses the incidence of budgets on men and women. Gender budgeting entails analysis of revenue and expenditure impacts so as to avoid or correct gender imbalances.

# GLOSSARY OF TERMS



**GENDER DISCRIMINATION:** Differential treatment to individuals on the grounds of gender. This involves systemic and structural discrimination against women in the distribution of income, access to resources, and participation in decision making.

**GENDER EQUALITY:** A situation where women and men have equal conditions for realizing their full human rights and potential; are able to contribute equally to national, political, economic, social and cultural development; and benefit equally from the results. Gender Equality entails that the underlying causes of discrimination are systematically identified and removed in order to give women and men equal opportunities.

The concept of Gender Equality, as used in this Policy framework, takes into account women's existing subordinate positions within social relations and aims at the restructuring of society so as to eradicate male domination. Therefore, equality is understood to include both formal equality and substantive equality; not merely simple equality to men.

**GENDER EQUITY:** The fair and just distribution of all means of opportunities and resources between women and men.

**GENDER GAP:** A difference in any aspect of the socio-economic status of women and men, arising from the different social roles ascribed by society for women and men.

**GENDER INDICATOR:** An indicator that captures gender related changes in service over time and in relation to a norm (Beck, 1999).

**GENDER ISSUES:** These are issues that arise when the relationships between women and men, their roles, privileges, status and positions are identified and analyzed. Gender issues arise where inequalities and inequities are shown to exist between people purely on the basis of their being female or male. The fact that gender and gender differences are socially constructed is itself a primary issue to deal with.

**GENDER MAINSTREAMING:** Refers to a process that is goal oriented. It recognizes that most institutions consciously or unconsciously serve the interests of men and encourages institutions to adopt a gender perspective in transforming themselves. It promotes the full participation of women in decision-making so that women's needs move from the margins to the centre of development planning and resource allocation.

**GENDER MARKERS:** Refers to a system of codes, nomenclature or classification of gender initiatives that are appropriate for different levels of gender knowledge needed to advance gender equality and women's empowerment, as well as reduce all forms of discrimination and inequalities based on sex.

**GENDER NEUTRAL:** The assumption that policies, programmes and project interventions do not have a gender dimension and therefore affect men and women in the same way. In practice, policies intended to be gender neutral can be gender blind.

**GENDER PERSPECTIVE:** An approach in which the ultimate goal is to create equity and equality between women and men. Such an approach has a set of tools for and guidelines on how to identify the impact on development of the relations and roles of women and men.



# GLOSSARY OF TERMS

**GENDER POLICY:** An organization's Policy that integrates gender in the mainstream of its programmed activities, where the Policy also designates institutional arrangements, responsibilities, management functions and tools/guidelines for mainstreaming.

**GENDER RESPONSIVE:** Refers to a planning process in which programmes and Policy actions are developed to deal with and counteract problems which arise out of socially constructed differences between women and men.

**GENDER SENSITIVE:** The state of knowledge of the socially constructed differences between women and men, including differences in their needs, as well as to the use of such knowledge to identify and understand the problems arising from such differences and to act purposefully to address them.

**GENDER SENSITIVE INITIATIVE:** Refers to initiatives intended to institutionalize gender mainstreaming within an organization such as GIS. These may include processes such as reform of the GIS Acts and Regulations.

**GENDER SPECIFIC INITIATIVE:** Refers to initiatives carried out with the aim to reduce existing or current gender gaps within GIS. For example, the ratios of female to male Officers in different levels of Management.

**GENDER STEREOTYPING:** Constant portrayal in the media, the press or in the education system, of women and men occupying certain roles according to the socially constructed gender division of labour and expectations in behaviour.

**GENDER TRAINING:** The provision of formal learning experiences and skills in order to increase gender analysis and awareness skills, which serve to recognize and address gender issues in the GIS curriculum. Training can include the three dimensions of political: introducing gender concepts and analysis, the professional: providing staff with “how-to” skills and the personal: challenging an individual's gender attitudes and stereotypes.

**GENDER TRANSFORMATIVE INITIATIVE:** These are the highest form of initiatives needed to achieve gender responsiveness in an organization and refers to actions such as deliberate promotion of diversity initiatives at all levels, and work-life balance initiative within GIS.

**POLICY:** Guiding principles to a course of action arrived at by decision-makers to address a particular issue or issues.

**SEX:** The biological state of being a male or female. Sex is not equal to gender.

**SEX-DISAGGREGATED DATA:** Refers to data that is collected and presented separately on men and women, boys and girls. Sex-disaggregated data reflect roles, real situations, general conditions of women and men in every aspects of the society.



# FOREWORD

The Ghana Immigration Service (GIS), an agency of the Government established under the Immigration Service Act, 2016 (Act 908) which repealed the Immigration Service Act, 1989 (PNDCL 226) is committed to promoting a diverse gender sensitive Institution in which personnel including civilian staff are valued, respected and treated equally. Its quest to deliver excellence in security and migration management for national development requires an environment in which Officers from a wide range of backgrounds can flourish irrespective of class, ethnicity or gender.

Though Ghana's Constitution guarantees every citizen the right to dignity of the human person and forbids the subjection of any person to torture or to inhuman and degrading treatment, Gender Based Violence (GBV) remains a daily occurrence. However, with the development and approval of the National Gender Policy by the Executive Council in 2015, GBV is now recognized as an important Policy issue demanding attention of all and sundry.

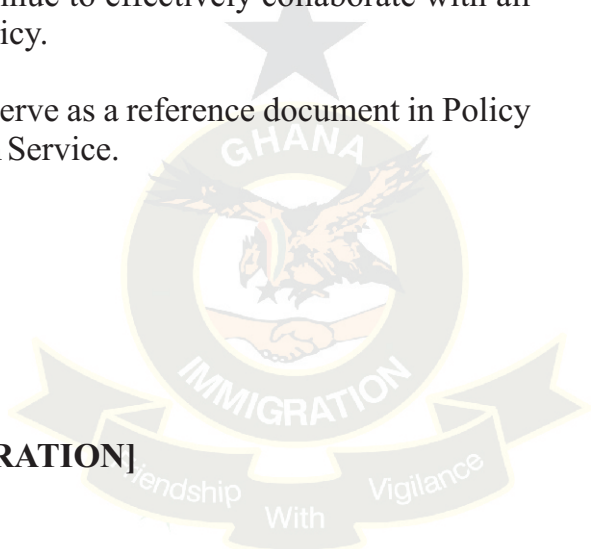
This Policy is therefore formulated in compliance with the provisions of the 1992 Constitution of the Republic of Ghana which guarantees equality and right to freedom from discrimination, the National Gender Policy, the various global and regional Policy commitments to gender equality and women empowerment (Beijing Platform of Action; the Sustainable Development Goals (SDGs); The Solemn Declaration on Gender Equality in Africa (SDGEA); The African Charter and Its Protocol on the Rights of Women in Africa for Gender Equality among others, to contribute to the realization of the objectives outlined in the National Gender Policy.

The development of this Gender Policy was also inspired by the Service's desire to eliminate all forms of gender-based discriminatory practices within the GIS and, enhance the capacity of Officers to better handle all gender related issues including Gender- based violence with a high level of professionalism. This Policy therefore requires that all recruitment, selection, appointment, promotion and evaluation processes be based on impartial assessment of merit.

To effectively implement this Policy, a Strategic Framework for implementation, monitoring and evaluation is to be developed with clear guidelines for achieving Policy targets and goals and thereby making gender equality principles core values of the Ghana Immigration Service. To achieve the goal of this Policy, the GIS shall continue to effectively collaborate with all relevant stakeholders in the implementation of this Policy.

The Service is confident that the Gender Policy will serve as a reference document in Policy making and implementation in the Ghana Immigration Service.

**KWAME ASUAH TAKYI, ESQ.**  
**[THE COMPTROLLER-GENERAL OF IMMIGRATION]**





# ACKNOWLEDGEMENTS



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Profound acknowledgement of gratitude goes to the Comptroller-General of Immigration, Kwame Asuah Takyi, Esq., under whose quality leadership this Policy was developed and whose commitment to abridging the gender gap identified in the Service culminated in the establishment of the Gender Mainstreaming Unit.

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## 1.0 RATIONALE

Globally, women are faced with little representation across various facets of life and Ghana is no exception. With the development of various Policy commitments such as: “the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW,1998), Sustainable Development Goals (SDG) in general and in particular SDG 5 on Gender Equality and Women's Empowerment, the African Union Gender Policy Commitments adopted in 2009 by all forum members as part of the Solemn Declaration on Gender Equality in Africa [SDGGEA] i.e., African Women's Decade 2010-2020 and as their specific undertaking in respect to the Global Platform for Action endorsed in Beijing (1995) and the UN Universal Declaration on Human Rights, Article 2 (1948)” to ensure the elimination of all gender-based discriminatory practices/policies, Ghana developed a National Gender Policy in 2015 which seeks to ensure gender mainstreaming across all sectors with associated sensitization programmes.

There is therefore a growing awareness among various state institutions including the Ghana Immigration Service (GIS) of the need to improve gender equity and equality. There used to be a huge gender gap in the GIS and this was a result of the fact that the GIS was mainly a “manly” occupation due to the dangers involved in guarding the borders of the country. However, over the years, the changing dynamics of migration have necessitated the GIS to become more receptive to women and to deal with gender-related issues.

Currently, the female-to-male personnel ratio in the Service is 36%: 64% respectively. The percentage of female to male Officers at the Management level is 32% to 68% respectively. At the Regional Command level, out of the nineteen (19) Administrative Regional Commands, only two have female Commanders, indicating a ratio of 11% to 89% female and male respectively.

There is therefore the need to bridge the gender gap. The Service consequently established a Gender Mainstreaming Unit (GMU) in June, 2019, to serve as a guide in bridging the identified gender gaps in the Service, and to regulate the functions of the new Unit, there is the need for a Gender Policy to comprehensively address the gaps identified.

This Policy therefore reflects the Service's commitment and responsibility to gender equity and equality as contained in the National Gender Policy. It also reflects the 1992 Constitution of the Republic of Ghana (Article 12 Clause 2.) and reflects all the global and regional policy commitments indicated above.

This Gender Policy advances the Service's commitment to gender equity and equality through the adoption of specific policy principles and implementation strategies.



## 2.0 VISION

To eliminate all gender-based discriminatory regulations and practices within the Service and to effectively deal with gender-related issues by applying the principle of gender equality in recruitment, training and development, transfer, welfare, promotion and appointment and ensure equitable participation/representation of both genders in all activities and in all its decision processes.

## 3.0 APPLICATION

This Policy applies to all Officers including civilian staff of the Service.

## 4.0 POLICY DEVELOPMENT PROCESS

The development process began with a desk review of relevant policy documents and laws, and technical write-shops which resulted in the development of a draft Policy. The Policy development process was participatory and involved a representative sample of Officers of the Ghana Immigration Service, as all Regional and selected Sector Commanders, the National Immigration Management Committee and all Regional Gender Focal Persons were consulted to seek their inputs/comments and recommendations on the content of the Policy. The draft Policy was validated by the National Immigration Management Committee, after which it was approved and adopted to be implemented.

## 5.0 CONCEPT DEFINITION

This Policy sets out the framework for managing all gender-related issues within the Ghana Immigration Service. The Policy requires that all the policies, programmes, and services of the GIS and its delivery modes are responsive to the needs of all male and female Officers in all their diversities.

Gender refers to those characteristics of men and women which are socially constructed i.e. the social characteristics assigned to men and women. These social characteristics are constructed based on different factors, such as age, religion, national, ethnic and social origin. They differ both within and between cultures and define identities, status, roles, responsibilities and power relations among the members of any culture or society.

Gender is learned through socialization. It is not static or innate but evolves to respond to changes in the social, political and cultural environment. People are born female or male (sex). They learn how to be girls and boys, and then become women and men (gender). Gender refers to what it means to be a boy or a girl, a woman or man, in a particular society or culture.

It also describes the social roles and relations between men and women in society and it changes over time and is different among cultures. It affects all aspects of life: economic, political and social and it shows what society expects men and women to be and how it expects them to behave. Gender affects women and men in the family, in the community and nation/state. It is about how power is used and shared.



## 6.0 LEGAL FRAMEWORK

The Gender Policy for the Ghana Immigration Service is formulated within the framework of the 1992 Constitution of the Republic of Ghana which guarantees equality and the right to freedom from discrimination, National Gender Policy, and the various global and regional Policy commitments to gender equality and women empowerment (Beijing Platform of Action; the SDGs; the Solemn Declaration on Gender Equality in Africa (SDGEA), the African Charter and Its Protocol on the Rights of Women in Africa for Gender Equality, among others.

## 7.0 POLICY STATEMENT

1. The Ghana Immigration Service shall make the concerns and experiences of both its male and female Officers and civilian staff an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all its spheres to ensure that all benefit equally and inequality is not perpetuated.
2. The Service recognizes the negative impacts of gender discrimination, sexual harassment and other forms of gender-based violence in the society and in particular in the Ghana Immigration Service.
3. The GIS shall ensure that gender imbalances in the Service are corrected (especially those relating to recruitment, welfare, training, transfers, appointment, promotion and Command posts/other decision-making positions, etc.).
4. The Gender Policy reflects the philosophy and general principles of human rights, gender equality, and women empowerment entrenched in International, Regional, and National laws and instruments.

## 8.0 OBJECTIVES

The objective of this Policy is to eliminate all gender-based discriminatory regulations and practices and ensure equitable participation in all activities and representation of both genders in all its decision processes within the Service by:

1. Institutionalizing gender mainstreaming framework as a core value in the Ghana Immigration Service;
2. Infusing into the GIS Act/Regulations the principle of CEDAW and other global, regional, and national frameworks that support gender equality and women empowerment;
3. Reducing the current identified gender gaps in the Ghana Immigration Service, and make the Service an equal opportunity employer; and
4. Promoting diversity in the workplace for all the Officers including civilian staff through effective and responsive work-life balance programs.



## 9.0 IMPLEMENTATION GUIDELINES

The Gender Mainstreaming Unit shall operate to address the issues of **gender sensitivity**, **gender-specific** and **transformation**. It shall seek to take actions to rectify anomalies in gender norms, roles and relations as they apply to the workplace:

### 9.1 PRINCIPLES, OBJECTIVES AND STRATEGIES

The Implementation guideline has been classified into principles with its accompanying objectives and strategies. The strategies serve as guidelines. The Service will therefore pursue these principles. This Policy is based on the following values:

1. The Service is sensitive to gender issues and committed to addressing gender imbalances in its recruitment;
2. Female and male personnel are to be valued equally in all dimensions of the practices of the Service and provide equitable opportunities for development;
3. The curriculum of the Service shall include learning experiences and areas of knowledge that will assist all trainees to gain an understanding of what it means to be female or male, of the inequitable relationships between women and men in most societies, and of the meaning of the universal right to equality;
4. The Service is committed to building an all-inclusive Security Service that provides opportunity for all persons to develop their full potential irrespective of their socio-cultural background and sex; and
5. Affirmative action strategies to improve the quality of training and development for female personnel are based on a recognition that action is required at all levels to advance women's development and achieve gender equality and equity.

#### 9.1.1 GENDER-SENSITIVE INITIATIVES

##### 9.1.1.1 Principle One

The Service shall support the development of Policy documents from a gender perspective and the use of gender-sensitive language at all levels of activity.

##### 9.1.1.1.1 Policy Objectives:

To promote the use of gender sensitivity in:

- All documents of the Service; and
- All published matter ascribed to the Service;

##### 9.1.1.1.2 Strategies

The following practices shall be observed:

1. The use of 'men' as a generic term to describe both genders should be avoided as much as possible. The use of this term should be restricted to males. Gender-neutral/sensitive terms exist and should be used, for example, 'Officers' or 'personnel';



2. Plural subjects should be used in case of unspecified gender to avoid awkward use of pronouns. For example, the phrase “Every Officer should bring along his or her prospectus” should be expressed as “Officers should bring along their prospectus”;
3. Where it is not **relevant**, a person's gender should not be mentioned. For example, the phrase “the female Officer . . .” This could be expressed as “The Officer . . .”
4. Encourage the use of Gender Sensitive Language at all levels by paying attention to a gender-sensitive choice of communication when preparing public relations materials. This applies to among others, form (embarkation and disembarkation) forms, documents, salutations, telephone directories, advertising for events, folders, posters etc.
5. Encourage the review of the Service's Policy documents from a gender perspective.
6. Initiate processes to transform gender stereotypes regarding the different functions and roles played by men and women in the Service and support the integration of officers with diverse backgrounds.

### 9.1.1.2 Principle Two

The Service shall maintain gender-disaggregated statistics on personnel for decision-making purposes.

#### 9.1.1.2.1 Policy Objective

- To provide gender-disaggregated statistics for reporting, monitoring and decision making purposes.

#### 9.1.1.2.2 Strategies

1. The Gender Mainstreaming Unit (GMU) shall in consultation with the Gender Mainstreaming Steering Committee ensure that the HRM Department maintains gender-disaggregated statistics of all personnel, disaggregated further by Departments/ Regions/ Sections and Units and a copy submitted to GMU; and this statistic shall be updated annually and incorporated into the Service's Annual Report.
2. GMU shall in consultation with the Gender Steering Committee ensure that the HRM Department maintains a database of all personnel specifying their qualifications, experiences, areas of expertise and interest for easy deployment and a copy submitted to GMU.

## 9.1.2 GENDER SPECIFIC INITIATIVES

### 9.1.2.1 Principle One

The Service is committed to the achievement of gender balance with respect to number of personnel and decision-making processes.



### 9.1.2.1.1 Policy Objectives

To reduce the current gender gap in the Ghana Immigration Service, and make the Ghana Immigration Service an equal opportunity employer by:

- Increasing the percentage of female personnel from 36% to 50% in the next five years through recruitment;
- Increasing the percentage of female Officers at Management level from 32% to 50% within the next five years;
- Increasing the percentage of Female Officers in charge at the various Regional Commands from 11% to 30% within the next five years; and
- Building the capacity of female officers in relevant subject areas.

### 9.1.2.1.2 Strategies

1. The Service shall give preference to female applicants in the recruitment process in situations where both sexes perform equally. However, where specific expertise is required and the ratio is already weighed in favour of women, men will be favourably considered.
2. The Service shall ensure that there is a fair representation of both females and male at all levels of decision-making.
3. Adequate attention shall be paid to the training and development needs of the female Officers to strengthen and sustain their representation at various levels.
4. The Service shall ensure that its policies on personnel development are fair and non-discriminatory based on sex.
5. The Service will provide a mentoring scheme for female Officers in areas where there is an identified need.
6. Establish baby care centers to enable women breastfeed during break hours and also have a stress-free working time.
7. Promote opportunities to address issues related to sexual health for men and also for women in the Service.
8. Empower women through deliberate quota systems in the areas of study leave policy for both men and women in a balanced proportion and also based on the different age groups.
9. Develop gender-based training at all levels targeting the specific practical needs of men and women to fill gaps. (e.g., Officers nearing retirement should be given training in areas that strengthen them to become independent financially irrespective of their gender.
10. Develop and promote leadership development channels for women across all the Regional Commands/Departments/Sections and Units within the Service.



11. Remove persisting barriers that militate against Gender Equality and Women's Empowerment by facilitating political declarations and political decisions for the inclusion of women.
12. Promote and educate stakeholders on legislation and regulations on access to information that will facilitate women's empowerment.

### **9.1.2.2 Principle Two**

The Service shall address gender issues in the content of courses taught at the Immigration Service Academy and Training School (ISATS) and course materials.

#### **9.1.2.2.1 Policy Objective**

- To ensure the engendering of the GIS curriculum by making sure content of courses and materials for teaching and learning are gender responsive.

#### **9.1.2.2.2 Strategies**

1. Encourage the review and restructuring of courses to ensure coverage of gender issues.
2. Ensure mandatory training for all staff and relevant stakeholders to undergo gender equality and anti-discrimination training at regular intervals.
3. Provide training for supervisors and leaders on their role in preventing gender-based discrimination and fostering an inclusive workplace.
4. Train employees on the importance of equal opportunities for career advancement and how to identify and address barriers that hinder the progress of individuals based on their gender or sex.
5. Evaluate regularly the effectiveness of training programs through feedback mechanisms, surveys, and assessments to make the necessary adjustments to ensure continuous improvement and relevance of the training content.
6. Collaborate with external stakeholders, organizations, experts, and advocacy groups working on gender equality and anti-discrimination to enhance the effectiveness and reach of training programs.
7. Promote an environment that is supportive of female Officers in all aspects including teaching and learning processes.





### 9.1.2.3 Principle Three

The Service shall ensure Officers including civilian staff work in a healthy environment devoid of abuses in all its forms.

#### 9.1.2.3.1 Policy Objectives

- To guard against vices such as issues of threats, distortions, stereotyping as well as sexual advances and abuses.
- To promote the rights of Officers whose rights are violated due to gender.
- To promote equity, fairness and justice for all Officers of the Service.

#### 9.1.2.3.2 Strategies

1. Officers who report cases of abuse shall be protected from victimization.
2. Reported cases shall be professionally dealt with to ensure that victims and whistle blowers remain anonymous.
3. There shall be speedy dispensation and adjudication of cases of violation and human rights abuses.
4. Officers shall be protected within the confines of the Laws of the Ghana Immigration Service as well as the Republic.
5. GMU/GSC where applicable shall be an arbitrator in the resolution of matters of gender abuse depending on the severity of the abuse.

## 9.1.3 GENDER TRANSFORMATIVE INITIATIVES

### 9.1.3.1 Principle One

The Service shall incorporate strategies to address the causes of gender-based inequities, while transforming the harmful norms, roles and relations.

#### 9.1.3.1.1 Policy Objective

- To promote diversity in the workplace for all the Officers of the Service through effective and responsive work-life balance programs.

#### 9.1.3.1.2 Strategies

1. Support Gender Focal Persons in the application of Gender Markers in appraisal of missions thereby integrating gender analysis results in concepts/indicators (mainstreaming, gender-based violence, empowerment and gender stereotype);
2. Redesign infrastructure and facilities to accommodate the diversity in the Service and guarantee equal access to and utilization of office areas.
3. Support GIS to make a more systematic and more concrete contribution to promoting the implementation of equal rights for women and men.



4. Create work-life balance programs and interventions to address the transfers, promotions and compensation issues, counseling, physical and mental health; nutrition, wellbeing and fitness needs; maternal care; and social welfare needs of all officers in the Service.
5. Create environment for mentoring and coaching to be an ongoing process to develop and build capacity for leadership among men and women in the Service.
6. Advocate for gender-responsive budgeting process by the Service so that the strategic planning directions are informed by sex and gender disaggregated data.

## **10.0 IMPLEMENTATION PROCEDURE**

This Policy has identified three key policy issues with its accompanying principles, objectives and strategies.

To ensure that the Policy is implemented effectively and makes a meaningful impact, the following procedures shall be adopted:

1. A Gender Steering Committee (GSC) shall be constituted to oversee the activities of the Gender Mainstreaming Unit (GMU). Membership of the Committee shall be from Administration, PPME Dept. the HRM Dept., Training Section, Finance Section, the Gender Mainstreaming Unit and co-opted members with relevant experience and expertise.
2. The Gender Focal Points/Desks at the various Departments/Sections and Unit and at the regional level shall ensure implementation, monitoring and evaluation of the Gender Policy and report to the National Gender Mainstreaming Unit accordingly through their respective Heads/ Regional Commanders.
3. The Gender Mainstreaming Unit in consultation with the Gender Steering Committee (GSC) shall sensitize Officers on the concept across the Country through the use of any possible communication medium and copies of the Policy shall be made available to all Commands/Departments/Sections and Units.
4. Every gender-related grievances/complaints/concern shall be directed to the Gender Mainstreaming Unit.
5. Where the resolution of the grievances/complaints/concerns is beyond GMU, the GMU shall forward same to GSC which shall address same.
6. GMU/GSC where applicable shall investigate any grievances/complaints or concerns and make appropriate recommendations to forestall future occurrence.
7. Appropriate Department/Section or Unit shall be directed to implement the recommendations by GMU/GSC.
8. The Gender Steering Committee shall advise management on issues of staffing with respect to gender balance at both departmental and managerial levels.



## 11.0 TIME FRAME AND MONITORING

1. Develop and institutionalize gender information systems to achieve reporting on women's and men's status and issues.
2. The Gender Mainstreaming Unit in consultation with the Gender Steering Committee shall develop an annual action plan in consonance with the Gender Policy.
3. Quarterly updates from the HRM Department on gender mainstreaming activities shall be submitted to GMU.
4. There shall be half-yearly monitoring and quality assurance visits from the Gender Mainstreaming Unit Officers to relevant Department/Sections and Units.
5. Conduct research on the implementation of the gender policy and the impact of the Gender Mainstreaming Unit for improving the functional areas of the Service.
6. There shall be quarterly, half yearly and annual performance reports which shall be submitted to the PPME Department for their assessment and recommendations and incorporation into appropriate reports where necessary.
7. Establish gender-responsive result-based monitoring system and report on gender to relevant Departments/Sections and Units.
8. All Departments/ Section/Units and Commands will have at least one focal person for gender activities to be implemented. Particularly to observe that the various indicators are effectively infused into the Service's operations and monitoring and evaluation standards administered subsequently.



## 12.0 COMMUNICATION STRATEGY

A Communication Plan has been developed to publicize the purpose and intent of the Policy as follows:

1. Creating and raising awareness on the dynamics of the Gender Mainstreaming Concept; and
2. Communicating updates on the implementation of Gender Mainstreaming activities across the country to track performance against set targets.

This Communication Plan sets the communication strategies to be followed by the Service, which focus on effective communication and collaboration between the Service and its relevant stakeholders.

## 13.0 REVIEW OF POLICY

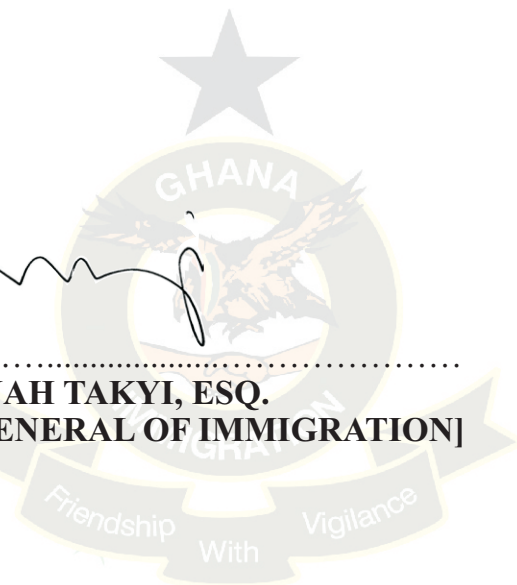
This Policy shall be evaluated and reviewed after every Five (5) Years.

**This Policy takes effect from the 6<sup>th</sup> of November, 2023.**

## 14.0 APPROVED BY:



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**KWAME ASUAH TAKYI, ESQ.**  
**[THE COMPTROLLER-GENERAL OF IMMIGRATION]**



# Notes

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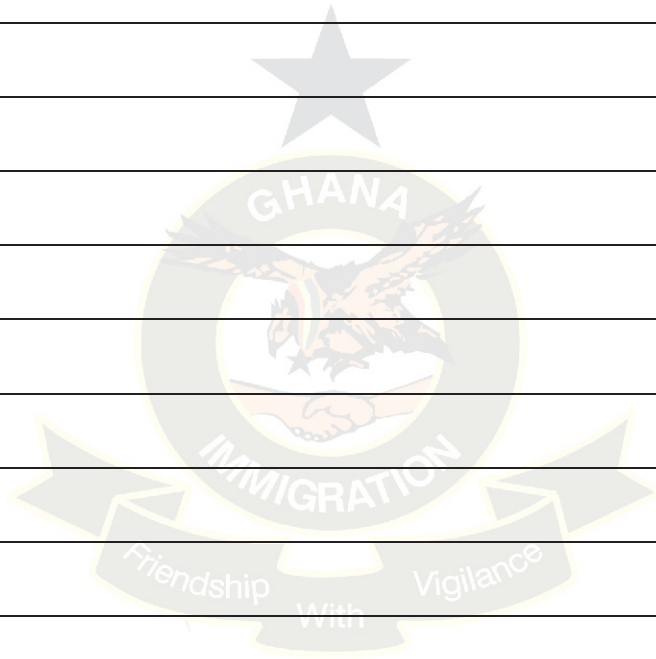
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GHANA IMMIGRATION SERVICE

