



# SALT UNIVERSITY COLLEGE



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# GENDER DIVERSITY AND INCLUSIVE POLICY

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### **GEDIVERSITY AND INCLUSION POLICY**

SALT Institute was founded in 2003 but its genesis dates to 1997. During that year's edition of the annual continental prayer conference of the Intercessors of Africa (IFA), held in Addis Ababa, Ethiopia, God revealed to the intercessors that they faced "challenges in Africa that prayer alone by itself could not solve."

It was further explained that African nations did not have good, proper foundations (the foundations not having been laid on the scriptures); secondly, the nations did not have servant leaders in their governments; thirdly, leaders in the nations did not know how to apply biblical principles to leadership. To tackle these challenges, IFA was directed to train and equip the leaders who will bring about the desired transformation in the land.

The Sundoulos Advanced Leadership Training (SALT) Institute is therefore a response to that call. The institute is committed to researching, raising, training, and developing servant leaders for business and public life in Africa as well as the global marketplace. The strategy is to train and build leaders who, will be able to, inter alia:

- Lay new foundations in leadership based on godly principles for African peoples and the nations
- Mobilize human resources and build partnerships towards providing the best possible governance;
- Translate God's plan for their nations into reality by planned implementation;
- Understand what will transform African nations economically, socially, and politically;
- Interpret national crises correctly, work out solutions and implement recommendations accurately;
- Handle the intrigues of governance and leadership without losing personal integrity;

Become channels through which righteousness and justice can flow in order to impact people and politics.

This document is prepared to help outline the engagement process with SI stakeholders. It covers the major sections of the Balanced Scorecard methodology including strategic pillars, strategic objectives, initiatives, milestones, measurement approaches and KPIs

The Salt University is committed to providing a learning and working environment that recognizes, respects and promotes fundamental human rights principles and values. Central to this is the acknowledgement that gender equality and women's empowerment are critical to effective and efficient service delivery and sustainable development

Given the strategic and important role that Salt University plays in national development, teaching and practicing gender equality are not only good for the Institute itself but also for the entire society. By providing gender responsive training, consultancy and research services to this part of our world, Salt University will be a catalyst for national gender mainstreaming and women's empowerment activities.

This is to say that beyond fulfilling our primary tasks in respect of training, education, research: all for capacity enhancement, we need to develop and internalize good practice in the area of gender equality and women's empowerment in order to turn our clientele into agents and apostles of sustainable development everywhere.

## **1.1 Introduction**

In line with various regional and international commitments and human rights standards, the Government of Ghana has since 1992 provided strong leadership on promotion of gender equality and women's empowerment through robust national legal and policy frameworks. Translating these macro level commitments into requisite human development outcomes necessitates institutional responsive actions including creating an environment for full respect for the rights of individuals. Against this backdrop, the need to strengthen capacity for mainstreaming gender in the public and private sectors of the economy is vital. Salt University plays a key role in training senior Civil Servants, which gives it a unique access advantage to key decision makers in the legislature, government ministries, departments, agencies as well as private and civil society actors. This role of Salt University places it on the critical path for developing capacity in mainstreaming gender in the public and other sectors. In order for Salt University to effectively develop capacity of its clientele in gender mainstreaming, it needs to transform itself to a gender sensitive and responsive institution.

This Policy will guide Salt University as a leading training, research and consulting institution in Ghana in its actions to develop capacity of its clientele, particularly the public service, in gender mainstreaming by providing gender responsive services to its clientele and eliminating gender based barriers in respect of equitable access and benefits from institutional services, systems and opportunities. The Policy will also help Salt University to align its gender equality and women's empowerment practices with those of national, regional and international efforts

The policy aims at creating an enabling institutional environment that advances and ensures gender equality and women's empowerment for all staff members as well as clientele in respect of participation and representation at all levels at Salt University.

### **1.2.5 Lessons Learned and Good Practices**

Efforts by governments, international agencies and non-government actors to promote gender equality and women's empowerment within and outside Ghana have produced important lessons and good practices which are crucial for Salt University's Gender Policy.

The key lessons learned include:

- Promoting gender equality and women's empowerment requires cross-cutting responsibility and mutual accountability, with clearly designated leadership from the top echelon
- Effective institutional change involves ensuring that women as well as men are given the opportunity to define and shape the nature and characteristics of the desired or planned change
- Institutional change through gender mainstreaming is a gradual, incremental process of change in paradigms, policy making and programming at all levels
- The routine collection, analysis and use of sex and gender disaggregated data is essential for understanding the extent of gender inequalities and for tracking progress and outcomes of bridging efforts over time

Identified good practices in the promotion of gender equality and women's empowerment include the following:

- Building institutional capacity to assess programmes, policies, performance, and procedures from a gender perspective
- Providing general and thematic gender analysis training for staff
- Undertaking organisational gender audits to identify areas of good practice and obstacles to gender equality initiatives
- Instituting temporary affirmative action measures in favour of women for purposes of redressing imbalances in their participation or benefits
- Organising dialogues, roundtables and briefings for staff and clientele on gender issues relevant to their work or programmes
- Promoting resource material collection including useful websites to ease staff and clientele access to vital publications on gender and women's empowerment
- Developing guidelines and checklists that help staff determine if they are supporting women's empowerment or gender mainstreaming strategies
- Assisting those specifically assigned to provide leadership on gender mainstreaming efforts- for example gender units and focal points - in developing skills in areas such as advocacy and negotiation
- Developing gender equality action plans at departmental and organisational levels
- Developing institutional policies to address sexual harassment and establishing effective systems and procedures for handling complaints through a survivor/victim centred approach

### **1.2.6 Rationale of the Salt University Gender Policy**

The foundation for the Salt University Gender Policy rests on the premise that addressing identified gender inequalities and gaps within the institution's environment is mandated through various international, regional and national policies and legal frameworks. Secondly, the education

and training system has a responsibility to promote gender equality and improve the conditions, position and status of especially women in society through building their knowledge and skills; as well as of those who design, implement, monitor and evaluate development policies and programmes. Thirdly, gender based barriers in access and participation of either women or men in Salt University's programmes reduces overall organisational effectiveness and performance, particularly where women comprise more than 50% of the potential labour force.

The policy will ensure that there is adequate capacity in Salt University to design and deliver gender responsive programmes that are aimed at enhancing capacity to mainstream gender in the public and other sectors. It will also ensure that there is gender equity in- recruitment and promotion of staff at all levels; enrolment of students/ programme participants; study and working conditions; and decision making within Salt University. Consequently, the policy will advance gender equality in results and outcomes at institutional, national and international levels.

## **2.0 Policy Goal, Purpose, Objectives and Guiding Principles**

### **2.1 Goal**

The Goal of Salt University's Gender Policy is to promote gender equality and women's empowerment through services delivered to its clientele and its institutional practices, in line with the national goals of inclusive growth and sustainable development.

### **2.2 Purpose**

The Purpose of the Gender Policy is to create a framework to guide the transformation of Salt University into an institution that will contribute to advancement of gender equality and women's empowerment through services it delivers to its clients as well as its internal policies and practices

### **2.3 Specific Policy Objectives**

The specific objectives of the policy are;

- i) Establish a gender sensitive and gender responsive organisational structure at Salt University;
- ii) Develop Salt University's capacity to design and deliver gender sensitive services for its clientele, particularly the public service
- iii) Develop an effective system to monitor gender equality and women's empowerment in Salt University's organizational setting and operational activities.

### **2.4 Guiding Principles**

Implementation of this Gender Policy will be guided by the following principles;

- All members of the Salt University community shall work towards ensuring that women and men have equal rights and opportunities to develop and perform optimally
- Salt University shall strive to ensure gender balance and fair representation of both women and men in all functions, structures and committees

- The dignity and integrity of women and men are fundamental human rights. Sexual harassment and sexist behaviour constitute a violation of one's dignity and integrity, and therefore rights
- Sex and gender disaggregated data in all spheres of operation shall be routinely collected, analysed and used as part of Salt University's management tools
- Both Women in Development (WID) and Gender and Development (GAD) approaches shall be applied in implementation of the policy

### **3.0 Policy Priorities and Target Areas**

#### **3.1 *Broad Strategy***

Implementation of the gender policy will be through a three-pronged approach:

- i) Establishment and application of gender sensitive institutional measures including specific gender oriented and women focussed programmes;
- ii) Raising the awareness and capacity of staff to develop and deliver gender responsive products and services;
- ii) Integration of gender issues into Salt University's programmes (training, research and consultancy) to enhance the capacity of its clients especially the public sector to mainstream gender in policies, plans, programmes and legislation.

#### **3.2 *Target areas of the Policy***

##### **3.2.1 Capacity development for Salt University faculty and staff members**

The policy requires that faculty and staff members develop the capacity to mainstream gender in their work. A comprehensive capacity development plan will be developed and implemented to address the capacities and competencies of faculty and staff members for mainstreaming gender.

##### **3.2.2 Gender mainstreaming in the Public Sector**

All Faculties, Departments and Units at Salt University are required to incorporate a gender perspective into all their programmes (training, research and consultancy). Particular attention shall be directed at introducing innovative/ specific programmes on gender equality and women's empowerment. Salt University's strengthened capacity in gender mainstreaming shall be critical in transforming especially the public sector to design and execute gender responsive policies, programmes and legislations.

##### **3.2.3 Accountability**

The Gender Centre will provide leadership and have primary responsibility for steering and tracking implementation of the Gender Policy. An Action Plan to unpack the policy objectives and identified priority intervention areas shall be developed and periodically reviewed/updated to guide implementation and assess progress against annualized benchmarks. For the external context, Salt University shall liaise with MOWAC and other oversight institutions such as Parliament to promote mutual accountability for gender equality and women's empowerment results among all Government Ministries, Departments and Agencies.

##### **3.2.4 Partnerships**

Salt University will strengthen partnerships with major stakeholders to address gender issues and promote inter-agency knowledge sharing. Salt University will work closely with Development Partners, Government, Private Sector and Civil Society Organizations to mobilize complementary resources and technical expertise in the promotion of gender equality and women's empowerment.

### **3.3 Priority Actions**

The priority actions under each specific objective are as follows;

#### **3.3.1 Objective 1: Establish a gender sensitive and gender responsive organisational environment at Salt University**

- I. Review existing organizational structures and administrative systems for implementing gender balanced recruitment and promotion procedures and gender responsive working conditions;
- II. Organize mandatory staff induction and refresher gender sensitization at regular intervals;
- III. Create supportive institutional systems and/or facilities for fulfillment of maternal/parental functions (by staff and clientele);
- IV. Institute temporary affirmative action measures for increased participation of women in non-traditional fields and for their adequate representation in decision-making forums. A minimum target of 30% shall be pursued.
- V. Establish robust mechanisms to prevent and respond to sexual harassment.

The expected outcomes under this objective are:

- Increased participation of women in all programmes and decision making forums at Salt University
- Enhanced safety and security for women and men within Salt University
- Increased appreciation and support to gender equality and women's empowerment amongst Salt University staff, students and clientele

#### **3.3.2 Objective 2: Develop GIMPA's capacity to design and deliver gender sensitive services for its clientele**

- I. Design and implement a comprehensive gender capacity enhancement strategy for staff;
- II. Design simplified gender analysis tools, checklists and guides for use by the different faculties, departments and units in executing their mandated functions;
- III. Recruit and develop a core team of technical experts as well as trainers for the Gender Centre to facilitate the integration of gender into the different programmes and activities;
- IV. Support Salt University academic staff to participate and engage in public sector policy dialogues and programme design forums with the view to mainstreaming gender equality and women's empowerment perspectives;
- V. Set up a data-base for gender experts;

- VI. Organize meetings, seminars, workshops, etc with key partners from the public, private and civil society organizations to share information and experiences and collaborate with them in relevant areas to reinforce the impact of Salt University's efforts in mainstreaming gender.

The expected outcomes under this objective are:

- Developed capacity of public sector institutions, civil society and private sector institutions to effectively mainstream gender equality and women's empowerment perspectives in policies, plans, programmes and legislation
- Increased number of technical staff with skills to design and deliver gender responsive programmes at Salt University, in the Public Sector, Civil Society and Private Sector
- Gender responsive programmes developed and implemented in Salt University and the Public Sector
- Strengthened partnership between Salt University and other agencies (public and private), for the promotion of gender equality and women's empowerment

### **3.3.3 Objective 3: Develop an effective system to monitor gender equality and women's empowerment in Salt University's and the Public Sector**

- I. Establish and strengthen systems for routine collection, analysis and use of sex and gender disaggregated data and information for planning, programming and decision making;
- II. Strengthen the capacity of Salt University in gender sensitive monitoring and evaluation, including the design of appropriate indicators to assess progress and outcomes of programmes;
- III. Integrate promotion of gender equality and women's empowerment among performance measures/criteria for evaluating staff and assessing institutional functionality;
- IV. Periodically carry out gender analysis of public sector policies, programmes and laws, and disseminate findings among key stakeholders;
- V. Document good practices and lessons learned in promoting gender equality and women's empowerment in Salt University, and disseminate widely among key stakeholders and interest groups.

The expected outcomes under this objective are;

- Increased number of MDAs and other organisations developing new systems, practices, procedures and interventions to address gender inequalities and promote women's empowerment in their areas of mandate/ operation
- Increased commitment among all duty bearers at Salt University towards addressing gender inequalities and empowering women
- Lessons learned and good practices in mainstreaming gender equality documented and available for use by MDAs, other MDIs and development practitioners

## **4.0 Implementation Framework**

### **4.1 Institutional Responsibilities**

The responsibility for implementing the Gender Policy will rest with all the departments and units as well as all faculty and staff members at Salt University. While the responsibility for promoting gender equality will be shared throughout the university, there is a need for special organizational structures, mechanisms and interactive processes to be put in place for ensuring a smooth and effective implementation. The ultimate responsibility for implementation of the Gender Policy will be with the President of Salt University, supported by departmental heads, providing overall leadership

### **4.2 Coordination and networking with stakeholders**

The task of mainstreaming gender at Salt University is a major challenge which cannot be undertaken by Salt University alone. This calls for collaborative initiatives between the public sector, private sector, civil society organizations and other development partners for sharing information and experiences, technical expertise and resources. Some of the relevant Government Ministries and offices which could strengthen Salt University's efforts to improve the quality of its programmes from a gender perspective are: Salt University, OHCS, Public Service Commission, Civil Service Training Centre, as well as the Institute for Local Government Studies and the different sectoral Ministries – Agriculture, Health, Education and others which have a significant gender emphasis in their interventions. In addition, private sector institutions involved in developing the capacity of managers at different levels such as business associations and chambers of commerce, and others particularly those involved in promoting women managers are strategic partners to reinforce Salt University's capacity to integrate gender sensitivity into its programmes. Similarly, linkage with civil society organizations involved in empowering women to enter public service, particularly at the district and local government levels is vital for establishing strategic alliances in enhancing Salt University's capacity to address gender issues in its programmes.

To ensure these linkages contribute to reinforcing a gender perspective within Salt University's organizational and operational activities, some of the major areas of focus while networking with the external stakeholders are as follows:

- Synchronize Salt University's Gender Policy with other national gender initiatives to increase the effectiveness of its programmes
- Set up a Steering Committee as a common platform to exchange emerging issues on gender and formulate a joint strategy to strengthen mainstreaming them into each other's organization for a deeper impact; this Committee will also monitor the progress of implementation of the different activities
- Identify innovative best practices for disseminating among partner organizations
- Organize workshops and seminars as well as other interventions such as capacity building and share best practices on gender mainstreaming

### 4.3 *Entry Points for Implementation of the Gender Policy*

The main entry points for fulfilling the gender equality and women's empowerment commitments under this policy include the following:

- **Staff recruitment and promotion:** Salt University shall provide equal employment opportunities for women and men with the view to ensuring equitable representation at all levels. Special measures need to be instituted not only to attract women into Salt University but also support their career growth through the ranks
- **Staff Terms and Conditions of Service:** Staff terms and conditions of service shall guarantee equitable opportunities and benefits for women and women
- **Performance measurement and evaluation processes:** Job specifications and performance measures will be reviewed to ensure mutual responsibility and accountability for gender equality outcomes
- **Management structures and decision making forums:** Salt University shall promote equitable participation of women and men in management structures and decision making forums
- **MDA Policy Dialogues, Programming and Review/Evaluation Forums:** Salt University will support academic staff to participate in MDA policy making, programming, monitoring and evaluation as well as legislative processes to provide technical support on mainstreaming gender equality and women's empowerment perspectives
- **Advertisement of Salt University Programmes and selection of students and programme participants:** Advertisement of Salt University programmes shall explicitly encourage females to apply especially for courses where they are under-represented. Selection criteria should be responsive to the needs and constraints of women and girls
- **Deployment/assignment of staff responsibilities and tasks:** The deployment of staff or assignment of responsibilities shall encourage transformation of gender identities and eliminate stereotyping of roles
- **Design and/or review of course curriculums:** The design and/or review of course curriculums shall ensure the inclusion of tailor-made gender modules or course units as a mandatory component of the programme/course. Specific programmes on gender equality and women's empowerment shall be developed
- **Research:** The Salt University research agenda shall endeavour to promote gender oriented research and ensure that all studies conducted include a gender perspective
- **Design and/or review of Salt University's Strategic Plans and Projects.** The design and/or review of Salt University's strategic plans and projects needs to ensure the inclusion of gender equality perspectives, goals, strategies and interventions. Subsequent evaluations of results and impact should include a gender dimension.
- **Develop a Sexual Harassment Policy.** The student population is increasing at a fast rate. The increase comes with its associated complaints of sexual harassment but with no avenue to seek redress. The policy will protect both students and faculty.

#### **4.4 Resource mobilization**

Implementation of the Gender Policy requires significant resource allocation across Salt University's organizational and operational levels. A high level of support and commitment of resources will be necessary to undertake the different strategies efficiently. Engendering Salt University's budgeting guidelines would provide priority to spending on gender mainstreaming activities and ensure equitable resource allocation to gender equality related activities. Some of the relevant activities for mobilizing resources are:

- Inclusion of specific financial commitments annually to gender mainstreaming capacity building/training including core competence development
- Package specific strategies of the Policy as proposals to financial agencies/institutions and development partners who can provide funds to bridge the gap between policy and practice and fast track gender equality measures at Salt University
- Include gender budgeting principles in annual budgetary process
- Develop an intra-organizational mechanism for ensuring accountability in the use of funds earmarked for promoting gender equality

#### **5.0 Monitoring and Evaluation**

##### **5.1 Monitoring**

Monitoring of the policy will aim at assessing progress in meeting annual targets defined within the framework of an Action Plan for the policy. Availability of regularly updated comprehensive sex and gender disaggregated data in all departments and units will be essential for monitoring and evaluation of the Gender Policy.

##### **5.2 Evaluation**

Evaluation will be concerned with assessing effectiveness of strategies and interventions implemented, the impacts (both intended and unintended) realised in terms of advancing gender equality and women's empowerment. Other aspects to consider will include efficiency in the utilisation of resources and the relevance of actions taken in terms of national priorities and relevant legislative frameworks.

##### **5.3 Indicators for Monitoring and Evaluation**

The Action Plan for implementation of the Gender Policy shall contain a compressive set of indicators for the different levels- inputs, outputs, outcomes and impact. This section however presents essential indicators to assess the extent to which the purpose of the policy is achieved.

The indicators are:

- Number of public sector policies, plans, strategies, programmes and legislations promoting gender equality and women's empowerment in Ghana, at national and local government levels
- Number of public sector officials, trained in mainstreaming gender equality and women's empowerment, by sector and sex
- Percentage of women and men in decision making organs/committees at Salt University
- Enrolment rates by sex and course/programme
- Completion rates by sex and course/ programme
- Number of Salt University staff by sex, cadre and level
- Number of Salt University staff (by sex and Faculty/Department), trained in gender mainstreaming
- Number of Salt University programmes with tailor-made Gender and Development Course Units/ Modules
- Existence of functional systems to handle cases of sexual harassment

## ANNEX 1: DEFINITION OF KEY TERMINOLOGIES

AFFIRMATIVE ACTION	Temporary measures instituted to redress imbalances or inequalities in accessing resources, power or opportunities
GAD	A development approach focusing on both women and men and aims at ensuring that both women and men participate in and benefit from development programmes on equal terms through mainstreaming gender concerns in the development agenda of government and other organisations. Special attention is given to the disadvantaged persons, be they female or male.
GENDER	Socially constructed differences in roles, relationships, attributes, power, and opportunities for women and men in a given society at a specific point in time
GENDER EQUALITY	The ability of women and men to have the same dignity and worth, to be treated equally under the law or other binding regulations, and to have equal opportunities in all fields. Gender equality is a goal;
GENDER EQUITY	Fairness or justice in the distribution of resources, benefits and responsibilities between women and men. Gender equity is a means of achieving gender equality.
GENDER MAINSTREAMING	A strategy involving the identification of gender inequalities and integrating them in the design, implementation, monitoring and evaluation of policies, programmes and laws
GENDER RESPONSIVENESS	The ability of an agency or individual to recognize and take into consideration social relations and differences in needs and priorities of women and men in any undertaking or decision
GENDER SENSITIVITY	The ability to recognize differences in perception and interests between women and men, arising from their social roles and status
SEXUAL HARASSMENT	Any sexual advance, request for sexual favours or other verbal or physical conduct of a sexual nature which interferes with work, productivity, studies or general sense of well being of others or which is made a condition for employment, promotion, passing examinations, benefiting from a service or opportunity
WID	A development framework or approach focusing on women only and recognizes their distinct needs and capacities. It is welfare oriented and advocates for women's components in development programmes, and women's projects. The focus is on women only.