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ABBREVIATIONS

AIDS	Acquired Immunity Deficiency Syndrome
CEDAW	Commission on All Forms of discrimination Against Women
CAPECS	Capacity Enhancement and Community Support
CRC	Commission on the Rights of Children
CSO	Civil Society Organizations
DOVVSU	Domestic Violence Victims Support Unit
EI	Executive Instrument
FCUBE	Free Compulsory Universal Basic Education
GAD	Gender and Development
GESI	Gender Equality and Social Inclusion
GPRS	Ghana Poverty Reduction Strategy
GSGDA	Ghana Shared Growth and Development Agenda
GPS	Ghana Poverty Reduction Strategy
GRB	Gender responsive Budgeting
GSFP	Ghana School Feeding Program
HIV	Hunan Immune Virus
ILO	International Labor Organization
LEAP	Livelihood Empowerment Against Poverty
MDG	Millennium Development Goals
MoGCSP	Ministry of Gender and Social Protection
MOWAC	Ministry of Women and Children’s Affairs
MTDP	Medium Term Development Plans
NCPD	national Council on People with Disability
NGOS	Non-Governmental Organizations.
NHIS	National Health Insurance Scheme
PFA	Beijing Platform for action
PWLD	People Living with Disability

UN	United Nations
WAJU	Women and Juvenile Unit
WID	Women in Development

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Alhassan Abu Dokuwие

Executive Director,

CAPECS

CHAPTER ONE: LITEERATURE REVIEW

1.0 Introduction

1.1 General Background Information on Gender Equality and Mainstreaming

Gender mainstreaming entered the development vocabulary in the decade after the 1995 UN 4th World Conference on Women. The Beijing Platform for Action (PFA) emphasizes gender mainstreaming throughout all sectors. It stresses the importance of all organizational “actors” (governments, international organizations, NGOs, civil society, and the private sector) incorporating a gender perspective in their work and considering the differential impact of programs on women and men. Specifically, the Platform for Action states that: “...governments and other actors should promote an active and visible policy of mainstreaming a gender perspective in all policies and programs so that, before decisions are taken, an analysis is made of the effects on women and men, respectively” (Beijing Platform for Action, 1995, paragraph 79).

1.2 Definition of Gender Mainstreaming

In 1997, the UN Economic and Social Council more fully defined gender mainstreaming in this way: Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring, and evaluation of policies and programs in all political, economic and societal spheres so that women can benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality (Agreed Conclusions, 1997/2). In simpler language, “gender mainstreaming” is a way to transform how an organization does business, so that addressing gender inequalities and valuing both men’s and women’s full participation become integral to an organization’s operations and effectiveness. Gender mainstreaming emerged as a result of dissatisfaction with earlier approaches to addressing gender gaps, according to a 2002 UN Gender Mainstreaming Report from the UN Office of the Special Advisor on Gender Issues and Advancement of Women (United Nations, 2002, p. 9). Earlier strategies tended to focus only on women’s projects and on specific targeted initiatives, such as women’s components within larger initiatives.

1.3 Plan International’s Gender Equality Policy and Strategy

- Plan’s vision is a world in which all children, both girls and boys, realize their full potential in societies that respect people’s rights and dignity.

- UN CEDAW (1979) and UN CRC (1989) formed the basis of these documents.
- In 2004, Plan formally adopted gender equality and gender mainstreaming as corporate directives.
- Plan's Policy on Gender Equality was approved in 2011.
- Plan believes that gender equality happens when women and men, girls and boys enjoy the same status in society, are entitled to the same rights, are equally respected in the community, can take advantage of the same opportunities and have the same power to shape their lives.

1.4 Plan's Twelve Commitments to Gender Equality are:

1. Plan will confront and challenge gender discrimination, stereotyping and unequal power relations between men and women, and boys and girls.
2. Plan will advocate and promote gender equality as a human and child rights.
3. Plan will oppose all forms of gender-based violence and practices that undermine the dignity of children and their right to protection from harm.
4. Plan will not tolerate practices that result in gender-based discrimination, prejudice or inequality.
5. Plan will implement long-term strategies of social change to address the causes of gender-based exclusion and discrimination.
6. Plan will ensure that a gender analysis and actions to promote gender equality are included in all programmes.
7. Plan will promote the empowerment of girls and women to ensure that all children have an equal opportunity to realise their rights.
8. Plan will work with men and boys in tackling gender discrimination and promoting gender equality.
9. Plan will promote the equitable and meaningful participation of girls and boys in decision-making processes that affect their lives.
10. Plan will create an enabling environment for gender equality to thrive in our internal organizational culture.
11. Plan will analyze the risks that arise in the pursuit of gender justice and will take steps to prevent any potential harm to girls and boys.
12. Plan will mobilize the human and financial resources to meet its commitments to gender equality.

1.5 General Background Information on Gender Issues in Ghana

Since the Beijing Fourth World Conference on Gender and Development in 1995, countries (both developing and developed), multilateral and bilateral donor communities have put in place gender policies and strategies to promote equality in the design and delivery of development interventions. Gender mainstreaming has become the ubiquitous process through which donor organizations have attempted to integrate gender issues into development analysis, country dialogue, sectors, and operations.

Gender mainstreaming is considered as a process of assessing the implications for women, men, PLWD and other marginalized groups of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's and men's as well as all excluded groups' concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that all groups of people (including women and men) benefit equally and inequality is not perpetuated.

1.6 Evolution of Gender and Social Inclusion in the Development Arena of Ghana

Ghana, since the mid 1980 ratified international conventions and treaties that sought to protect and mainstream the rights values and issues of women and vulnerable groups in development. In 1986, the country ratified the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW (1979)). Subsequently, the country became signatory to several international conventions and treaties. The following are some major conventions ratified:

- UN Convention on the Rights of the Child (1989)
- Global Conference on Human Rights (1993)
- The World Summit on Participatory Social Development (Copenhagen, 1995)
- Beijing Framework for Action (1995)
- Millennium Development Goals (2000)
- Common Wealth Gender Policy and Plan for Action
- ILO Convention on the Worst Forms of Child Labour (NO. 182);
- African Charter on the Rights and Welfare of the Child;
- Forced Labour Conventions (NOs. 29 and 105);
- Equal remuneration (NO.100)

The country also promulgated laws and policies that sought to mainstream gender equality, participation and social inclusion into national development.

- The 1992 Constitution of the Fourth Republic (Article 28)
- Criminal Code (Amendment) Act, 1993 (Act 458)
- Children's Act 1998 (Act 560)
- Juvenile Justice Act 2003 (Act 653)
- The Human Trafficking Act 2005 (Act 694)

- Domestic Violence Act 2007 (Act 732)
- Persons With Disability Act, 2006 (715)
- Property Rights of Spouses Bill

1.7 Previous GESI interventions in Ghana

Since the adoption of the MDGs in 2000, the Ghana government, CSOs and the development community have made conscious efforts over the years to implement interventions that sought to promote gender equality and collective participation and involvement of all vulnerable groups into the development process. These interventions span from ensuring equity and participation of women and all vulnerable groups in economic, social, cultural and religious activities in the country.

Aside the promulgation of the 1992 Fourth Republican Constitution which provided a broad legal framework for gender equity and social inclusion in Ghana, the government has implemented three major medium term development plans (MTDP):

- Ghana Poverty Reduction Strategy (GPRSI),2003-2005;
- Growth and Poverty Reduction Strategy (GPRSII), 2006-2009; and
- Ghana Shared Growth and Development Agenda (GSGDA), 2010 -2013.

These MTDPs made clear provisions for mainstreaming GESI into the development processes.

1.8 Institutional frameworks to promote GESI

1.8.1 Establishment of the Ministry of Gender, Children and Social Protection

The government established the Ministry of Women and Children Affairs (MOWAC) through the Executive Instrument (EI 8) in January 2001. The core mandate of MOWAC is to initiate, advocate and coordinate formulation of policies, monitor and evaluate execution of policies to promote gender mainstreaming, women empowerment and child development issues in all sectors. In 2009, MoWAC was expanded and re-designated as the Ministry of Gender, Children and Social Protection (MoGCSP) with a three-fold mandate to first, ensure gender equality through mainstreaming gender considerations; second, to promote the welfare and protection of children; and third, to empower the vulnerable, excluded, aged and people with disabilities through the use of social protection interventions to achieve national development.

1.8.2 Establishment of the National Disability Council

The government of Ghana established the National Council on Persons with Disability (NCPD) in 2009. The primary focus of the NCPD is to propose and evolve policies and strategies to enable persons with disability enter and participate in the national development process. The NCPD is also to ensure the effective

implementation of the National Disability Act (715) and the mainstreaming of disability rights and issues into the socio-economic development processes.

1.8.3 Establishment of Domestic Violence and Victim Support Unit (DOVVSU)

DOVVSU was established in October 1998 as the Women and Juvenile Unit (WAJU) of the Ghana Police Service. Its creation was part of the government's fulfillment of international obligations, with the police administration also realizing the need for a specialized unit to handle cases of abuse against women and children, following the improper handling of such cases at the "Traditional Police" station. The unit was renamed Domestic Violence and Victim Support Unit (DOVVSU) in 2005.

The establishment of the unit was backed with the Convention on the Elimination of Discrimination Against Women (CEDAW), Convention On The Rights Of The Child (CRC), The Beijing platform of action, and the Millennium Development Goals among others.

The Domestic Violence and Victim Support Unit (DOVVSU) seeks to protect the rights of the vulnerable against all forms of abuse. In its day-to-day activities, the unit provides advice on crime prevention to members of the public, and also handles offences involving juveniles. Additionally, DOVVSU creates an effective database for detection, prevention, and prosecution of cases of domestic/gender-based violence, as well as child abuse.

1.8.4 Social Interventions/Schemes to promote GESI

i) Gender Responsive Budgeting (GRB)

The government of Ghana introduced the Gender Responsive Budgeting as a gender mainstreaming strategy aimed at using government fiscal policy to achieve gender parity. The GRB scheme was piloted in 2007 in three sectors of the economy: Education, Health and Agriculture. The GRB Scheme prioritized the income and expenditure of these three sectors such that specific needs of women, men, girls and boys are met equally in the development process. The GRB is dependent on empirical demographic data of the population for evidence based policy analysis and financing.

ii) Livelihood Empowerment against Poverty (LEAP)

The Livelihood Empowerment against Poverty (LEAP) Program is a social cash transfer program which provides cash and health insurance to extremely poor households across Ghana to alleviate short-term poverty and encourage long term human capital development. LEAP started a trial phase in March 2008 and then began expanding gradually in 2009 and 2010.

The target groups under this program are single mothers, caregivers of orphaned and vulnerable children (OVCs), elderly poor, and persons with extreme disability and are

unable to work, majority of whom are women. LEAP is already proving to be a useful social intervention measure for the poor, particularly women. By the end of 2013, 73,134 beneficiaries in 9 Districts in the 10 Administrative Regions of the country had received grants under LEAP.

iii) The National Health Insurance Scheme

The National Health Insurance Scheme (NHIS) was established under Act 650 of 2003 by the Government of Ghana to provide basic healthcare services to persons resident in the country through mutual and private health insurance schemes. The scheme allowed marginalized groups such as the aged and children to access health care free of charge.

In 2008, the NHIS introduced the Free Maternal Health Care programme to enable all pregnant women in Ghana to receive free medical care. The NHIS is also contributing to Ghana's efforts towards MDG 4 and 5. Currently, it is estimated that, the NHIS has had 22 million subscribers since its inception in 2003, 9 million of which remain active subscribers.

iv) The Capitation Grant and the School Feeding Programme

The capitation grant scheme was introduced in 2005 to further the implementation of the Free Compulsory Universal Basic Education (FCUBE) Policy in Ghana and the achievement of MDG 2: promoting universal access to primary education. The primary objective of the scheme was to address and to promote access to basic education for all social groups regardless of the economic status and also address the issue of gender inequality in education.

While capitation grant eliminates financial barrier to education access for the poor and marginalized, the Ghana School Feeding Programme (GSFP) initiative launched in 2005 provides a square meal to school pupils in deprived communities using locally grown foodstuffs. The GSFP aimed at increasing school enrolment, retention and reduction of hunger and malnutrition among school children in deprived communities. The capitation grant and GSFP were described to have demonstrated that eliminating school fees and the provision of a hot square meal for pupils lead to narrowing gender gaps and have immediate and substantial impact on education for all campaign. The MDG Report (2012/13) currently touted Ghana to have made significant progress in the achievement of the MDG 2.

The CSO in Ghana has also made significant efforts to mainstream gender into donor funded development projects. CSO's efforts range from advocacy to ensure promulgation of gender responsive legislations, policies and budgets; equal participation in development process and access to education, health, etc. The emphases of most of these interventions implemented by CSOs were mainly on promoting gender equity with limited work on social inclusion in a holistic way.

Social inclusion was only implemented in isolated cases such as HIV and AIDS and disability projects.

CHAPTER TWO: RATIONALE FOR A GENDER MAINSTREAMING POLICY

2.1 Ghana as a part of an international community

Ghana has ratified various treaties which have specific reference to affirmative action as an important measure to enhance gender equality and women's rights in decision making and inclusive participation in development interventions. Some of these instruments include:

2.2 Universal Declaration on Human Rights (UDHR) - 1948

- i. It states that everyone has the right to take part in the government of his or her own country either by voting for, or running as a candidate for election.
- ii. The UDHR underscores the fact that empowerment of women and improvement of women's social, economic and political status is necessary for the achievement of transparent and accountable government.

2.1.1 Millennium Development Goals - 2000

- i. Goal 3 – Promote Gender Equality and Empower Women.
- ii. Eliminating gender equality and achieving women's empowerment are essential to the achievement of the MDGs.
- iii. MDG 3 indicators track a number of key areas including political participation. To achieve this goal then, women's full participation in decision making processes is essential.
- iv. Gender equality can only be achieved when women's voices are heard and they have the opportunity to participate in decision making that affect their lives, their families, their communities and their countries.
- v. For other indicators under Goal 3, there is near parity for a number of countries in girls' enrolment.

2.3 Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) - 1981

Ghana ratified this convention in 1986 without any reservations.

- i. Article 4 (1.) - Adoption by States Parties of temporary special measures aimed at accelerating de facto equality between men and women shall not be considered discrimination as defined in the present Convention, but shall in no way entail as a consequence the maintenance of unequal or separate standards; these measures shall be discontinued when the objectives of equality of opportunity and treatment have been achieved.
- ii. *Article 7* - States Parties shall take all appropriate measures to eliminate discrimination against women in the political and public life of the country and, in particular, shall ensure to women, on equal terms with men, the right:
 - (a) to vote in all elections and public referenda and to be eligible for election to all publicly elected bodies;
 - (b) to participate in the formulation of government policy and the implementation thereof and to hold public office and perform all public functions at all levels of government;

CEDAW General Recommendation 25 explains that it is important to distinguish between the need to use affirmative action as a temporary measure to accelerate the achievement of a particular goal such as increasing the number of women in parliament; from other general social policies aimed at improving the situation of women. It should also be understood that using affirmative action is a temporary and not a measure that is permanent, even if the measure will be in place for a long time. The duration of a temporary special measure is determinable by its functional result in response to a concrete problem. The real meaning of ‘special’ under CEDAW is that the measures are designed to serve a specific goal. Measures also encompass measures including legislative, executive, administrative and other regulatory instruments, policies and practices, such as outreach or support programmes, allocation and/or reallocation of resources, preferential treatment, quota system etc. Some countries had incorporated such temporary measures into their constitutions – Finland and Germany. The UN target for representation of women in decision making levels within the UN is 50%. Though this has not been achieved, there has been significant progress.

2.4 Beijing Declaration and Platform for Action - 1995

- i. The Beijing Platform for Action sets a target of 30% representation of women in all decision making positions at all levels.
- ii. The Beijing Declaration further provides that equal participation of women and men in decision-making provides a balance that reflects the composition of society, something that is needed to strengthen democracy and promote its proper functioning.
- iii. Therefore equality in political decision-making is a leverage for integration of equality in government policy making. Equal participation of women in political decision making ensures that women’s interests are taken into account
- iv. Women’s involvement in political decision making and in the legislature contribute to redefining political priorities, and placing new items on the political agenda that reflect and address women’s gender-specific concerns, values and experiences and provides new perspectives on mainstream political issues.
- v. BPfA lists action to be taken by government to meet the strategic objective G.1., i.e. take measures to ensure women’s equal access to and full participation in power structures and decision making to include
- vi. Commit themselves to ensuring the goal of gender balance in governmental bodies and committees, in public administration entities, judiciary, including inter alia setting specific targets and implementing measures to substantially increase the number of women with a view to achieving equal representation of women and men, if necessary through positive action.
- vii. Take measures including in electoral systems that encourage political parties to integrate women in elective and non-elective positions in the same proportion and at the same level as men
- viii. Action to be taken by political parties
- ix. Consider examining party structures and procedures to remove all barriers that directly or indirectly discriminate against the participation of women

- x. By NGOs
- xi. Advocate at all levels to enable women to influence political, economic and social decisions, processes and systems and work towards seeking accountability from elected representative on their commitment to gender concerns
- xii. Establish consistent data protection legislation, databases on women and their qualification for use in appointing women to decision-making and advisory positions, for dissemination to governments, political parties etc.

2.5 Solemn Declaration on Gender Equality - 2004

- a. This is a reaffirmation of the commitment of the Heads of State to the principle of gender equality as enshrined in Article 4 (L) of the Constitutive Act of the African Union, as well as other existing commitments, principles, goals and actions set out in the various regional, continental and international instruments. The Declaration particularly created a platform for the acceleration of the involvement of women in governance processes at the continental, regional and national levels.
- b. Article 5 of the Solemn Declaration states *“Expand and promote the gender parity principle that we have adopted regarding the Commission of the African Union to all the other organs of the African Union, including its NEPAD programme, to the Regional Economic Communities, and to the national and local levels in collaboration with political parties and the National Parliaments in our countries”*
- c. In order to achieve and implement this article, governments and other political actors are expected to enact laws and put in place policies to promote equal participation of women and men in”
 - i. the legislature
 - ii. leadership of political parties
 - iii. the executive branch of government
 - iv. the judiciary
 - v. local government
 - vi. boards and committees etc.
- d. This particular article 5 sets specific targets which were in consonance with the 2015 MDGs attainment date. These include
 - i. 50% female representation in all Organs of the AU by 2015
 - ii. 50% of female representation in the Regional Economic Communities and national governments of countries of the AU by 2015
 - iii. 50% female representation in parliaments and judiciaries by 2015
- e. The AU has maintained gender parity at its topmost level of decision making. In 2002, the African Union Commission had 5 females and 5 males. Other organs of the AU are headed by women e.g. the AU Parliament.

2.6 Protocol on Women’s Rights - 2004

- i. It came into force in 2004.

- ii. Article 9 on right to participation in the political and decision making process provides that
 - 1) State parties shall take specific positive action to promote participative governance, and the equal participation of women in the political life of their countries through affirmative action, enabling national legislation, and other measures to ensure that:
 - a) women participate without any discrimination in all elections
 - b) women are represented equally at all levels with men in all electoral processes;
 - c) women are equal partners with men, at all levels of developments and implementation of state policies and development programmes
 - 2) State parties shall ensure increased and effective representation and participation of women at all levels of decision making
- iii. Ghana ratified the Protocol in 2007 without reservation. Ratification is further endorsement and commitment of the Government of Ghana towards advancing gender equality and women's empowerment.
- iv. Ghana has yet to submit a report on implementation of the Protocol in accordance with Article 62 of the African Charter, that is, to submit a report 2 years after ratification. .

2.7 ECOWAS Protocol on Good Governance and Democracy

Article 40 - Member states agree that the promotion of the welfare of women are essential factors for development, progress and peace in the society. Consequently, they undertake to eliminate all forms of discrimination and harmful and degrading treatment against women. Ghana ratified this Protocol on 10/10/02

A common thread in these treaties/protocols is that gender equality and women's empowerment is fundamental to development, democracy and peace. These treaties/protocols also underscore the need to use temporary measures like affirmative action to achieve these laudable goals. It is therefore imperative that CAPECS, as a development oriented and children's right organization develops a strategy to enhance gender equality in its operational structures. This will impact positively in achieving development goals of the organization.

2.8 Good Practices in Africa

Rwanda

Rwanda ranks number one in Africa for having the highest percentage of females represented in its Parliament. Women make up 30% of the upper house and 48.8% of

the lower house of the legislature. This came about as a result of specific mechanisms to increase women's political participation. This included constitutional guarantee, quota system and an innovative electoral structure. The women's movement mobilized to ensure that the constitutional review process had gender at the heart of it. The movement also worked with the women's ministry

Uganda

Uganda uses a system of reserved seats for women. It guarantees 20% of seats in parliament; 1 seat for each of the 56 electoral districts is reserved for women. In Uganda the Ministry of Gender, Labour and Social Development was established to implement an affirmative action policy.

South Africa

The African National Congress party (ANC) instituted a quota system which reserves 30% of parliamentary and 50% of local government candidacies for women.

Ghana

With the increasing momentum towards gender mainstreaming following the Beijing Women's Conference, many countries established women's machineries, and adopted gender equality frameworks amongst others. In 1998, the National Council for Women and Development submitted a proposal to Government to adopt affirmation action as a means of ensuring equality of rights and opportunities for women in Ghana. This proposal was considered by Cabinet.

2.9 Statement of Policy on the Implementation of Proposals and Recommendations for Affirmative Action towards Equality of Rights and Opportunities for Women in Ghana

Ghana has a powerful statement which states: *“Women constitute 51% of the population. Therefore to deny them their rights and the opportunity to contribute fully to national development will mean the marginalization of the majority of the population, which run contrary to the principles of democracy.”*

The Government White Paper/Proposal contained the following:

- Government to appoint a Committee on Affirmative Action to monitor implementation of the Affirmative Action Policy; and to identify other areas of work that required affirmative action.
- More women to be appointed onto all appropriate Advisory Bodies [Public Boards, Council of State, Commissions etc.]
- **National Target:** Achieve at least 40% representation on all bodies
- Electoral Commission & Political Parties : Electoral Commission tasked to encourage all political parties to put up more women as parliamentary candidates to pave the way for the 40%

- **District Assemblies** – 30% out of the 30% appointees to be allotted to women [An administrative directive in 2002 changed this to 50%]
- Education – Universities to introduce gender courses. Increase in female halls of residence. Science clinics for girls.
- Public Education – NCWD, NCCE, NEC tasked to educate the public on affirmative action.

Some Statistics showing low numbers that does not meet the national quota of 40%.

2004				
Category	Total	Men	Women	% Women
Ministers	33	28	5	15.2
Deputy Ministers	33	19	14	42.4
Ambassadors	51	37	4	7.8
Council of State Members	20	17	3	15.1
Parliamentarians	230	205	25	10.9
District Chief Executives	138	133	5	3.7

2.10 The Gender and Children’s Policy 2004

Paragraph 9.4.1 titled **District Assemblies** has as part of strategies to meet the critical areas outlined “initiating specific by-laws (including affirmative action where necessary) geared towards promotion of gender and child survival, protection and development, equity to redress the imbalances identified at district level.

Paragraph 9.5 titled **Political Processes** – provides that the Gender and Children Policy shall be enhanced if political structure and processes have the capacity to identify, analyze and incorporate gender and children concerns into development issues and programs. The strategies for achieving this include – influencing political processes/structure to ensure gender and children balanced participation through advocacy and lobbying; incorporating affirmative action where necessary to address inequalities resulting from gender and children imbalances; sensitization of politicians and decision-makers on child and gender-related issues. The Gender and Children’s Policy endorses the need to have affirmative action as one of the measures towards gender equality.

CHAPTER THREE: RATIONALE FOR GENDER MAINSTREAMING IN CAPECS

3.0 Profile of CAPECS

The Capacity Enhancement and Community Support (CAPECS) is based in the Upper West Region with its headquarters in Wa. It was founded in response to the need for a vibrant local NGO to protect vulnerable groups and alleviate poverty among women

and their families using proven and tested innovative and rights-based approaches. The organization started as the Women's Centre for Capacity Building, the Environment and Sanitation (WOCCBES), a CBO in 2004 and was engaged in gender advocacy, tree planting and HIV/AIDS campaigns with the view to alleviating poverty among women. To increase its presence and become more relevant due to the enormity of gender imbalances and vulnerability in the Upper West Region, it was legally incorporated as a non-profit making organization in line with the provisions of section 27 and 28 of the Ghana Companies Code of 1963 (Act 179) limited by guarantee on 16th March, 2010.

Since assuming NGO status, CAPECS has sought to build the capacity of women and communities with the view to widening their livelihood opportunities, promoting health and nutrition, promoting education and protecting the rights of women and children.

The vision of CAPECS is ***'a world of freedom in which all manner of persons have equal access to opportunities irrespective of their backgrounds'***. With the passion to realize this vision, CAPECS strongly upholds the mission of ***'empowering the voiceless and the vulnerable by creating the enabling environment to realize their talents and exercise them to improve their lives in an atmosphere of sustained environment use'***

The strategic objectives of CAPECS are:

- I. To advocate for improved delivery of services for the benefit of vulnerable groups mostly women, children and people with disabilities.
- II. To eradicate poverty among vulnerable people using rights-based and sustainable market-based approaches.
- III. To promote entrepreneurial and skills development for vulnerable people, women and youth
- IV. To protect and promote the rights of citizenry particularly children and women
- V. To preserve the environment using demonstrations and the introduction of environmentally sustainable livelihood opportunities

In line with its vision, CAPECS supports initiatives that seek to empower vulnerable people and communities to improve their living conditions. CAPECS builds the capacity of these groups, mostly women through sensitization durbars, meetings and trainings that give them knowledge and skills to shape their own lives. Beyond just giving knowledge and skills to vulnerable people and their families, CAPECS also takes steps to link these people to productive resources through saving schemes, social protection programmes and resources for the education of their wards. Apart from giving knowledge, skills and providing linkages, another thing that is central to CAPECS' work is the use of environmental protection and conservation initiatives as an alternative source of livelihood for people and their communities.

Also important to CAPECS' interventions is its health, hygiene and nutrition campaigns. As an organization that recognizes and accepts the everyday adage that 'health is wealth', CAPECS organizes periodic campaigns in its target communities to

bring to the fore the relevance of good nutrition, good hygiene practices, reproductive health issues and environmental cleanliness. Through these campaigns, CAPECS gives knowledge and skills to communities on fortifying their meals using locally produced food legumes such as soybean that many have not recognized as highly reached in nutrients.

Recognizing that shea nuts play a significant role in the income levels of women in Northern Ghana; CAPECS also takes steps to organize women into shea co-operatives and link them to processors and buyers who offer profitable prices for their labour.

Standards for good organizational governance:

The standards for good organizational governance that guide the operations of CAPECS are embedded in the operational documents (including its administrative policy manual, strategic plan, financial policy etc) of the organization. The following are key standards that CAPECS upholds in its governance:

- (i) Separation of powers, duties and responsibilities of management staff to ensure checks and balances.
- (ii) Equal rights of all members of the organization to participate in decision making and to freely express their opinions without fear or favour.
- (iii) Maintaining Transparency and Accountability in all of its operations.
- (iv) Strengthening the oversight responsibility of the board by clearly defining their roles and responsibilities.
- (v) Subjecting itself for auditing annually and accepting criticisms in good faith without recourse to counter criticisms.

These values cannot be sustainably achieved without gender sensitive planning and programming.

The 1992 Constitution of Ghana enjoins that all Ghanaians benefit equally as citizens in enjoying the fundamental human rights. These include:

Art 15: Respect for human dignity.

Art 17: Equality before the law

Art 26: Prohibition of injurious and harmful cultural practices.

CEDAW (Commission on All Forms of Discrimination Against Women)

Art 7: Right of women to participate in politics and decision-making positions in public life.

African Charter on Human and Peoples Right:

Article 2: Equality before the law

Article 3: Non discrimination on the grounds of sex, race, ethnic group,

Article 4: Respect for life and integrity.

Article 16: The right to enjoy the best attainable state of physical and mental health.

Some articles in United Nations declaration on Human Rights

Non-discrimination

Right to express opinion

Right to freedom of expression

Right to freedom of thought conscience and religion

4.3 The Tenets of Good Governance

1. **Equity:** If development is to enlarge people's choices, people must enjoy equitable access to opportunities. Equity in access to opportunities demands restructuring of power in many societies and changes along the following lines.

- Change in distribution of productive assets especially through land reforms.
- Major restructuring in the distribution of income through progressive fiscal policy aimed at transferring income from the rich to the poor.
- Overhauling of credit systems so that the credit requirements of the people are satisfactorily met.
- Equity in political opportunities through voting rights reforms, financial reform, and other actions aimed at limiting the excessive political power of a feudal minority.
- Undertaking steps to remove social and legal barriers that limit access to women or other minorities to some of the key social and political opportunities.

2. **Sustainability:** The next generation deserves the opportunity to enjoy the same wellbeing that we now enjoy and this right makes sustainability an essential component of the human development paradigm. At times, the concept of sustainability is confused with the renewal of natural resources, which is just one aspect of sustainable development. In this context, it is the sustainability of human opportunities that is of concern. This in turn requires sustaining all forms of capital – human, physical, financial and environmental. Sustainability is a matter of distributional equity, of sharing developmental opportunities between present and future generations and ensuring intergenerational and be sustained are worthwhile life opportunities. As an unjust world, is inherently unsustainable, this concept also

implies removing the disparities, both political and economic, between various nations of the world.

3. Empowerment: Governance envisages full empowerment of the people. Empowerment means that people are in a position to exercise choices of their own free will. Empowerment implies a political democracy in which people can influence decisions about their lives. It requires economic liberalism so that people are free from excessive controls and regulations. It means decentralization of power so that real governance is brought to the door step of every person. It also means that all the members of a civil society, particularly non-governmental organizations join in the development process.

4. Participation is an essential ingredient in good governance. Indeed, it has been argued that, participatory development can be seen as a local level reflection of good governance. In order to improve the effectiveness and efficiency of government, there is the need to involve the people in the decision making process, in order that the people who are going to be affected by development plans would know the options available to them so that they will indeed participate.

3.4 Priority Areas for Mainstreaming Gender in CAPECS

4.4.1 Program Planning & Implementation

It is mandatory that the management of CAPECS ensures the integration of gender equality into programs and projects. The Management of CAPECS must ensure that participatory methods are used to incorporate the views and issues of both male and female staff and beneficiaries in program planning and designing. That the projects should include activities that strengthen and provide the vulnerable and marginalized with equal access to services and benefits accrue from the project. That the Gender programs must contribute to the empowerment of both male and female to change the unequal gender relations (at work, at home and in the communities).

CAPECS will consult her partners and staff to identify relevant projects for implementation in communities. CAPECS will be proactive in including gender analysis in the consultation processes. A checklist of gender issues should be developed to ensure an objective gender analysis in the consultation process.

3.4.2 Technical Expertise

The organization shall build the capacity of its Gender Unit with the necessary knowledge, skills and attitudes to carry out their work and be able to identify gender issues within the organization. The Gender Coordinator should be able to train other staffs to mainstream gender into the programs.

The organization shall ensure regular training for persons in charge of programs/project to be able to do gender analysis in the programs.

CAPECS will adopt gender sensitive budgeting analysis to ensure that enough financial resources are allocated for building the capacity of staff on gender issues. Budget allocation will include training programs on gender issues, workshops and

seminars (both nationally and internationally) to ensure that staff are aware of the contemporary gender issues which should be included in advocacy programs.

The organization shall allocate up to 10% (adequate budget) of its budget to support gender work.

3.4.3 Staff Development/Human Resource Development

In furtherance of its gender equality commitments, CAPECS will ensure that staff or human resource development initiatives address the needs of men and women equitably. It will ensure that staff recruitment, Training and promotions are informed by its gender equality commitments and that equal opportunities exist for the development of female and male staff. CAPECS will also encourage and support interested partners to foster equal opportunities in staff development in their organizations.

Staff recruitment will include a capacity building program through induction, exposure visits and other training opportunities to equip the staff with relevant skills to grow into the organization. A conscious effort will be made by the Senior Management and Board members to ensure that more female staffs are recruited. In cases where it is difficult to find female staff with the required skills to occupy a position in CAPECS affirmative action will be employed to recruit female staff that may have the interest to work on a particular post. Such staff will be encouraged to undertake training and skills-building programs that will bring her up to the required skills needed for the particular tasks of the job.

Recruitment of female staff or transfers of female staff to other locations should consider family issues and wherever possible, spouses should be consulted to ensure that there is understanding between the female staff and the spouse with regards to relocation. Similarly, male staff that may be relocated should have their wives /partners consulted to ensure same.

Staffs who work in locations where their families do not reside should enjoy paid periodic long weekends once every quarter in order to visit their family. Such weekends may be taken from Friday to Monday where staffs travel in and out of office location to visit their family. Such long weekends may be accumulated over a period of two quarters and taken retroactively. This is subject to approval and this must not affect the job of the staff.

Female staffs who qualify for a job after satisfying interview requirements but who may be pregnant at the time of the interview or immediately after the interview, will be expected to report to duty until her maternity leave is due and she will be granted maternity leave as required by the Labour Law without being denied the job.

A female staff who may find herself pregnant immediately after assumption of duty without having spent twelve calendar months in CAPECS should benefit from a normal maternity leave and ante-natal health care without any impediments.

Statements that encourage and motivate prospective female candidates will be used in the advertisements of CAPECS vacant positions.

CAPECS will develop affirmative action to ensure that more women are recruited or promoted to senior management positions. These will be done through the development of female staff capacities to enable them take up senior positions. Deliberate attempts will be made during recruitment processes to ensure that more women are interviewed for senior management positions.

There must be flexible working arrangement for staff with differential needs. Such staff may include nursing mothers or men whose wives are on maternity leave.

- a. There should be Maternity leave for child bearing mothers. A minimum of three months of maternity leave is required after delivery.
- b. Paternity leave for 2weeks (after spouse has delivered)

Based on differential need staff may in consultation with their supervisors agree on flexible working hours.

Management must ensure that affirmative action policy is instituted to increase the representation of both male and female in senior management positions especially for women whose representation may be lower than men.

The Management must show respect for staff at all levels (irrespective of their grade or scale, especially the junior staff who are normally marginalized) and involve them in decision making processes.

3.4.4 Technical Expertise

A needs assessment of gender training must be conducted to ensure the development of appropriate training packages for staff to build their capacity to enable them mainstream gender in their work.

3.4.5. Partnerships

CAPECS will collaborate with those organizations that believe in gender equality. In a situation where there is an absolute need to collaborate with organizations that do not reflect or believe in gender equality, CAPECS will build their capacity within the first few months of their collaboration to ensure that they mainstream gender in their organizations. If the said organization(s) does not want to mainstream gender in its activities, CAPECS will be obliged to terminate the collaboration.

CAPECS will develop capacity building programs that will address strategic empowerment needs for both the direct and the indirect beneficiaries of their programs.

CAPECS must reflect gender sensitivity in the use of language and must not use gender discriminatory words or gender stereotypes in its advocacy, public relation and communication programs.

3.4.6 Organizational Cultures

CAPECS will maintain an organizational environment that will enable both women and men staff to perform and achieve their best in their respective roles. The terms

and conditions of service will be such as to enable all staff to contribute in the most effective ways towards the realization of the vision and mission of the organization.

CAPECS will promote conducive working relationships that foster equitable access to resources and support services. A gender sensitive environment will promote zero tolerance for all forms of gender based discrimination.

3.4.7. Harassment

In the pursuit of a gender sensitive organizational climate, CAPECS will ensure that no staff or client is subjected to any form of harassment such as intimidation, abuse of power (dismissals, delayed or denied promotion, denied opportunities, misuse of office/ work hours), verbal abuse (used of sexually explicit language, soliciting, insults), rape, and sexism (inappropriate body language, language, attitudes and dealing). No staff shall be placed in a vulnerable position that compromises on the bodily integrity and human rights on the basis of their sex/gender. Appeals and complaints mechanisms will be established within CAPECS to protect vulnerable individuals and groups.

3.4. 8. Governance Structures

The governing structures of CAPECS will reflect gender in representation, leadership and sensibilities. Special efforts will be made to ensure that, women who are mostly disadvantaged are included in all the governing structures within CAPECS and partner organizations.

3.4.9. Resources

CAPECS's administrative mechanisms will ensure gender equitable access to, control over resources and benefits and support services. Female and male staff will have equal access to basic resources for the accomplishment of their tasks, roles and responsibilities within the organization and in furtherance of their work outside the organization.

CAPECS will work to ensure that its relevant human and material resources are accessible and beneficial to all staff and partner organizations.

3.4.10. Monitoring and Evaluation

CAPECS must conduct gender analysis before and after every program implementation.

CAPECS will develop an appraisal system that rewards hard work and commitment to duty, respect and adherence to organizational policies and principles. Such rewards could easily facilitate the ascendance of junior and female staff to positions of higher responsibility.

Gender equality indicators will be applied in all internal and external monitoring and evaluation systems. All assessment tools will include gender indicators. All assessors of programs, internal and external, will have to demonstrate knowledge and skills in

the use of gender indicators. Periodic gender audits will be conducted in the organization to track ongoing efforts. Such efforts may be extended to partner organizations to ensure coherence and adherence to core values which include gender sensitivity.

3.4.11 Implementation Strategy

In line with its commitment to gender equality as well as national, regional and global frameworks, CAPECS will be guided by its gender equity commitments in the pursuit of following:

Policy issue	Strategy	Responsibility
<p>Support for gender work Acknowledge, encourage and support work that addresses the similarities and differences between women and men in their development needs, aspirations and challenges.</p>	<p>Subject all applications to gender review</p> <p>Apply a gender checklist in various decision-making processes</p> <p>Use gender expertise to guide programming initiatives</p> <p>Encourage the use of gender disaggregated data in all manner of reporting</p> <p>Support periodic gender reviews of CAPECS’s programs.</p>	<p>Senior Management Team (Executive Director, Program Coordinators, Supervisors/Sectional/Departmental Heads</p>
<p>Decision-making Encourage and facilitate processes using Affirmative Action/Positive Discrimination) to increase women’s participation in the governance structures.</p>	<p>Seek and use gender expertise in decision-making and strategic initiatives</p> <p>Use gender checklist and other tools to guide decision –making processes</p> <p>Involve gender specialists in decision – making processes</p> <p>Encourage and support women’s participation in governance systems in partner organizations.</p>	<p>SMT, BOD</p>

<p>Programming Organize programs that encourage beneficiaries and partner organizations to engage and promote gender equality work in their organizations and it their partnership with</p>	<p>Annual General Meetings to learn and share experiences</p> <p>Regional/Sectoral fairs and learning and sharing programs (exhibitions/excursions, etc)</p> <p>Special gender events</p>	<p>SMT, Staff, Partners and Beneficiaries</p>
<p>Partnership Encourage partnership/ collaboration (comparing and sharing among gender- and non-gender focused organizations toward mutual and collective benefits.</p>	<p>Support gender work that draws from collaboration within and partner organizations community</p> <p>Encourage and facilitate inter-sectoral programs that draw on internal gender expertise among staff and partner organizations</p> <p>Seek technical advice from collaborating gender focused CSOs and partner organizations.</p>	<p>SMT, Staff and partners.</p>
<p>Capacity –Building Develop tools and packages that will ensure that staff have the appropriate expertise to address gender issues in the organization</p>	<p>Organize periodic sensitization campaign among staff, partners and beneficiaries.</p> <p>Extend gender expertise to partner organizations whenever necessary</p>	<p>SMT/ Staff, BOD</p>

	<p>Promote network activities among gender focal persons</p> <p>Encourage the development of, and support proposals that include capacity building in gender</p> <p>New employees and consultants will be required to demonstrate gender knowledge and skills</p> <p>New employees and consultants would be handed and briefed on gender policy and checklist</p> <p>Periodic refresher gender workshops and sharing for a will be organized for staff and partners</p> <p>New programme proposals and initiative will incorporate gender equality commitments.</p> <p>The programme will be subjected to periodic gender reviews to reflect gender commitments.</p>	
<p>Budgeting/Resource Allocation</p> <p>Resources will be allocated during budgeting</p>	<p>A Gender checklist will be applied in decision-making regarding project and program funding</p>	<p>SMT, BOD, Partners/Staff</p>

<p>for gender work</p>	<p>A proportion of support resources will target Gender Equality (GE) and Women’s Rights</p> <p>Partner organizations that are gender focused will be supported to implement gender programs as part of’s commitment to gender equality.</p>	
<p>Monitoring and Evaluation</p> <p>To ensure, promote and support its gender equality commitments, CAPECS will institute and pursue measures that will enable it to track and assess its progress and performance as well as extend such support to interested partners on demand.</p> <p>Appropriate mechanisms will be instituted to ensure that promotes equal opportunities for all staff and partners.</p>	<p>Develop and apply gender indicators in assessments</p> <p>Conduct periodic gender audits of the organizations to assess gaps and challenges faced in order to propose alternative solutions.</p> <p>Extend in-house expertise for monitoring funded programs on GE and / or WR</p> <p>Employment of gender disaggregation of data in reporting systems</p> <p>Apply the gender responsiveness checklist as a guiding tool in relevant initiatives.</p> <p>Use of participatory and transparent strategies in decision – making</p>	<p>SMT/Funding Partners</p>

	<p>Engender seminars, lectures and conventions for continuous capacity-building and education</p> <p>Include Gender specialist in PMT with gender oversight responsibility.</p> <p>Open channels for complaints and appeals on gender-based discrimination and sexual harassment</p> <p>Use of Checklist to guide staff and collaborators.</p> <p>Staff should be availed with guiding documents (Checklist, Gender Policy, Terms and Conditions of Service, Human Resource Policy/Strategy)</p>	
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3.4.12 INDICATORS FOR GENDER RESPONSIVENESS IN CAPECS

Policy Issue	Verifiable indicators	Assessment
Organizational Culture	Sexual Harassment policy is in place and adhered to.	<p>Women and men feel safe in the workplace</p> <p>Channels exist for reporting harassments</p> <p>Appeals mechanism exist for gender concerns</p> <p>Spaces exist for women's and men's unique needs</p> <p>Men's and women's efforts are valued</p> <p>Men and women receive equal pay for equal valued work</p>
Decision-making Mandates include gender equality and women's rights commitments	Goal, vision, mission and/or objective include Gender Equality/Women's Rights statements Human Resource	<p>Gender considerations are part of decision-making</p> <p>Women are represented in decision-making structures</p> <p>Women and men's issues are considered in decision-making</p> <p>Women's leadership is encouraged and supported</p> <p>Decisions address gender differentials in benefits/outcomes</p>

	<p>Policy includes Gender Equality/Women's Rights statements Sexual Violence/harassment is provided for in Policy</p>	<p>Gender sensitive organizational culture is prevails</p> <p>Men's and women's efforts are equally valued and appreciated</p> <p>Mechanisms exist for reporting and addressing harassment cases</p> <p>Spaces exist for women's and men's unique essential needs</p> <p>Gender stereotyping is discouraged</p> <p>Zero tolerance for sexism and sexist behavior/utterances</p> <p>There is support for women's reproductive needs/burdens</p>
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