



# **GENDER POLICY** FOR THE **NCCE**

**GENDER MAINSTREAMING FOR  
EFFECTIVE DELIVERY OF  
CIVIC EDUCATION**



---

***GENDER POLICY FOR THE  
NATIONAL COMMISSION FOR CIVIC EDUCATION  
(NCCE)***

---

***THEME –  
“GENDER MAINSTREAMING  
FOR EFFECTIVE DELIVERY OF  
CIVIC EDUCATION “***

***December 2021***

# TABLE OF CONTENTS

<b>ACKNOWLEDGEMENTS</b>	<b>v</b>
<b>ACRONYMS</b>	<b>vi</b>
<b>1.0 BACKGROUND</b>	<b>1</b>
<b>2.0 RATIONALE FOR THE POLICY</b>	<b>2</b>
<b>3.0 LEGAL AND INSTITUTIONAL FRAMEWORK ON GENDER</b>	<b>3</b>
3.1. NCCE Policy, Systems, and Operations:	5
3.2 NCCE Draft Gender Strategy:	6
<b>4.0 SITUATIONAL ANALYSIS ON GENDER</b>	<b>7</b>
<b>5.0 PROCESS OF POLICY DEVELOPMENT</b>	<b>8</b>
<b>6.0 GUIDING PRINCIPLES</b>	<b>11</b>
<b>7.0 POLICY OBJECTIVES</b>	<b>12</b>
<b>8.0 POLICY ACTIONS</b>	<b>13</b>
8.1 Programing Level	13
8.2 Human Resource and Recruitment	13
8.3 Workplace Procedures	14
8.4. Field Work (Community Engagement)	14
8.5 Communication and Public Outreach	14
8.6 Staff capacity building	15
8.7 Organizational policies and systems	15
8.8 Networking:	15
8.9 Organizational Values	16
<b>9.0 KEY ELEMENTS OF THE GENDER POLICY</b>	<b>16</b>
9.1 Capacity Building	17
9.2 Addressing Gender-Based Violence	17
9.3 Types of Harassment	18
9.4 Types of Conduct that May Be Found to Be Harassment	18
9.5 Grievance Mechanism for Sexual Harassment	19
9.5.1 Complaint Procedure	19

9.5.2	Disciplinary Action	20
9.6	Breaking through the Glass Ceiling/Career Development	20
9.7	Protection of Staff with Family Responsibility	20
9.7.1	Protection of Women	21
9.7.2	Breastfeeding and childcare support	21
9.7.3	Protection of Men	21
<b>10.0</b>	<b>IMPLEMENTATION OF THE GENDER POLICY</b>	<b>21</b>
10.1	Roles of Directorates and Stakeholders	22
<b>11.0</b>	<b>NATIONAL COMMISSION FOR CIVIC EDUCATION - ACTION PLAN FOR IMPLEMENTING GENDER POLICY</b>	<b>26</b>
<b>12.0</b>	<b>MONITORING AND EVALUATION FRAMEWORK</b>	<b>36</b>
12.1	Launch of policy	36
12.2	Setting up the NCCE Gender Technical Committee (NGTC)	36
12.3	Levels of Implementation	36
12.4	Quarterly Updates	37
12.5	Annual Performance Review	37
12.6	Midterm Evaluation	37
12.7	End-of-Term Evaluation	37
12.8	Timeframe for Policy Implementation	37
<b>13.</b>	<b>CONCLUSION</b>	<b>38</b>
	<b>REFERENCES</b>	<b>39</b>
	<b>APPENDIX 1:</b>	<b>40</b>
	Discrimination	40
	Empowerment	40
	What we mean by Gender	41
	Gender analysis	41
	Gender balance	42
	Gender-based violence (GBV)	42
	Gender blindness	42
	Gender equality	42

Gender equity	43
Gender equality programming	43
Gender gap	43
Gender indicators	44
Gender mainstreaming/integrating	44
Gender-neutral	44
Gender norms	44
Gender parity	44
Gender planning	45
Gender relations	45
Gender-responsive budgeting (GRB)	45
Gender statistics	45

**COMMUNICATION PRODUCTS FOR THE PROMOTION  
OF NCCE GENDER POLICY**

<b>COMMUNICATION PRODUCTS FOR THE PROMOTION OF NCCE GENDER POLICY</b>	<b>46</b>
Introduction	47
Objectives of the Strategy	48
Communication Strategies/Activities	48
Target groups & strategies	49
Expected Output	50
Expected Outcome	50
General messages on the gender policy	51
General Communication tools	52
Suggested Communication tools	52
Educational Materials:	53
Conclusion	54

## ACKNOWLEDGEMENTS

The development of the Gender Policy for the NCCE would not have been possible without the support of the United Nations Development Programme (UNDP). The UNDP, which has gender equality as one of its focus areas of work supported the NCCE technically and financially in the development of this gender policy document.

The NCCE acknowledges the contribution of Mrs. Joana Adzoa Opare, a UNDP-hired gender consultant who meticulously guided the Commission through the many stages of the policy formulation exercise and produced the draft policy document.

The NCCE's Governing Body, Line Directors, and Regional and District Directors, who engaged in the consultative process through to the formulation of action plans and made vital inputs, deserve special mention. NCCE's partner institutions who provided valuable information for the conduct of the Gender Audit exercise as part of the policy development process are also duly acknowledged

Special thanks to the Chairperson of NCCE, Ms Josephine Nkrumah and her two deputies for their leadership and active participation at every stage of the policy development process.

The NCCE Gender Policy development exercise was coordinated by staff of the Research, Gender and Equality department under the able leadership of the Director of the department, Dr. Mrs. Henrietta Yemidi. The Communication and Corporate Affairs Department and Procurement unit of the NCCE facilitated the design and printing of the Gender Policy document.

## ACRONYMS

ARAP	Accountability, Rule of Law and Anti-Corruption Programme
BCC	Behavior Change Communication
BFA	Beijing Declaration and Platform for Action
CCA	Communication and Corporate Affairs
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CHRAJ	Commission on Human Rights and Administrative Justice
EPA	Environmental Protection Agency
GIZ	German Agency for International Cooperation
GSS	Ghana Statistical Services
MDA	Ministries Departments and Agencies
MMDA	Metropolitan, Municipal, and District Assemblies
MOE	Ministry of Education
MoGCSP	Ministry of Gender, Children and Social Protection
NCCE	National Commission for Civic Education
PWD	Persons with Disability
ICESCR	International Covenant on Economic Social and Cultural Rights
SDGs	Sustainable Development Goals
TEIN	Tertiary Education Institutions Network
TESCON	Tertiary Students Confederacy
UDHR	Universal Declaration of Human Rights
UNDP	United Nations Development Programme
UNESCO	United Nations Education Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
WANEP	West Africa Network for Peace building

## 1.0 BACKGROUND

The National Commission for Civic Education (NCCE) is an independent governance institution established under the 1992 Constitution of Ghana and positions itself as an important agency to ensure gender equality at all levels of its civic education and engagement work. It began its operation in 1994 after the passage of the NCCE Act in Parliament, Act 452 in 1993. The rationale behind the creation of the NCCE was to introduce civic education into Ghana's government to nurture our democratic process and ensure political stability in Ghana to prevent any future coup d'état (NCCE, 2016).

The Commission is armed with the mission of promoting and sustaining democracy and inculcating in the Ghanaian citizenry the awareness of their rights and obligations through civic education.

The functions of the NCCE as provided by the NCCE Act, 1993 (Act 452) are outlined as follows:

- Create and sustain within the society, the awareness of the principles and objectives of the Constitution as the fundamental law of the people of Ghana;
- Educate and encourage the public to defend the constitution at all times, against all forms of abuse and violation;
- Formulate for the consideration of Government from time to time, programmes at national, regional and district levels aimed at realizing the objectives of the constitution;
- Formulate, implement and oversee programmes intended to inculcate in the citizens of Ghana, an awareness of their civic responsibilities and an appreciation of their rights and obligations as free people;
- Assess for the information of Government, the limitations to the achievement of true democracy arising from the existing inequalities between different strata of the population and make recommendations for redressing these inequalities.

The Commission works in 16 regions headed by Regional Directors. Their work is supported by 260 District Offices. These subnational structures will perform appropriate roles to promote the integration of gender equality provisions in the core deliverables of the Commission. The Commission works with international and national partners such as the United Nations Development Programme (UNDP), United Nations Education Scientific and Cultural Organization (UNESCO), the European Union (EU), Plan Ghana, German Agency for International Cooperation (GIZ), CARE International, United Nations' Children's Fund (UNICEF), the World Bank and West Africa Network for Peace building (WANEP). The NCCE also works with national partners such as the Commission on Human Rights and Administrative Justice (CHRAJ), Environmental Protection Agency (EPA), Ministry of Gender, Children and Social Protection (MoGCSP), Ministry of Education (MoE). Other partners are the Security Forces including the Ghana Police Service, Political Parties



existing at the national, regional and constituency levels, political party affiliated groups such as Tertiary Education Institutions Network (TEIN), Tertiary Students Confederacy (TESCON), Faith-Based Organizations, Civil Society/ Community Based Organizations and Independent Governance Institutions. These partners will also be assigned roles to support the gender integration processes of the Commission. The NCCE has a Research, Gender and Equality Department which coordinates activities with co-opted staff from the districts and regions. This department among other things is tasked with mainstreaming gender in all activities of the Commission. Gender mainstreaming is considered a cross-cutting issue in all of the commission's programs and activities.

## 2.0 RATIONALE FOR THE POLICY

This policy document is formulated in accordance with critical gender equality goals, frameworks and legislative instruments at the international, sub-regional, regional and national levels. Specifically, this policy seeks to respond to the National Constitution of Ghana as well as the National Gender Policy Framework (MoGCSP, 2015) and NCCE's commitment as enshrined in its mandate to provide equitable civic engagement among all the populations of Ghana.

The 1992 Constitution of Ghana guarantees the human right of all citizens of the country including that of women and children, vulnerable and other disadvantaged groups of individuals such as the aged and people with disabilities. These rights include political and civil rights, economic, social and cultural rights.

To address existing barriers to gender equality, Ghana has developed a National Gender Policy (2015) following after its 2004 Policy, with the theme: "Mainstreaming Gender Equality and Women's Empowerment into Ghana's development efforts". The strategies to be adopted are influenced by principles espoused in both International and National Instruments for Gender Equality & Women's Empowerment emphasizing gender mainstreaming as core business in the promotion of equity and peace in democracy, economic and social development and human rights dispensation.

Ghana is committed to ensuring Gender Equality and Women empowerment. Its goals in this regard are guided by the 1992 Constitution, the targets in national development frameworks (past and present), and the commitments to international frameworks and protocols on human rights, social protection, good governance and accountability for development with emphasis on the rights of women, men and children.

In addition, commitments to meeting targets of international frameworks and protocols such as the Sustainable Development Goals (SDGs) and provisions of the Universal Declaration of Human Rights (UDHR), the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), International Covenant on Economic Social and Cultural Rights (ICESCR), the Beijing Declaration and Platform for Action (BFA) of 1995, the African Charter on Human

and People's Rights and the Protocol on the Rights of Women in Africa among others have also contributed greatly to Ghana's resolve towards Gender Equality, Women's Empowerment and Social Development issues. There is therefore a mandate upon the NCCE to respond to Gender equality provisions as enshrined in the afore-mentioned international frameworks and legislative instruments.

To achieve provisions outlined in the Constitution, the Ministry of Gender, Children and Social Protection (MoGCSP) was created by an Executive Instrument in January 2013 with a mandate to develop policies, coordinate and monitor gender equality activities across Ministries, Department and Agencies (MDAs) and Metropolitan, Municipal, and District Assemblies (MMDAs). The ministry subsequently developed the National gender policy (2015) referenced above. The NCCE by this Gender Policy seeks to respond to this national policy agenda to achieve the following outcomes:

- Increased awareness of gender issues; self (both men and women); gender roles and stereotypes; myths and misconceptions about the roles and needs of women.
- Improved understanding, more informed and positive attitudes regarding gender equity and female inclusion.
- Increased skills in gender analysis to facilitate gender-sensitive planning and programs and develop a gender perspective in development work.
- Mainstreaming Gender in the day to day activities as mandated in the law establishing the Commission
- Develop gender-sensitive Behaviour Change Communication (BCC) materials to aid in the sensitization work of the commission

### 3.0 LEGAL AND INSTITUTIONAL FRAMEWORK ON GENDER

In Ghana, the 1992 Constitution primarily sets the pace and the overall framework for legal engagements on all forms of works and activities related to Gender Equality and Women's Empowerment. Constitutional provisions and acts that are also key in this regard include:

- The 1992 Constitution of Ghana Article 17 clauses (1) and (2) provide that all persons are equal before the law and primarily guarantee gender equality and freedom of women and men, girls and boys from discrimination based on social or economic status.
- Criminal Code Amendment Act, 1998 (Act 554) prohibits female circumcision and further makes enforcement more effective.
- The Domestic Violence Act, 2007 (Act 732) criminalizes all forms of violence and further establishes the Domestic Violence and Victims Support Unit (DOVVSU) to speedily respond to situations of violence against women.
- The Human Trafficking Act, 2005 (Act 694) addresses matters relating to trafficking in persons. The Act also sets up the Human Trafficking Management Board (HTMB) which provides technical advice to the Ministry on issues of responsiveness.

- Repeal of section 42 (g) of the Criminal Offences Act, 1960 (Act 29) which had permitted non-consensual sex within marriage.
- The Intestate Succession Law of 1985, amended in 1991, provides a uniform intestate law applicable throughout the country especially when a spouse dies intestate.
- The Labour Act 2003, (Act 651) with specific provisions including section 68 which reiterates the right to equal pay for equal work for all without peculiarities.

Ghana has also ratified all the important International Instruments on Gender Equality and Women's Empowerment. Examples of these are:

- The Universal Declaration of Human Rights, 1948
- The Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) 1979 (Signed 17 July 1980 and Ratified on 2<sup>nd</sup> January 1986);
- The Optional Protocol to the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW OP) 1999 (Signed on 24 February 2000);
- International Covenant on Economic, Social and Cultural Rights (ICESR) 1966 (Ratified 7 December 2000);
- The Beijing Declaration and Platform for Action, 1995
- UN Security Council Resolution 1325 and 1820 on Women Peace and Security and violence against women
- The Millennium Development Goals (MDGs), 2000
- The International Covenant on Civil and Political Rights (ICCPR) 1966 (Ratified on 7<sup>th</sup> December 2000)
- The International Convention on the Rights of the Child (CRC) 1991 (2<sup>nd</sup> September 1990)
- The International Convention on the Protection of the Rights of all Migrant Workers and Members of their Families (MWC) 1990 (1<sup>st</sup> July 2003)
- Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment – New York (10<sup>th</sup> December 1984; ratified on 7<sup>th</sup> September 2000).
- The Sustainable Development Goals (SDG 2015) especially Goal 5
- The African Charter on Human and People's Rights (ACHPR) (Ratified on 24<sup>th</sup> January 1989 and Signed on 3<sup>rd</sup> July 2004)
- Protocol to the African Charter on Human and People's Rights on the rights of women in Africa, 2003 (signed on 31<sup>st</sup> October 2003; ratified on 13<sup>th</sup> June 2007)
- ***The National Gender Policy (2015)***: The overarching goal of this Policy is to mainstream gender equality concerns into the national development processes by improving the social, legal, civic, political, economic and socio-cultural conditions of the people of Ghana particularly women, girls, children, the vulnerable and people with special needs; persons with disability and the marginalized." This policy (NGP) has five (5) policy commitments namely to address:

- i. Women's Empowerment and Livelihood;
- ii. Women's Rights and Access to Justice;
- iii. Women's Leadership and Accountable Governance;
- iv. Economic Opportunities for Women; and
- v. Gender Roles and Relations.

The Implementation Plan for the policy assumes a results-based management approach, which employs results frameworks for each proposed strategy with defined indicators and baselines. The policy has been costed but funding for implementation and absolute budgetary commitment from Government is a challenge to realizing its goals.

- The Women's Manifesto for Ghana (2003, 2016): Developed by a Coalition of Civil Society Organisations in Ghana, the document sets out critical issues of concern to women in Ghana and makes demands for addressing them. This Manifesto is a direct result of concern about the insufficient attention given to critical issues affecting women including their under-representation in politics, policy and decision-making levels and public life in general" (2003, p.5). The main challenge facing the Manifesto Coalition has been how to sustain mobilization around the implementation of demands of the Manifesto.
- In Ghana, women make up approximately 52% of the population; however, their participation in politics, public life and decision-making processes is very low. An Affirmative Action Policy guideline drafted in 1998 to remedy the situation has not been effective as it lacks the necessary legal 'force'. This has led to the process of drafting an **Affirmative Action Bill** to provide legal backing and framework for increasing women's representation and participation in the decision making and development of the country.

These laws and frameworks have had some challenges in implementation including:

Competing government's priorities and political will; weak gender mainstreaming coordinating role of the Ministry of Gender, Children and Social Protection; conceptual clarification of gender equality in the public sector: lack of effective monitoring and evaluation systems and practice within the sector machinery and weak accountable governance.

### 3.1. NCCE Policy, Systems, and Operations:

The NCCE was established by an Act of Parliament: the NCCE Act, 1993 (Act 452) as provided for under Chapter 19 of the 1992 Constitution of the Republic of Ghana. The National Commission for Civic Education adopts four Policy Objectives that are relevant to the operations of the Commission as outlined in the National Medium Term Development Framework in relation to the Sustainable Development Goals:

- Promote discipline in all aspects of life (SDG 4.7)
- Promote the fight against corruption and economic crimes (SDG 16.5)
- Deepen transparency and public accountability (SDG 16.6)
- Promote participation of PWDs in politics, electoral democracy and governance (SDG 16.7)

GOAL: The NCCE exists “To make a significant number of Ghanaians attain awareness of their civic rights and responsibilities for the achievement and sustenance of democracy and a well-disciplined society”.

CORE FUNCTIONS: The functions of the NCCE as provided by the NCCE Act, 1993 (Act 452) are to:

- “Create and sustain within the society, the awareness of the principles and objectives of the constitution as the fundamental law of the people of Ghana;
- Educate and encourage the public to defend the constitution at all times, against all forms of abuse and violation;
- Formulate for the consideration of Government from time to time, programmes at national, regional and district levels aimed at realizing the objectives of the constitution;
- Formulate, implement and oversee programmes intended to inculcate in the citizens of Ghana, an awareness of their civic responsibilities and an appreciation of their rights and obligations as free people;
- Assess for the information of Government, the limitations to the achievement of true democracy arising from the existing inequalities between different strata of the population and make recommendations for redressing these inequalities”.

### 3.2 NCCE Draft Gender Strategy:

There exists a draft gender strategy of the NCCE. The strategy has five objectives. These include:

- i. Strengthen existing gender gaps within the Commission
  - ii. Ensure gender-specific research, data collection, and analysis
  - iii. Promote gender-sensitive language within the Commission
  - iv. Enhance equitable delivery of civic education
  - v. Promote equal representation and participation in decision-making by women and men at all levels.
- Gaps in the strategy document include the exclusion of production of gender statistics, budgeting, and reporting. These are key at the strategic level as they influence the quality of gender mainstreaming at the institutional level.

## 4.0 SITUATIONAL ANALYSIS ON GENDER

According to the Ghana Statistical Service report (GSS, September 2021), Ghana's population figure from the 2021 Population and Housing Census (PHC) is 30.8 million. The female population is approximately 15.32 million, while the male population is approximately 14.75 million inhabitants. Overall, females make up 50.7% of the population and males 49.3%, giving a national sex ratio of 97 males for every 100 females.

However, the participation of women in politics, public life and decision-making processes are very low making it a critical gender issue of concern. Currently, female representation in Ghana's Parliament is a paltry 14.5%, representation in district assemblies is even worse i.e. below 5%. Culture, Social norms and behaviours continue to impact gender relations and define the opportunities and human potential, affecting health; education; politics and the productivity of men, women, boys, and girls. Critical gender gaps and disparities remain in especially the labour force and employment; access to quality education and levels of educational attainment; access to and use of health services; control over and access to long-term productive assets and resources; promulgation of Gender Equality and Women Empowerment-related government policies and legislation; and gender-responsive decision-making, leadership, and political representation.

As a result of the above, it is not surprising that Ghana had a gender inequality score of 0.54 in the 2019 Gender Inequality Index. The country registered the same value over the two preceding years, following a downward trend since 2011. The indicator measures the potential of human development loss resulting from gender achievement disparities based on reproductive health, empowerment, and the labour market. Higher values on a scale of 0-10 indicate higher inequalities between women and men.

In spite of the gains made over the years in the promotion of gender equality at all levels of development, there is still a lot that needs to be done by institutions such as the NCCE; for instance, an Affirmative Action Policy guideline drafted in 1998 to remedy the situation where few women are seen in politics and decision-making at all levels of governance has not been effective as it lacks the necessary legal 'force'. This has led to the process of drafting an Affirmative Action Bill to provide legal backing and framework for increasing women's representation and participation in the decision making and development of the country. The Bill when passed into Law will carefully identify and effectively redress areas of social, cultural, economic, and educational imbalance and ensure gender equality in Ghana. All government institutions, including the NCCE, civil society organizations, private sector and individuals have a role to play in the implementation of the proposed Affirmative Action Law that is expected to improve women's participation and representation in decision-making when passed into law.

The Ministry of Gender, Children and Social Protection has developed a National Gender policy (2015) to "mainstream gender equality concerns into the national development processes by

improving the social, legal, civic, political, economic and socio-cultural conditions of the people of Ghana particularly women, girls, children, the vulnerable and people with special needs; also persons with disability and the marginalized. Stakeholders in all sectors are expected to take strategic policy actions to address bottlenecks and barriers and critical issues existing alongside the successes.” Some of the bottlenecks and barriers include inequality in access to social protection by the marginalized, vulnerable and the poor; inequalities in the burden of extreme poverty, education, skilled training gaps and excess maternal mortality; unequal access to social, economic power and justice including lack of respect for and inadequate protection and promotion of human rights of women and girls. It is also to address inequalities between women and men in sharing of power and decision making at all levels and in dealing with all kinds of conflicts, insecurities and threats on women and girls.

The National Gender Policy demands all sectors to ensure that they address the inequality in macro-economic issues including trade, industry structures and productive resources. Addressing the issue of gender stereotyping and persistent discrimination against women and girls that manifest in negative gender relations, and value for gender roles and responsibilities with severe implications for maternal health and mortality are to be equally considered.

The NCCE over the years has undertaken many commendable activities to ensure some gender mainstreaming, women’s empowerment, child rights protection and participation of persons with disabilities (PWDs) in its programming. The Gender Audit Report revealed that between 2017 and 2020 for instance, the Commission engaged in activities focusing on the marginalized and excluded (women, PWDs, etc.). These included awareness programmes on the participation of women in governance; gender and child rights protection issues (Child marriage, child labour, human/sex trafficking, etc.) and engagement of women and PWDs to promote inclusiveness and participation in the electoral process. However, the Gender Audit and follow-up consultative process has brought out some important gaps in these efforts; especially in the measuring of the results of these actions and their overall sustainable impacts.

The outcomes of the Gender Audit give an obvious indication that without a Gender Policy that outlines NCCE commitment towards implementation, no comprehensive and systematic action can be undertaken to effect sustained behavioural and organizational change towards gender equity within the commission and between the Commission and its stakeholders.

## **5.0 PROCESS OF POLICY DEVELOPMENT**

The development of this policy commenced with an extensive review of relevant literature and sector documents. Among the key documents reviewed to ascertain the extent to which gender issues are captured in the programmes and operational activities of the commission were Budget Estimates from 2015 to 2020; Communication Materials (Newsletters for August 2015, December

2015, January 2016); Public relations materials, brochures, posters, leaflets, videos, CDs, etc. Annual Programme Guide from 2017-2021; Funding Proposals; Draft Gender strategy; Selected Research, M&E reports and the laws of the commission. The desk review also covered NCCE institutional documents, reports, strategic plans, Human Resources documents, Corporate and Communication Affairs (CCA) materials and financial budgets. This was to provide insight into how gender issues and the inclusion of vulnerable groups are engaged as part of the work of NCCE. Other key documents like the Ghana National Gender Policy, Regional, sub-regional and international frameworks on gender were also reviewed to provide the basis for the necessary legal and institutional framework.

The literature review was followed by a Rapid Gender Survey aimed at soliciting inputs from some staff of the commission at the district, regional and national levels to capture and validate some of the issues identified during the desk review. The Rapid Gender Survey was targeted at revealing the gaps that need to be addressed by the proposed Gender policy. At least one staff from each division of the commission at the HQ, one regional staff, and one district staff per region responded to a questionnaire designed to solicit the requisite information to be incorporated into the policy (through the online Kobo collect platform). Overall, 67 staff from the regions and districts responded to the questionnaire via the online data capturing platform's link.

The approach to the conduct of the Gender Audit of the NCCE was participatory, fostering the active involvement of the leadership and staff of NCCE.

Among the key issues identified in the Gender Audit Report were:

1. *That the NCCE has a draft Gender Strategy with five objectives. These include:*

- *Strengthen existing gender gaps within the Commission*
- *Ensure gender-specific research, data collection, and analysis*
- *Promote gender-sensitive language within the Commission*
- *Enhance equitable delivery of civic education*
- *Promote equal representation and participation in decision-making by women and men at all levels.*

*Gaps in the draft strategy document include the exclusion of production of gender statistics, budgeting, and reporting. These are key at the strategic level as they influence the quality of gender mainstreaming at the institutional level.*

2. *Monitoring and Evaluation (M&E) reports on the assessment of participation in events including COVID-19 related activities revealed 50.8 per cent of them were female. The analysis could not, however, highlight female and male awareness levels with regards to COVID-19 even though this was possible with the data collected. The same challenge was observed with the assessment of the nationwide citizens' education and awareness-raising campaign*



on the 2019 district level elections and referendum. The capacity for gender mainstreaming, especially with respect to the production of gender statistics seems limited.

3. **Concerning Programme planning, strategies, and activities**, NCCE undoubtedly has a social and traditional media presence with all forms of CCA materials and education programmes. However, there are gaps in how PWDs can access and utilise these materials, especially for the blind, deaf, and dumb.
4. **In the area of Gender sensitivity in human research and publication**, The Commission was found to have researched the operation of district assemblies to assess the general public's view of the performance of women in the District Assembly (DA) elections. There is however a general lack of Gender statistics for targets and participants of sensitization and awareness creation programmes.
5. **Staff capacity to mainstream gender into their work: In this regard, the audit revealed that there seems to be no training on gender and inclusive programming for staff even though there were several other training workshops for staff.**
6. Other issues of great concern from the Gender Audit to be addressed in the Gender Policy include:

There was a consideration of the implications of varied cultural issues including traditional and religious ones, in the formulation of the Gender policy. Some of the cultural issues raised include:

- *Early Child Marriage;*
- *Unequal Inheritance rights for women and girls;*
- *Inhuman Widowhood Rights*
- *Violence against women resulting in increased rate of teenage pregnancy, child truancy, child labour, defilement, rape, child trafficking, etc.*

**Other areas of concern were:**

- *Protection from sexual harassment, humiliation, violence in the workplace, Women's leadership, peace, and security*
  - *Taking gender into consideration for washrooms and provision of facilities for nursing mothers*
  - *Encouraging more gender-focused Civic messages in our education.*
7. Generally, the annual programme guide of the commission has focused on capturing the participation of men and women in the commission's activities in the past four years, but issues around their human rights, reproductive and economic rights have been ignored to a great extent.

**Based on the findings from the Gender Audit conducted, The Institutional Framework & Implementation Arrangements recommended for the NCCE Gender Policy include;**

- i. NCCE should work through its laid down structures at the national and regional levels to ensure the Commission practices gender-sensitive actions.
- ii. The existing structures of the NCCE will be responsible for the implementation of this institutional Gender Policy. Particularly, the Chairperson and the two deputies and the other Commission members will lead the actions in their capacity as the governing body of the Commission.
- iii. There is the need for the NCCE to move beyond the mere participation of women and men in programme activities towards including their socio-economic issues in the commission's programme guide.
- iv. NCCE as the constitutional body should spearhead education and advocacy on the promotion of Gender Equality and Women's Empowerment, should work through its laid down structures at the national and sub-national levels to ensure the Commission also integrates gender in all their programmes and operations. These actions will include the support efforts for the effective implementation of gender-related policies in the country.

Subsequently, a stakeholder consultative and policy planning workshop was organized during which the findings of the gender audit were successfully discussed by stakeholders to agree on the key areas for policy action. The outcomes of the group work session of the consultative workshop gave more vent to the adoption of proposed policy objectives and strategies for its effective implementation. The policy significantly draws lessons from international development frameworks and Ghana's existing Gender Policy frameworks.

The action planning process which was also initiated during the stakeholder consultative and policy planning meeting provided some affirmation of key actions drawn and prioritized in the Audit report. Some key indicators for tracking progress to facilitate the effective implementation of the policy were also identified.

## **6.0 GUIDING PRINCIPLES**

Much of the literature on gender and citizenship discusses the structural constraints that women, vulnerable and marginalized groups face in exercising citizenship rights, in terms of laws, policies and formal public institutions. Active citizenship can also be expressed, however, through micro-level, informal community life.

The effective promotion of agency and rights-claiming by civil society actors through various initiatives can result in shaping active citizenship at the grassroots level. The formation of

associations has been successful in promoting agency. In some instances, women have facilitated community members' access to services. They have also taken up leadership roles in religious and kin-based institutions.

The persistence of male social advantage in more formalized spaces of public life, however, suggests that greater work is needed to challenge networks of exclusion. The Gender Audit reveals the core principles that need to guide the operation of the Gender Policy. And these will include but are not limited to the following:

- Ensure a common understanding and awareness of what Gender Equality and Equity are.
- Establish guidelines for mainstreaming gender and including building capacities in gender analysis into all programs and actions to be supported or undertaken by NCCE.
- Applying relevant international and national frameworks like the SDGs and gender targets for the work on gender equality as relevant to the level of NCCE operations.
- Combine a rights-based approach with a gender approach by focusing on improving not just women's and men's access to rights, voices, information, resources, and spheres of influence but the inclusion of the issues on the marginalized like the PWDs and other vulnerable groups.
- Deal with workplace gender inequality including stereotyping and sexual harassment.

A critical issue for consideration identified by the Gender Audit Report is the need to go beyond participation for women and men. Generally, the annual programme guide of the commission focuses mainly on capturing participation and this is to be changed by the adoption of this policy to ensure that critical gender issues relating to citizens' engagement are systematically addressed. A major principle of this policy is to ensure not just participation of persons, women, men, girls and boys at sensitization programmes, but mainstreaming gender considerations at decision-making levels and methodologies for outreach. The policy also positions NCCE to comprehensively deal with these gender issues relating to human, reproductive and economic rights which negatively impact on participation.

## 7.0 POLICY OBJECTIVES

The overall goal of this policy is to ensure the comprehensive and systematic commitment of NCCE to gender equality at all levels of the organization and in its programming, partnerships and collaborations. Specifically, the Policy Objectives are as follows:

- Address the existing Gender gaps within the Commission
- Ensure the conduct of Gender-specific/sensitive research, data collection and analysis (production of gender statistics) to inform policy and interventions

- Promote gender-sensitive language within and outside the organization
- Enhance equitable delivery of civic education
- To promote equitable and/or equal gender representation and participation of women in decision making at the professional/ programmatic and administrative levels
- Promote Gender Mainstreaming and Budgeting at all levels of the Commission's operations.
- To track implementation of progress and assess the effectiveness of the NCCE Gender Policy through developing a Monitoring & Evaluation framework

In view of the policy objectives, and in line with the core mandate of the NCCE, the theme of the Gender Policy shall be ***“Gender Mainstreaming for Effective Delivery of Civic Education”***

## 8.0 POLICY ACTIONS

These policy objectives outlined above are to be supported by the implementation of actions in a comprehensive and systematic manner *within a stipulated and agreed time frame and with the required resources*:

### 8.1 Programing Level

- Mainstream Gender in all NCCE policy guidelines, establish effective strategies and concrete action plans that support gender mainstreaming
- Advocate for the mainstreaming of gender with all partners and clients at all levels: Support advocacy for the mobilization and allocation of financial and human resources for the promotion of gender in the sector.
- Build Capacity to mainstream gender. Capacity built for sector stakeholders to identify, address and respond to gender issues in climate, water supply, health, sanitation and resources management and other areas deemed necessary.
- Monitor and evaluate efforts to mainstream gender in programming.
- Build capacity of staff for the collection, analysis and use of sex-disaggregated data, undertake gender analysis and use outcomes to guide planning and decision-making
- Conduct gender impact assessments to inform future programming and gender mainstreaming processes
- Leverage networks and partnerships to bring synergy to gender mainstreaming efforts within the NCCE

### 8.2 Human Resource and Recruitment

- Ensure gender parity in recruitment to ensure balance at all levels
- Ensure equal opportunities among male and female staff for personal and career growth, in promotion benefits, training and working conditions

- Ensure equitable representation and participation of men and women in the core group and various functional committees of the NCCE
- Ensure the recruitment process does not unfairly discriminate against females based on their marital status or pregnancy.
- Ensure to promote gender-sensitive advertising for job openings.
- Ensure interview panels for recruitment and promotion are gender-sensitive, balanced and non-discriminatory

### 8.3 Workplace Procedures

- Provide a safe and secure workplace for male and female staff, free from sexual harassment with a Gender Complaints committee to look into specific concerns.
- Provide an enabling and friendly work environment where both men and women enjoy and actively participate in work. This includes providing flexible working hours and allowing working from home, wherever possible
- Extend work-related concessions and relaxations for male and female staff, especially for nursing mothers depending upon the situations and requirements; e.g. providing secure transport facilities when they work late hours; giving relaxation over travel time for the next day for those in the field; ensuring security measures along with minimum basic facilities for women staff travelling in the field.
- Review the organizational structure, functioning, problems in relation to gender imbalances among staff and the work environment from time to time and take definite steps to address the same.

### 8.4. Field Work (Community Engagement)

- Further deliberate and intensify efforts to promote the participation of women and their collectives in various aspects of fieldwork as staff and clients.
- Facilitate active participation and even representation of women and men at local committees, advocacy groups, and focal points.
- Analysis of gender-disaggregated roles and work patterns and make special efforts to reduce the workload of women during promotion and civic engagement activities.
- Extend constant orientation of field-level partners on gender perspectives as long-term gender goals like formal recognition of women, men and children's rights and voices on development issues.

### 8.5 Communication and Public Outreach

- Make special efforts to constantly identify vulnerable women, men, persons with disabilities and provide them the necessary support and guidance
- Sensitize the men and mobilise their support towards gender balance

- Build awareness and sensitivity by processing information and publishing communication material in diverse media to appeal to different strata of people in our functional domain.
- Use outreach programmes to advance knowledge on gender equality and women's empowerment; especially in addressing harmful norms and gender stereotypes

### 8.6 Staff capacity building

- Facilitate staff capacity building processes and training to enhance perspectives and conceptual clarity on gender issues and gender mainstreaming orientation on gender equality will be an important component of all induction and staff training programmes.
- Ensure that all training (internal and external) facilitated by the organization are gender-sensitive in terms of;
  - a) Training content/methodology/mode of facilitation
  - b) Logistics part -time/location of venue/crèche facilities/other logistics/first-aid kit
- Conducting Gender training for both men and women, and ensuring participation of women in all the field level meetings and training.

### 8.7 Organizational policies and systems

- Making all HR systems and policies gender-sensitive and responsive, and integrating gender indicators into staff performance appraisal systems.
- Incorporating and explicitly mentioning gender sensitivity as an essential element in the tasks/job profiles in all terms of reference, including TORs for external consultants.
- Ensuring that the conceptual clarity and sensitivity on gender issues will be one of the important selection criteria in recruitment processes and capacity building efforts of staff
- Initiating and building the advocacy around gender balance and making efforts to integrate gender concerns into the scaling up and mainstream developmental programs

### 8.8 Networking:

- NCCE proactively make efforts in promoting gender concerns in the work with partners. It involves extending support to partners in organizing training programs, conducting gender studies, preparing resource material, providing documentation support etc.

- NCCE could extend support to partner organizations in developing their gender policies, strategies and programs
- NCCE would further strengthen linkages with the Gender desks of relevant MMDAs participation and contribution to the common platforms and build synergy towards gender equity.
- Share Gender reports with partners, network members and partner organizations and also facilitate similar processes within the partner organizations to promote gender sensitivity
- Associating with networks and organisations working on promoting gender-equitable agenda.

The policy actions outlined above shall articulate and demonstrate NCCE's sensitivity towards Gender and its operational framework to address the related concerns. The exact operational procedures would have to be worked out in detail for all the above-outlined statements in a consultative process; internally involving all the staff with possible external facilitation support.

### 8.9 Organizational Values

The effective implementation of this policy shall posit on the organizational values that shall be established and cherished by NCCE. These shall include promoting women's empowerment to participate in political development and promoting the protection of the rights of children, the vulnerable, persons with disability and the excluded in society. Civic and community engagement. Policies and programmes of the NCCE shall promote equitable participation in civic life and ensure the elimination of all forms of discrimination and exploitation.

### 9.0 KEY ELEMENTS OF THE GENDER POLICY

This section identifies the main areas of programming that this policy will seek to focus on through its strategic objectives and the various programmes and actions of the NCCE.

The key elements of this policy shall be to comprehensively pursue:

- Advocacy, awareness-raising and capacity building
- Protection from sexual harassment, humiliation, violence in the workplace
- Women's leadership, peace, and security
- Taking gender into consideration for washrooms and provision of facilities for nursing mothers
- Enhance equitable delivery of civic education

- Encourage more gender-focused Civic messages in our education.
- Education on teenage pregnancy should target both females and males, teenagers
- Maternal and Child Care issues relating to NCCE work and programs.

## 9.1 Capacity Building

The need for continuous advocacy, awareness-raising and capacity development on critical gender issues, gender mainstreaming, gender analysis, gender-sensitive monitoring and evaluation systems with requisite indicators were identified by the Gender Audit as a critical element to be pursued by this policy. Building capacities at all levels for the vulnerable targets and staff is to be an ongoing activity.

To support this process a Gender Desk Officer or focal person will be instituted in the Research, Gender and Equality Directorate. This is to be a dedicated officer responsible for coordinating gender-related issues in the commission. The officer should be a mid to senior management officer with substantial decision-making powers. The officer will be trained on gender mainstreaming and periodically provided refresher training to be abreast with current trends and best practices in gender mainstreaming.

The officer will be responsible for developing and designing training programmes and an action plan to be rolled out within the organization. The officer will train gender equality champions in each directorate to support gender mainstreaming in the organization. The officer is to ensure that all communication and correspondence of the commission is gender sensitive and consistent with the objectives of this gender policy. The officer will monitor the implementation of this policy and generate quarterly reports on achievements.

There should be a dedicated budget line for the activities of the gender desk officer.

## 9.2 Addressing Gender-Based Violence

*Gender-based Violence (GBV)*, especially Sexual harassment, is another key gender issue that needs to be addressed in the workplace. **Gender-based Violence** is an umbrella term for any harmful act that is perpetrated against a person's will, and that is based on socially ascribed (gender) differences between males and females, while Sexual Harassment is defined as any kind of sexual conduct that is unwelcome and uninvited by the person it is directed to, from a person of the opposite or same-sex. Such conduct may include but is not restricted to verbal, non-verbal, physical, literary or audio-visual acts and forms of communications. It may be explicit or implicit, but is a violation of the victim's human rights and therefore punishable by law.



### 9.3 Types of Harassment

The legal definition of “harassment” has been evolving for several years. As the initial cases dealt exclusively with sexual harassment, the first definitions also were focused on this particular kind of conduct. In the past, two types of harassment were recognized: quid pro quo and “hostile work environment.” Traditionally, quid pro quo harassment was found only in situations that involved harassment based on sex, while “hostile work environment” harassment applied to all kinds of unlawful harassment. In recent times, they have been expanded to include the following types of harassment:

- a. Economic Harassment which normally involves some type of tangible employment action resulting in a monetary loss for an employee or significant changes in workload or work assignment.
- b. Environmental Harassment is harassment that creates adverse working conditions but it does not result in a tangible employment action. Environmental harassment can be based not only on sex but also on race, colour, religion, national origin, ethnicity, age, disability or any other characteristic protected by law. Also, threats of job detriment or promises of job benefits that do not result in tangible employment actions may amount to environmental harassment if the threats create an intimidating, hostile, or offensive work environment.

It is important to note that it is not only men who are the perpetrators of sexual harassment, but sometimes women are also guilty of this offence.

### 9.4 Types of Conduct that May Be Found to Be Harassment

Given the above definition of hostile environment harassment, there is a variety of conduct that could be considered unlawful harassment. Examples of behaviours that can create a hostile work environment include, but are not limited to unwanted sexual advances; offering employment benefits in exchange for sexual favours; visual conduct such as leering (looking at a person in a lustful or hateful manner), making gestures, or displaying derogatory pictures, cartoons, calendars, posters or drawings; verbal conduct such as derogatory comments, insults, slurs, or jokes; written communications distributed in hard copy or via a computer network, which are derogatory or stereotypical based upon gender, race, ethnicity/national origin, etc.; verbal abuse, graphic verbal comments, use of degrading words to describe an individual, suggestive or obscene letters, notes or invitations; physical conduct such as touching, assault, impeding or blocking movements; or retaliation for making harassment reports or threatening to report harassment.

Sexual Harassment, including demanding and giving sexual favours for occupational benefits, opportunities and unfair advantage over others is unacceptable as it compromises the integrity of all those involved in such activities and is detrimental to their personal development and the

organizational culture as a whole. Improving relationships at work through better communication, assertiveness, identifying and reducing aggressive behaviour is the sure way to prevent these things from occurring or recurring; and they are founded on mutual respect and understanding. Sexual Harassment is a criminal act under the Domestic Violence Act and is punishable by law so women/victims should not suffer in silence. They should look for support among women's networks at work, in social groups or with the Police (DOVVSU).

## 9.5 Grievance Mechanism for Sexual Harassment

Sexual harassment is serious and potentially criminal. As an organization, commitment to providing a safe environment for all its employees free from discrimination on any ground and harassment at the workplace including sexual harassment is necessary.

NCCE should commit to a zero-tolerance policy for any form of sexual harassment in the workplace, treat all incidents seriously and promptly investigate all allegations of sexual harassment.

A Grievance Redress Mechanism is therefore a procedure that provides a transparent, fair, timely confidential, accessible, and acceptable means for addressing grievances in the workplace.

Any person found to have sexually harassed another will face disciplinary action, up to and including dismissal from employment. All complaints of sexual harassment should be taken seriously and treated with respect and in confidence. No one should be victimized for making such a complaint.

Anyone, including staff at all levels, contractors or visitors who sexually harasses another will be reprimanded under this policy.

### 9.5.1 Complaint Procedure

Victims of sexual harassment may feel too intimidated to lodge a grievance in person and therefore important for a grievance to be lodged anonymously. A male and female senior staff within the HR department (known as the grievance managers) should be designated to receive and process sexual harassment cases so that the complainant can choose to whom they wish to speak.

Grievances submitted in writing should be reviewed and receipt acknowledged in writing by the receiving officer within 24 hours. The grievance manager is required to;

- immediately record the dates, times, and facts of the incident(s)
- Investigate the complaint by interviewing both parties.
- ascertain the views of the victim as to what outcome he/she wants
- ensure that the victim understands the commission's procedures for dealing with the complaint

- discuss and agree on the next steps: either informal or formal complaint, on the understanding that choosing to resolve the matter informally does not preclude the victim from pursuing a formal complaint if he/she is not satisfied with the outcome
- keep a confidential record of all discussions
- respect the choice of the victim
- ensure that the victim knows that they can lodge the complaint outside of the commission through the relevant legal framework

### **9.5.2 Disciplinary Action**

Where physical assault or rape is the subject of the grievance, complainants or victims should be strongly encouraged to seek counselling and legal advice and pursue a criminal case through the legal system. The commission is required to provide the needed support to the complainant throughout the legal process and assist in all investigations by the authorities. The pursuit of a criminal case should not absorb the perpetrator from internal disciplinary actions which may range from a minimum of a written reprimand, a suspension or outright dismissal for repeat violations.

### **9.6 Breaking through the Glass Ceiling/Career Development**

The concept of “The Glass Ceiling” refers to the many job opportunities that exist that women may desire to have but cannot attain owing to various socio-cultural barriers. These include lower levels of education, extra workloads, having more social and domestic roles and responsibilities than men, low self-esteem and lack of motivation or drive to push the boundaries and explore new career opportunities. There are currently more opportunities for women to break out of accepted patterns of gender-stereotyped work and they need to explore these for their benefit and the growth of the wider society. Organizational support and political will for this cannot be emphasized enough.

### **9.7 Protection of Staff with Family Responsibility**

The commission should seek to promote a family-friendly, non-discriminatory work environment. This should involve parental leave, breastfeeding and childcare support as well as consideration for staff with family responsibility. These should at minimum be consistent with the labour laws of Ghana. The commission should however seek to promote a standard of protection better than what is prescribed in the labour laws.

### 9.7.1 Protection of Women

Ensure pregnant staff enjoy the full benefit of their mandatory maternity leave and other leaves as proscribed by section 57 of the Labour Act, 2003.

Pregnant women should be protected from transfer outside of the place of residence, overtime, night work, travels, fieldwork and work which has been determined by a qualified health practitioner to be injurious to the health of the pregnant or breastfeeding mother. These include

- Work involving manual lifting carrying, pushing or pulling of load.
- Work involving exposure to biological, chemical or physical agents which represent a reproductive health hazard;
- Work requiring special equilibrium; work involving physical strain due to prolonged periods of sitting or standing, extreme temperatures, or vibration.
  - Adequate measures should be taken to eliminate risk, adapt pregnant and nursing women's work conditions or transfer to another post.
  - Ensure women are protected from employment termination while pregnant or breastfeeding or on the grounds of pregnancy.

### 9.7.2 Breastfeeding and childcare support

- Ensure women are entitled to interrupted work at regular intervals to breastfeed their children.
- Progressively integrate nursing rooms in all office buildings of the commission to facilitate an easy transition from maternity leave to work.

### 9.7.3 Protection of Men

- The commission should mandate men with newborns to compulsorily reserve at least a week of their annual leave in addition to their paternity leave.
- Men with family responsibilities are not to be discouraged from forfeiting their annual leave.

## 10.0 IMPLEMENTATION OF THE GENDER POLICY

The existing structures of the NCCE are to be responsible for the implementation of this institutional Gender Policy. Particularly, the Chairperson and the two deputies and the other Commission members will lead the actions in their capacity as the governing body of the Commission. The five Departmental Directors who support the governing body or the Commission members in all actions will have various roles and actions to play in their directorates towards the goals of the policy. These units and their respective actions include Finance, Administration, Programmes, Communications and Corporate Affairs, and Research, Gender & Equality Department.

In addition, functional committees such as the entity tender committee and the sub-committee on strategy, operations and human resources will also have roles to play.

### 10.1 Roles of Directorates and Stakeholders

DIRECTORATES/ DEPARTMENTS/ PARTNERS	ROLES/ RESPONSIBILITIES
<p><b>The Commission/ the Governing Body of the NCCE</b></p>	<ul style="list-style-type: none"> <li>• The governing body led by the Chairperson, will take strategic decisions, and provide overall leadership for implementation of the institutional gender policy, directing the mobilization of enough resources for actions planned.</li> <li>• Lead the integration of actions and provisions that will focus on effective mainstreaming of gender equality and empowerment of women who work in various directorates/departments, regions and districts of the Commission</li> <li>• Demand and take action on gender implementation report from the lead directorate</li> </ul>

<p><b>Administration Directorate</b></p>	<ul style="list-style-type: none"> <li>• Document gender-disaggregated employee records, employ necessary gender lenses in recruitment processes.</li> <li>• Implement provisions in the national and institutional gender policy regarding appropriate postings and deployment, gender awareness, sexual harassment, promotion, study leave, maternity leave, support of men for their wives, He-for-She appropriate methods, shall be enforced in the day to day operations of the Commission</li> <li>• Ensure nursing mothers are given additional support when they attend workshops i.e. caretakers should be taken care of to lessen the burden on mothers participating in the Commission’s programme</li> <li>• Ensure that the empowerment measures of women in the Commission are integrated with clear guidelines</li> <li>• Provide leadership for fairness in the performance and performance assessment of duties by men and women and guided by acceptable measures.</li> <li>• Facilitate the designation of gender desk or gender mainstreaming officer at all levels of the commission. These officers would be required to lead and ensure that the policy is adequately implemented.</li> <li>• Lead the roles of coordination, networking and facilitation of all strategic measures outlined in the Policy.</li> <li>• Serve as the fulcrum and the reference mechanism for all issues of the gender policy</li> </ul>
<p><b>Finance Directorate</b></p>	<ul style="list-style-type: none"> <li>• Lead gender-sensitive and appropriate budgeting processes and enforce their implementation by all the directorates</li> <li>• Lead resource mobilization efforts towards effective implementation of the Policy</li> <li>• Ensure that there is equity in the allocation of appropriate resources for both men and women</li> </ul>

<p><b>Programmes and Operations Directorate</b></p>	<ul style="list-style-type: none"> <li>• Mainstream gender issues into all activities as determined by the Gender Policy at the national, regional and district levels</li> <li>• Integrate social protection programmes and projects to ensure gender equality and women’s empowerment.</li> <li>• Ensure that all policy formulation and reviews, action plans, and other major planning exercises apply a gender-responsive planning approach.</li> <li>• Provide technical capacity, guidance and backup support to the regions, districts and partners to promote gender analysis and planning.</li> <li>• Lead the review of actions planned and rollover variances</li> </ul>
<p><b>Communications and Corporate Affairs Directorate</b></p>	<ul style="list-style-type: none"> <li>• Assist the governing body of the Commission to facilitate communication around the Gender Policy across all directorates, regions, districts and partners to enhance its implementation.</li> <li>• Create internal platforms where gender issues can be freely and fairly discussed.</li> <li>• Use the provisions of the policy in communicating to the wider public and leverage provisions available nationally and globally</li> <li>• Make the Gender Policy visible to workers and partners to promote its intended results</li> </ul>
<p><b>Research, Gender &amp; Equality Directorate</b></p>	<ul style="list-style-type: none"> <li>• Promote gender-disaggregated data and survey on the policy uptake by all stakeholders within the Commission</li> <li>• Support leadership with relevant analysis for appropriate decision making regarding the implementation of the policy</li> </ul>
<p><b>Functional Committees</b></p>	<ul style="list-style-type: none"> <li>• Integrate the policy provisions in all activities and use gender-sensitive lenses in scrutiny</li> </ul>
<p><b>Partners</b></p>	<ul style="list-style-type: none"> <li>• The Governing body will integrate relevant clauses of the gender policy in all engagements with the partners and in implementing donor recommendations that do not violate national and international provisions</li> <li>• Partners will abide by recommendations and provisions in the Gender Policy to ensure fairness in all relations</li> </ul>

<p><b>Regional Directorates</b></p>	<ul style="list-style-type: none"> <li>• Implement directives and initiatives in the gender policy and as directed by the Commission</li> <li>• Provide feedback to the appropriate officers and departments regarding the implementation issues relating to gender integration and mainstreaming</li> </ul>
<p><b>District Offices</b></p>	<ul style="list-style-type: none"> <li>• Mainstream gender actions as directed by the commission and provide appropriate reports</li> <li>• Participate in all actions as one of the key structures in ensuring gender equity, empowerment and sensitivity among workers in the districts and communities where the Commission operates</li> </ul>



## 11.1.0 NATIONAL COMMISSION FOR CIVIC EDUCATION - ACTION PLAN FOR IMPLEMENTING GENDER POLICY

### Overall Objective: Promoting Greater Gender Inclusiveness within the NCCE

Policy Objective	Major Activities	Expected Outcome	Performance Indicators	Responsibility / Stakeholders	Time Frame
<b>Policy Objective 1</b> <i>Address existing gender gaps within the Commission</i>	Design gender mainstreaming training programmes for all STAFF of NCCE	Staff have a clear understanding of gender mainstreaming	Number of Training held and reported on	Directors and senior staff of NCCE	Every 6 months
	Training and coaching heads of departments on the NCCE Gender training module	Heads of Departments of NCCE can integrate gender concerns into their various areas of operation		The NCCE Leadership; especially the HR and Admin Dept. heads	Within 6 months
	Ensure parity in recruitment processes	Equity in staff strength and distribution within the Commission	Number of men and women recruited in the Commission	NCCE, Directorate of Administration and HR unit head	One year
	Training more women to facilitate civic education delivery	Increased in the number of female facilitators	Number of women/ female facilitators utilized during programmes	Director of Programmes	Once a year
	Training (in collaboration with MOWAC) of Gender Desk Officers (GDOs) in gender analysis	GDOs have a clear understanding of gender analysis to support the development of gender-sensitive programmes and other activities	Number of Training held and reported on	Gender focal points at all levels	Within 6 months after policy adoption

Policy Objective	Major Activities	Expected Outcome	Performance Indicators	Responsibility / Stakeholders	Time Frame
<b>Policy Objective 2</b> <i>Ensure the conduct of Gender-specific/sensitive research, data collection and analysis (production of gender statistics) to inform policy and interventions</i>  <b>(Rendering the Institutional processes and procedures more gender-sensitive)</b>	Conduct at least one gender-based research every year	Gender-based research undertaken	Number of gender-based researches conducted	Directorate of Research, Gender and Equality	Yearly
		Existing gender gaps identified in research undertaken	A brief on gender gaps identified in research work		
	Effective mainstreaming of gender into the Commission's activities based on research findings	Number of Commission's activities which have taken into consideration gender mainstreaming	All line Directors	Yearly	
Take gender into consideration in the selection and training of field officers for all research studies	Training modules reviewed to incorporate relevant gender issues	Training Modules are gender-responsive	All Line Directors, Regional and District Directors	A year after policy adoption	
	Ensure appropriate gender representation in the selection of research respondents	Research findings fairly represent the concerns and issues of men and women.	The proportion of male and female research respondents in all research	Development partners, CSOs and NGOs Research and Gender Equality Directorate	As and when research is carried out

<b>Policy Objective</b>	<b>Major Activities</b>	<b>Expected Outcome</b>	<b>Performance Indicators</b>	<b>Responsibility / Stakeholders</b>	<b>Time Frame</b>
	Disaggregate all research data based on sex as far as possible	Gender analysis of research findings.	The proportion of research with gender analysis conducted	Research and Gender Equality Directorate	As and when research is carried out
	Report key findings of research studies in terms of gender	Gender-sensitive reports	Number of gender-sensitive reports produced	Research and Gender Equality Directorate, partners, CSOs and NGOs	Applicable to all research carried out
	Build a sex-disaggregated database for all institutional and external engagement.	A database of sex-disaggregated institutional and external engagements	Number of engagements with sex-disaggregated database	Research and Gender Equality Directorate, Regional and District offices	Yearly
	Develop a gender monitoring framework for tracking progress yearly	The extent of progress of gender mainstreaming	Change of gender situation from baseline/ gender audit report	Research and Gender Equality Directorate	Yearly
	Annual gender audit on proportions of males and females recruited in the Commission	Information on gender differentials on staff recruited available	A report produced	Director of Research, Gender and Equality, Regional and District Directors, Head of HR unit, Director of Administration	Yearly
	Review previous NCCE communication and update to reflect gender-sensitive language	Gender-sensitive communication	Number of previous communication updated with gender-sensitive language on	NCCE Leadership, CCA Directorate	6 months after the adoption of policy

Policy Objective	Major Activities	Expected Outcome	Performance Indicators	Responsibility / Stakeholders	Time Frame
<b>Policy Objective 3</b> <i>Promote gender-sensitive language within and outside the organization</i>	Training of selected media practitioners in the 16 regions and additional media personnel at the head office on coverage of NCCE policy and activities and a gender-sensitive language	Trained media practitioners who can cover NCCE activities using gender-sensitive language	various social media platforms Number of media practitioners trained in gender communication	NCCE Leadership, CCA Director	3 – 6 months
	Preparing and disseminating a quarterly e-newsletter on gender-related activities on all media platforms.	Creating regular awareness on NCCE gender-related activities	Frequency of publication of e-newsletter on gender activities of NCCE on various media platforms	CCA Department	Quarterly
	Organize events to promote the NCCE gender policy	Staff at all levels and the public are aware of the NCCE gender policy	Number of events organized to promote gender policy	NCCE Leadership	Yearly
	Develop and publish visibility materials.	NCCE is visible to the general public.	Number of visibility materials published	NCCE Leadership	Yearly
<b>Policy Objective 4</b>	Mainstream gender in the programme guide for civic education	Ensure both men and women have a clear	Number of gender mainstreaming	NCCE Directors	Yearly

Policy Objective	Major Activities	Expected Outcome	Performance Indicators	Responsibility / Stakeholders	Time Frame
	<p>ii. Organize activity with FBOs targeting all relevant groups</p> <p>iii. Engagement with traditional authorities on gender roles of men and women towards nation building</p> <p>Ensure gender equity in the recruitment of staff engaged in civic education</p> <p>Facilitate active participation of women and men in Committees, Advocacy groups and as Focal point persons</p> <p>Undertake capacity gap assessment among staff (women)</p> <p>Build capacity/ strengthen the capacity of women in civic education</p>	<p>Civic education needs of both men and women adequately addressed</p> <p>Civic concerns of special interest groups considered</p> <p>Equity in staff recruited</p> <p>Equal representation of men and women in Committees, Advocacy groups and as Focal point persons</p> <p>Enhance inclusiveness and participation of women in civic education</p> <p>Enhanced capacity of women in civic education delivery</p>	<p>Number of men and women reached with civic education programmes</p> <p>Number of engagements targeting special interest groups</p> <p>Number of men and women recruited</p> <p>Number of men and women in Committees, Advocacy groups and as Focal point persons</p> <p>Number of capacity gap assessments undertaken</p> <p>Number of capacity building sessions undertaken</p>	<p>Director of Programmes, Regional Directors, District Directors</p> <p>Director of Programmes, Regional Directors, District Directors</p> <p>HR unit head, Director of Administration</p> <p>Management body, Director of Administration, Regional Directors</p> <p>NCCE National, Regional and District</p> <p>NCCE National, Regional and District</p>	<p>Bi-annually</p> <p>Bi-annually</p> <p>Annually</p> <p>Annually</p> <p>Yearly</p> <p>Yearly</p>

Policy Objective	Major Activities	Expected Outcome	Performance Indicators	Responsibility / Stakeholders	Time Frame
	ii. Organize activity with FBOs targeting all relevant groups	Civic education needs of both men and women adequately addressed	Number of men and women reached with civic education programmes	Director of Programmes, Regional Directors, District Directors	Bi-annually
	iii. Engagement with traditional authorities on gender roles of men and women towards nation building	Civic concerns of special interest groups considered	Number of engagements targeting special interest groups	Director of Programmes, Regional Directors, District Directors	Bi-annually
	Ensure gender equity in the recruitment of staff engaged in civic education	Equity in staff recruited	Number of men and women recruited	HR unit head, Director of Administration	Annually
	Facilitate active participation of women and men in Committees, Advocacy groups and as Focal point persons	Equal representation of men and women in Committees, Advocacy groups and as Focal point persons	Number of men and women in Committees, Advocacy groups and as Focal point persons	Management body, Director of Administration, Regional Directors	Annually
	Undertake capacity gap assessment among staff (women)	Enhance inclusiveness and participation of women in civic education	Number of capacity gap assessments undertaken	NCCE National, Regional and District	Yearly
	Build capacity/ strengthen the capacity of women in civic education	Enhanced capacity of women in civic education delivery	Number of capacity building sessions undertaken	NCCE National, Regional and District	Yearly

Policy Objective	Major Activities	Expected Outcome	Performance Indicators	Responsibility / Stakeholders	Time Frame
	Integrate Gender concerns into the NCCE programme	Gender concerns integrated into all NCCE civic education programmes	Reports reflect gender inclusiveness in all programmes	NCCE leadership from National Regional and District Levels	Annually
	Target minority ethnic groups (tribes) PWDs, migrant groups for civic education	Minority groups reached for civic education	Number and category of minority groups reached	NCCE Leadership, Programmes Department	Yearly
	Educate the larger society on the concerns of the minority groups	The larger society is more aware of the concerns of minority groups	Number of educational programmes conducted for the larger society	Programmes Department	Once in a year
<b>Policy Objective 5</b> <i>To promote equitable and/or equal gender representation and participation in decision making at the professional/programmatic and administrative levels</i>	Target minority ethnic groups (tribes), PWDs, migrant groups such as Fulani, Chadians etc), for Civic Education.	Minority groups are reached for civic education	Number and sex of minority groups reached.	NCCE Leadership, National, Regional and District levels	Annually
	Conduct research to identify challenges to equal participation of	Challenges to equal participation are identified and addressed.	The number of policy actions to address challenges identified.	NCCE Leader, Director of Research, Gender and Equality NGOs Development partners	Once every 2 years

Policy Objective	Major Activities	Expected Outcome	Performance Indicators	Responsibility / Stakeholders	Time Frame
	women, youth and PWDs to civic education engagements.				
		.			
<b>Policy Objective 6</b> <i>To promote gender mainstreaming and budgeting at all levels of the Commission's operations</i>	Mainstream Gender in all NCCE policy guidelines, establish effective strategies and concrete action plans that support gender mainstreaming	Gender-responsive policies, strategies and action plans.	Number of NCCE operational document which is gender-responsive	NCCE Leadership	Yearly
	Build capacity of staff to mainstream gender into their activities	Staff of the Commission mainstream gender in their activities	-Gender Assessment needs carried out -Number of gender capacity training conducted -Sex-disaggregation of training participants	NCCE Leadership, Programmes department, Research, Gender and Equality department	Yearly
	Develop gender-responsive budgets for all	Adequate funding is allocated to gender mainstreaming	The number of gender concerns a budget seeks to address.	NCCE Leadership NGOs Development Partners	TBD



Policy Objective	Major Activities	Expected Outcome	Performance Indicators	Responsibility / Stakeholders	Time Frame
	operations of the Commission	activities and to address gender concerns	Number of males and females involved in the decision-making process of developing the budget.		
<p><b>Policy Objective 7</b>  <i>To track implementation of progress and assess the effectiveness of the NCCE Gender Policy through a Monitoring &amp; Evaluation framework</i></p>	<p>Monitor and evaluate efforts to mainstream gender programming.</p> <p>Build capacity of staff for the collection, analysis and use of sex-</p>	<p>A good M&amp;E framework developed</p> <p>Staff have a better understanding of gender issues and apply them appropriately</p> <p>All planning and decision making guided</p>	<p>Number of monitoring activities carried out within a specified period</p> <p>Number of reports with M&amp;E considered</p> <p>M&amp;E Framework developed</p> <p>Types of monitoring carried out within a specified period</p> <p>Number of training sessions held for staff</p>	<p>Directors at all levels/ RGED</p> <p>The leadership of NCCE / RG&amp;ED</p>	<p>On the spot monitoring of all activities/ Mid-term evaluation / End term evaluation</p> <p>Annually</p>

Policy Objective	Major Activities	Expected Outcome	Performance Indicators	Responsibility / Stakeholders	Time Frame
	disaggregated data, undertake gender analysis and use outcomes to guide planning and decision-making	by gender-disaggregated data			
	Conduct gender impact assessments to inform future programming and gender mainstreaming processes	Programmes are informed by the result of gender impact assessment.	Number of programmes using results of gender impact assessment	The leadership of NCCE / RG&ED	Mid-Term / End of term
			Mid and End-term reports		

## 12.0 MONITORING AND EVALUATION FRAMEWORK

Monitoring and Evaluation (M&E) is a critical component in the implementation of the NCCE Gender Policy. An M&E framework is to be developed to ensure continuous assessment of progress against the set objectives of this policy and the outlined roles of the various directorates of the NCCE and its stakeholders. While the NCCE board led by the Chairperson will have oversight responsibility of the M&E framework, the heads of the various directorates and the leadership at all levels will be largely responsible for ensuring the implementation of the policy as outlined herein. The framework will have in-built flexibility mechanisms to accommodate modifications if need be.

### 12.1 Launch of policy

To start with, the Policy will be launched at a national event with key stakeholders drawn from relevant MDAs, MMDAs, and development partners. The purpose of the launch is to present the policy and explain its contents to its key stakeholders and solicit their buy-in.

Hard Copies of the policy will be made available to all participants during the launch.

### 12.2 Setting up the NCCE Gender Technical Committee (NGTC)

The NCCE shall set up Gender Technical Committee with membership as follows:

1. The Chairperson and or one Deputy Chairperson
2. All Heads of Departments at the Head office
3. 2 Reps from regions
4. 2 reps from districts

The responsibility of the NGTC is to ensure that the Gender Policy is implemented as outlined in the policy document, monitor indicators for measuring the progress of the policy as outlined in the Gender Policy Action Plan, track achievements and document successes.

### 12.3 Levels of Implementation

These will include:

- i. National-level activities to be spearheaded by the NGTC and coordinated by the Office of the NCCE Chairperson and the Research, Gender and Equality Department

- ii. Regional, Divisional and District-level activities to be coordinated and implemented by the structures at those levels

#### **12.4 Quarterly Updates**

The different levels of implementation of the Gender Policy will submit quarterly updates at different levels of the NCCE directorates. The District level updates will feed into the Regional updates, while updates from the regions will feed into that of HQ Directorates.

All reports are to be collated into a national report that adequately reflects the achievements and challenges of implementation at all levels.

#### **12.5 Annual Performance Review**

There shall be annual performance reviews at all levels as follows:

- i. District level
- ii. Regional level
- iii. Headquarters Directorates
- iv. NCCE Annual Performance Review Meeting

These reviews will cover activity reports and identify achievements, challenges and lessons learnt.

#### **12.6 Midterm Evaluation**

At the end of the second year, a mid-term evaluation is to be carried out to assess progress and to document lessons learnt.

#### **12.7 End-of-Term Evaluation**

At the end of the fourth year, an end-of-term evaluation will be carried out to determine how the plan has impacted gender equality in all areas of operation of the NCCE.

#### **12.8 Timeframe for Policy Implementation**

This policy will be subject to review every 4years upon evaluation against indicators/set targets.

### 13. CONCLUSION

The development and finalization of this Gender Policy set the tone for a systematic and sustained mainstreaming of gender equity into NCCE operations. It also calls for the revision and finalization of the Gender strategy to be incorporated into all levels of programming and civic engagement. This should be considered as a matter of urgency to support the implementation of this policy and to ensure a comprehensive mainstreaming of gender issues into all aspects of the Commission's work.

Secondly, the application of gender as a core issue must be inclusive of all the socially-excluded and other vulnerable groups such as minority tribes, persons with disabilities, migrants, and other acephalous groups like the Fulani. There have to be strategies targeting these groups for all the information and education provided by the Commission.

As recommended in the Gender Audit Report, the Commission at all times must be mindful that Gender goes beyond the participation of persons at sensitization programmes and decision making, but rather participation by including their issues in the programme guide. Thus issues around men, women, girls, boys, and vulnerable groups' human rights, reproductive and economic rights must be included or mainstreamed in the commission's activities.

It must also be noted that Staff capacity in Gender mainstreaming and Gender-Sensitive M&E needs to be enhanced especially on the design of monitoring framework, indicators, collection and analysis of sex-disaggregated data and reporting. There is also the need for a clear strategy to address the gaps on how the PWD can access and utilize CCA materials, especially for the blind, deaf, and dumb.

Finally, dependence on donor funds to address gender equity, vulnerability and inclusion strategies of organizations is not sustainable. This policy must therefore be funded to a great extent from government sources. When applicable, the Commission stands to get funding if its proposals are laced with the strategies for engaging the excluded who are mostly women, children (girls and boys) and PWDs.

## REFERENCES

1. Doris Dokua Sasu, Inequality Index in Ghana 2011-2019, June 18, 2021
2. Ghana Statistical Service (GSS) 2021 Population Census Preliminary Report, September 2021
3. NCCE Draft Gender Audit Report, 2021
4. NCCE Draft Gender Strategy,
5. UNICEF Gender Glossary of Terms and Concepts, 2017
6. Government of Ghana, (2007). Domestic Violence Act 732. Accra: Ghana Publication Corporation, Assembly Press.
7. Ministry of Gender, Children and Social Protection. (2015). National Gender Policy, Accra.
8. The women's manifesto for Ghana. (2004): The coalition on the women's manifesto
9. UN Economic and Social Council (ECOSOC), UN Economic and Social Council Resolution 1972/2.
10. 1992 Constitution of Ghana. (1992). the Fourth Republican Constitution of Ghana, Accra.

## APPENDIX 1:

### GLOSSARY OF SELECTED GENDER CONCEPTS AND TERMS

**A list of some of the key concepts and terms used in this policy is here outlined to ensure a proper interpretation and definitions of gender terminologies. This has been sourced from the publication “UNICEF Glossary of Terms and Concepts” published in 2021.**

#### Discrimination

Discrimination (gender discrimination) refers to any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, based on equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field” [United Nations, 1979. ‘Convention on the Elimination of all Forms of Discrimination against Women,’ Article 1]. Discrimination can stem from both law (de jure) or from practice (de facto). The CEDAW Convention recognizes and addresses both forms of discrimination, whether contained in laws, policies, procedures or practice. de jure discrimination e.g., in some countries, a woman is not allowed to leave the country or hold a job without the consent of her husband. de facto discrimination e.g., a man and woman may hold the same job position and perform the same duties, but their benefits may differ.

#### Empowerment

Empowerment refers to increasing the personal, political, social or economic strength of individuals and communities. Empowerment of women and girls concerns women and girls gaining power and control over their own lives. It involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality. The core of empowerment lies in the ability of a person to control their destiny. This implies that to be empowered women and girls must not only have equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and employment), but they must also have the agency to use these rights, capabilities, resources and opportunities to make strategic choices and decisions.

## What we mean by Gender

Gender refers to the attributes and opportunities associated with being male and female and the socio-cultural relationships between women and men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context-specific and changeable. In most societies, there are differences and inequalities between women and men in activities undertaken, access to and control over resources as well as decision-making opportunities.

Gender is part of the broader socio-cultural context, which also takes into consideration factors such as class, race, economic status, ethnic group and age adopts gender perspective, which means focusing on both women and men and their relationships with each other and resources. In addition, it means working with a global perspective that allows for and appreciates regional diversity. The organization aims at mainstreaming gender by creating an enabling working environment that in turn attracts and helps to retain gender-sensitive staff. For these following systems would be put in place and necessary strategies would be tried out internally and externally: at the organizational level and partners level.

Gender is a social and cultural construct, which distinguishes differences in the attributes of men and women, girls and boys, and accordingly refers to the roles and responsibilities of men and women. Gender-based roles and other attributes, therefore, change over time and vary with different cultural contexts. The concept of gender includes the expectations held about the characteristics, aptitudes and likely behaviours of both women and men (femininity and masculinity). This concept is useful in analysing how commonly shared practices legitimize discrepancies between sexes.

## Gender analysis

Gender Analysis is a critical examination of how differences in gender roles, activities, needs, opportunities and rights/entitlements affect men, women, girls and boys in certain situations or contexts. Gender analysis examines the relationships between females and males and their access to and control of resources and the constraints they face relative to each other. A gender analysis should be integrated into the humanitarian needs assessment and in all sector assessments or situational analyses to ensure that gender-based injustices and inequalities are not exacerbated by humanitarian interventions, and that when possible, greater equality and justice in gender relations are promoted.



## Gender balance

This is a human resource issue calling for equal participation of women and men in all areas of work (international and national staff at all levels, including at senior positions) and in programmes that agencies initiate or support (e.g. food distribution programmes). Achieving a balance in staffing patterns and creating a working environment that is conducive to a diverse workforce improves the overall effectiveness of our policies and programmes, and will enhance agencies' capacity to better serve the entire population.vi Gender-based constraints that women or men face that are a result of their gender. An example of constraints women farmers face might be not having title to their land, male-dominated cooperative membership, being more tied to their homes preventing access to extension services. Constraints that are not based on gender are referred to as general constraints.

## Gender-based violence (GBV)

Gender-based violence is an umbrella term for any harmful act that is perpetrated against a person's will and that is based on socially ascribed (gender) differences between females and males. The nature and extent of specific types of GBV vary across cultures, countries and regions. Examples include sexual violence, including sexual exploitation/abuse and forced prostitution, domestic violence, trafficking, forced/early marriage, harmful traditional practices such as female genital mutilation, honour killings and widow inheritance.

## Gender blindness

Gender blindness is the failure to recognize that the roles and responsibilities of men/boys and women/girls are given to them in specific social, cultural, economic and political contexts and backgrounds. Projects, programmes, policies and attitudes which are gender blind do not take into account these different roles and diverse needs, maintain the status quo, and will not help transform the unequal structure of gender relations. Gender disparities Statistical differences (often referred to as "gaps") between men and women, boys and girls that reflect inequality in some quantity.

## Gender equality

Gender Equality is the concept that women and men, girls and boys have equal conditions, treatment and opportunities for realizing their full potential, human rights and dignity, and for contributing to (and benefitting from) economic, social, cultural and political development. Gender equality is, therefore, the equal valuing by society of the similarities and the differences

of men and women, and the roles they play. It is based on women and men being full partners in the home, community and society. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men and girls and boys are taken into consideration, recognizing the diversity of different groups and that all human beings are free to develop their abilities and make choices without the limitations set by stereotypes and prejudices about gender roles. Gender equality is a matter of human rights and is considered a precondition for, and indicator of, sustainable people-centred development.

### **Gender equity**

Gender Equity is the process of being fair to men and women, boys and girls, and importantly the equality of outcomes and results. Gender equity may involve the use of temporary special measures to compensate for historical or systemic bias or discrimination. It refers to differential treatment that is fair and positively addresses a bias or disadvantage that is due to gender roles or norms or differences between the sexes. Equity ensures that women and men and girls and boys have an equal chance, not only at the starting point but also when reaching the finishing line. It is about the fair and just treatment of both sexes that takes into account the different needs of the men and women, cultural barriers and (past) discrimination of the specific group.

### **Gender equality programming**

The term encompasses all strategies to achieve gender equality. Important examples include gender mainstreaming, gender analysis, prevention and response to gender-based violence and sexual exploitation and abuse, promotion and protection of human rights, empowerment of women and girls and gender balance in the workplace.

### **Gender gap**

Disproportionate difference between men and women and boys and girls, particularly as reflected in attainment of development goals, access to resources and levels of participation. A gender gap indicates gender inequality.

### **Gender indicators**

Gender Indicators are criteria used to assess gender-related change in a condition and to measure progress over time toward gender equality. Indicators used can be quantitative (data, facts, numbers) and qualitative (opinions, feelings, perceptions, experiences).

### **Gender mainstreaming/integrating**

It is a strategy to accelerate progress on women's and girls' rights and equality in relation to men and boys. This is the chosen approach of the United Nations system and international community toward implementation of women's and girls' rights, as a sub-set of human rights to which the United Nations dedicates itself. Gender equality is the goal. Gender mainstreaming is the process of assessing the implications for girls and boys and men and women of any planned action, including legislation, policies and programmes. It is a strategy for making girls' and women's, as well as boy's and men's, concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes so that girls and boys and women and men benefit equally, and inequality is not perpetuated.

### **Gender-neutral**

It refers to anything – a concept, an entity, a style of language – that is not associated with either the male or female gender. The nature of systemic and embedded or internalized bias is such that, unfortunately often, what is perceived to be gender-neutral is in fact gender blind.

### **Gender norms**

These are accepted attributes and characteristics of male and female gendered identity at a particular point in time for a specific society or community. They are the standards and expectations to which gender identity generally conforms, within a range that defines a particular society, culture and community at that point in time. Gender norms are ideas about how men and women should be and act. Internalized early in life, gender norms can establish a life cycle of gender socialization and stereotyping.

### **Gender parity**

A numerical concept concerning relative equality in terms of numbers and proportions of men and women, girls and boys. Gender parity addresses the ratio of female-to-male values (or males-to-females, in certain cases) of a given indicator.

## Gender planning

A planning approach that recognizes the different roles that women and men play in society and the fact that they often have different needs.

## Gender relations

A specific sub-set of social relations uniting men and women as social groups in a particular community. This refers to the intersection with all other influences on social relations – age, ethnicity, race, and religion – to determine the position and identity of people in a social group. Since gender relations are a social construct, they can be changed.

## Gender-responsive budgeting (GRB)

Government planning, programming and budgeting that contributes to the advancement of gender equality and the fulfilment of women's rights. It entails identifying and reflecting needed interventions to address gender gaps in the sector and local government policies, plans and budgets. GRB also aims to analyse the gender-differentiated impact of revenue-raising policies and the allocation of resources.

## Gender statistics

These are statistics that adequately reflect differences and inequalities in the situation of women and men in all areas of life (United Nations, 2006). *They are the factual basis for all stages of policy-making:- planning, budgeting, implementation, monitoring, reporting and evaluation. Producing gender statistics* entails disaggregating data by sex and other characteristics to reveal those differences or inequalities and collecting data on specific issues that affect one sex more than the other or relate to gender relations between women and men.

# **COMMUNICATION PRODUCTS**

## **FOR THE**

### **PROMOTION OF**

#### **NCCE GENDER POLICY**

## Introduction

A communication strategy is critical for communicating with a target audience. It includes who is being talked to, why they are being talked to, how and when the audience should be talked to, what form of communication the content should take and what channels should be used. A clear communication strategy helps keep everyone on board.

The overall goal of the Gender Policy of the National Commission for Civic Education (NCCE) is to ensure the comprehensive and systematic adherence to NCCE's commitment to gender equality at all levels of the organisation and in its programming, partnerships and collaborations. To achieve the goals of the Policy, a communication strategy must be developed to make the policy visible to staff and all stakeholders.

This document sets out communication strategies, products and tools that can be deployed to promote, educate and run a sustained advocacy programme on the gender policy of the NCCE to their internal and external partners. It is centred on its target groups made up of both its internal and external stakeholders and partners.

NCCE already has a communication strategy and therefore this document is aimed at supporting and strengthening what already exists to help in the promotion of the gender policy. The NCCE also has a Communication and Corporate Affairs Directorate assigned with specific roles in the promotion of gender policy.

This document has identified the following as the main elements of the NCCE gender policy:

- Advocacy, awareness-raising and capacity building
- Protection from sexual harassment, humiliation and violence in the workplace
- Promote women's leadership, peace, and security
- Taking gender into consideration for washrooms and provision of facilities for nursing mothers
- Enhance equitable delivery of civic education
- Encourage more gender-focused civic messages in education
- Education on teenage pregnancy targeting both female and male teenagers
- Pursuing maternal and child care issues relating to NCCE work and programmes
- Providing NCCE staff with gender-related training

Based on the above, the communication products and tools are to help in developing a communications approach to prioritize the visibility of the gender policy and its implementation by producing high-quality communication materials

It is hoped that the document would strengthen the social and traditional media presence and the communication materials would promote participation in decision-making by women and men at all levels of national life.

## Objectives of the Strategy

- Raise and increase awareness of NCCE gender policy
- Support the NCCE to pursue a national media/coverage
- Seek and form partnerships for visibility and advocacy on the NCCE gender policy and its implementation
- Assist NCCE to produce effective and strategic communication products
- Use new and innovative tools for enhancing visibility
- Keep up a strong and solid presence on social and digital media
- Assist in measuring the effectiveness of the communication activities on the gender policy
- Help build the capacity of NCCE Staff to mainstream gender into their work
- Develop gender-sensitive behavioural change communication (BCC) materials to aid in the sensitisation work of the Commission to its external and internal stakeholders/partners

## Communication Strategies/Activities

- Documenting and sharing success stories, videos and visuals on NCCE's gender policy and implementation activities to all stakeholders and partners
- Using field visits on NCCE's gender policy activities involving vulnerable and marginalized groups to create stories, take photos, prepare info graphics, and produce videos to achieve visibility.
- Training of selected media practitioners in all the 16 regions on the gender policy
- Inclusion of selected journalists/ photojournalists/bloggers/ in all major NCCE's gender activities to support wider communication of the implementation of the gender policy.
- Creation of a regional/district media coalition of journalists as advocates on NCCE gender policy and its implementation activities
- Media coverage of major and strategic NCCE events and programmes on the gender policy
- Preparing and disseminating quarterly e-newsletter/magazine on the gender policy and implementation activities to relevant stakeholders
- Sustaining and feeding a busy NCCE Website with regular updates of all gender policy-related activities
- Ensuring extensive social media presence on the NCCE's gender policy and its implementation and active social media streaming
- Regular quarterly distribution of press releases to all media outlets
- Working with selected NCCE Goodwill Ambassadors to promote all gender-related programmes and events
- Organising events to promote the NCCE gender policy and its implementation during special events such as the 16 days of activism etc.

- Developing and distributing visibility materials such as info graphics, videos, short social media clips, posters and other promotional materials to donors, partners and the general public as a promotional tool
- Organising quizzes on the gender policy in selected schools across the country and also providing educational materials to selected schools across the 16 regions (This could form part of NCCE’s Civic Education Club activities)
- Running regular adverts on selected media outlets nationwide (Subject to availability of funds)
- NCCE Staff durbars to educate staff and other internal stakeholders about the gender policy and implementation activities
- Internally printed documents, posters, digital guidelines and online messages should be used to promote NCCE’s gender policy.

### Target groups & strategies

- **Donor community** - embassies, rep. offices and other development organisations to support the NCCE’s gender policy and its implementation (Sharing of NCCE Policy Briefs, Reports),
- **Government institutions** - (Sharing of NCCE Policy Briefs, Reports, leaflets etc.)
- **Academia/Schools** – university and school teachers, school children/students (Use of NCCE posters, leaflets, quizzes etc. to get them on board)
- **Civil Society/ General Public** a very broad type of audience which includes various groups differing by factors like age, class, income, gender, ethnic origin, etc. (relying on media outlets to reach out to these groups in different languages to educate them)
- **Women** (Use various women’s groups and their leaders to reach out to educate them)
- **The youth** (Use schools and youth groups to reach out to them)
- **Media** – press conference, Zoom meeting, TV, radio, print media outlets e.g. this group is vital to communicating the messages to the public at large
- NCCE staff and internal stakeholders (staff durbars, memos etc.)
- Vulnerable Groups - Persons with Disability (PWDs), others



## Expected Output

By using these communication products and strategies, the following outputs are expected:

- Visibility created across the nation on the NCCE's gender policy and its implementation
- Communication is done extensively, appropriately and strategically
- Key and relevant stakeholders reached with messages on the gender policy and their buy-in and acceptance of the policy achieved
- Role of the NCCE in good governance made visible through the sharing of success stories, videos, dissemination of relevant communication materials and messages
- A pool of dedicated media practitioners available and on stand-by to sustain awareness created in the implementation of the NCCE's gender policy
- Extensive social media presence on the gender policy ensured through the use of the communication strategies and products
- Maintaining continuous contact by the NCCE with all relevant partners/stakeholders ensured to help with the implementation of the gender policy

## Expected Outcome

The use of the communication products is expected to achieve the following:

- Creation of extensive visibility for the gender policy for effective implementation
- Support would be provided for the NCCE to pursue a gender-based agenda in all its activities, nationally
- Partnerships would be created with media practitioners to help sustain advocacy on the NCCE gender policy and its implementation
- A strong and solid social and digital media presence would be created for the acceptance and implementation of the policy
- It would help build the capacity of NCCE Staff to mainstream gender into their work

## General messages on the gender policy

- NCCE promotes gender-sensitive language
- NCCE promotes equal representation and participation in decision-making by women and men at all levels
- We ensure gender-specific research, data collection, and analysis
- We enhance equitable delivery of civic education
- NCCE promotes the rights of persons with disability (PWDs) and other vulnerable groups
- We improve women's and men's access to rights, voices, information, resources, and spheres of influence
- We deal with workplace gender inequality including stereotyping and sexual harassment
- NCCE promotes gender-sensitive language within and outside the organisation
- NCCE promotes women's leadership in peace and security
- NCCE works with all stakeholders to strengthen democratic governance
- Integrity requires we accord women and men due respect
- NCCE values and promotes gender equity in its work
- Suppression of women or men is retrogressive. STOP IT
- Report any act/form of sexual harassment at the workplace
- We respect the dignity of men and women
- NCCE is committed to promoting gender balance working environment
- PWDs have rights; NCCE is an equal employer
- I Support NCCE's Gender Policy implementation
- Success of NCCE depends on all staff, both men and women

## General Communication tools

### Suggested Communication tools

- **Traditional media** - The media should be categorised according to their specialties (business, education, health, politics, technology, ICT reporters etc.) or their media types (print, TV, wired etc.) and we could directly target them in our mailings:
  - Press releases
  - Radio/TV
  - Opinion editorial
  - Newspaper/Online articles, news items
  - Features
  
- **Online** – COVID-19 has reinforced the importance of Social Media. It is therefore important that it is incorporated into the strategy to create visibility for the NCCE Gender Policy:
  - Social Media: Twitter, Facebook, Instagram, YouTube
  - Multimedia: Photo galleries, e-cards, infographics, short videos, interactive e-brochures, etc.
  - Success stories/Photo stories
  - Blog pieces
  - Quarterly e-magazine
  
- **Advertising** – This form of communication is effective for campaigns and for targeting specific audiences:
  - Online platforms
  - Print media
  - Digital media
  
- **Print** – Provided documented evidence that people could refer to on permanent basis:
  - Brochures
  - Posters (In English and Ghanaian languages)
  - Letters
  - Leaflets

- Reports
- Success story report
- Annual report
  
- Media Relations – Learning how to work with the media is critical to the successful implementation of a communication strategy:
  - Press conferences
  - Project site visits with journalists
  - Op-eds (a page of special features usually opposite the editorial page of a newspaper)
  - Face-to-face visit by NCCE officials to media houses
  
- Sports and Arts as communication tools – Sports and Arts appeal particularly to the youth and must not be ignored in implementing a communication strategy:
  - Sports activities
  - Music
  - Movies, theatre plays, other art events

**Internal Communications – The internal audience is critical to the effective implementation of the Gender Policy. It is necessary to reach them through various communication channels:**

- Conference calls
- Yammer space directing staff to corporate guidelines regarding communication and visibility (According to Wikipedia, Yammer space is a social network service used for private communication within an organization)
- Intranet
- Bulletins
- Newsletter
- Face-to-face meetings/Durbars
- Internal printed documents, posters, digital guidelines, online memo messages
- Notice board

**Educational Materials:**

- Flyers
- Posters

## Conclusion

The use of these communication products would aid in the extensive projection and acceptance of the Gender policy and further the equitable delivery of civic education by encouraging more gender-focused civic messages in the media and elsewhere.

It would also help in the pursuit of NCCE's agenda of inclusiveness, gender equality and the advancement of the governance processes by encouraging the mainstreaming of gender in all spheres of national life.



