



**G-RAP**

**GENDER POLICY**

**Dr. Agnes Atia Apusigah**  
**University for Development Studies**  
**Navrongo, Ghana**

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## DEFINITION OF TERMS

**Equality:** Equality is about creating a fairer society where everyone can participate and has the opportunity to fulfill their potential (CILIP Equal Opportunities and Diversity Strategy: p. 1)

Equality is a matter of human rights and a condition for social justice and is also a necessary and fundamental pre-requisite for equality, development and peace (Beijing Declaration and Platform of Action: Mission Statement: para 1).

**Gender Equality:** Gender equality requires equal enjoyment by women and men of socially-valued goods, opportunities, resources and rewards. Gender equality does not mean that men and women become the same, but that *their opportunities and life chances are equal*. (OECD-DAC:13)

**Equity:** Equity is often defined as a process toward equality. Equity then becomes an instrument or tool for reaching equality. Hence, there is a means-end relationship. Equity is viewed as a process, a means to reaching an end, equality. This process approach to defining equity and equality introduces another dimension to the concept of equity; as implied or implicit in equality. (...) equity is about fair treatment in order to reach equality. Equity seeks accountability of historical and social disadvantages that create inequality. By recognizing such disadvantages and responding to them fairly one is likely to approximate and eventually reach equality. (Apusigah 2007)

**Gender equity:** Gender equity refers to fairness and justice in the distribution of benefits and responsibilities between women and men. The concept recognizes that women and men have different needs and power and that these differences should be identified and addressed in a manner that rectifies the imbalance between the sexes. (WHO Gender Policy: p. 1).

**Equal Opportunities:** Equal opportunity is about having the same life chances, possibilities and capabilities. It is about the existence of conducive environments and fair competition. It presupposes the absence of undue barriers that block opportunities and possibilities and capabilities for reaching self-determined goals and for realizing potentials. It often requires the use of affirmative action to compensate for historical differences. It entails the removal of factors and forces that create vulnerabilities and exclusionism and to replace them with those that empower the vulnerable and excluded.

**Mainstreaming:** Mainstreaming requires change at different levels, within institutions, in agenda setting, policy making, planning, implementation and evaluation. Instruments for the mainstreaming effort include new staffing and budgeting practices, training programmes, policy procedures and guidelines (IDS, University of Sussex, 1997)

**Gender Mainstreaming:** Gender mainstreaming entails the integration of gender considerations in entire programme/project cycle or organizational system including policies, programmes, projects, structures, systems, monitoring and evaluations. This should entail women-focused and institution-wide gender programmes.

Mainstreaming is not an end in itself but a strategy, an approach, a means to achieve the goal of gender equality. It involves ensuring that gender perspectives and attention to the goal of gender equality are central to all activities – policy statement, research, and advocacy/dialogue, legislation, resource allocation and planning, implementation and monitoring of programmes and projects. (Ofei-Aboagye, 2006)

**Mainstream Organizations:** Organizations without explicit gender equality or women's rights focus. Such organizations have no gender equality and/or women's commitments. They may pursue social justice goals but within a broad framework of human rights or social welfare and protection.

**Gender Equality Organizations:** Organizations whose vision and mission is to promote gender equality and/or women's rights

# G-RAP GENDER POLICY

## A. BACKGROUND

The Ghana Research and Advocacy Programme (G-rap) is a pooled donor funding mechanism that offers an independent source of support for research and advocacy organizations (RAOs) in Ghana. It provides core funding for established RAOs to:

- i. carry out evidence-based research on priority issues in Ghanaian development
- ii. use research for policy influencing and;
- iii. promote government accountability to citizens.

As a donor funded initiative, G-rap works to complement ongoing national development programmes, which are currently geared toward growth and poverty reduction as enshrined in the Growth and Poverty Reduction Strategy (GPRS II). Support for RAOs is intended to capacitate them to contribute more effectively to the promotion of pro-poor programming in Ghana. As part of its contribution to effective pro-poor programming, G-rap recognizes the critical role of social equity and the place of gender in it, especially in the promotion of good governance and poverty reduction.

## B. RATIONALE

Against the backdrop of the feminization of poverty, low level of gender disaggregated data, poor empirical evidence on gender issues and widespread gender inequalities in opportunities and resource distribution, the G-rap seeks to enhance gender sensitivity in its support for sustainable and equitable development. It works to infuse gender equity considerations at organizational, programme and activity levels in its support for evidence-based research for policy influencing and improved government accountability. By strengthening and engendering its internal mechanisms, it hopes to promote gender sensitivity and equity within the organization and for collaborating with constituent RAOs.

In its work with RAOs, G-rap will seek to create gender sensitive environments that respond appropriately to the needs and aspirations of the varied organizations that express interest in its funding support. It will apply itself in a gender responsive manner in order to ensure that all interested organizations are granted equal opportunities to grant support and in pursuing their set organizational agenda for research and/or advocacy. Specifically, G-rap will pursue policies, programmes and assessments that ensure that no RAO is unduly disadvantaged on the basis on their gender interests and politics.

This policy is also informed by ongoing efforts at the local, regional and global levels to enhance gender equality for sustainable and equitable development. At the local level, the GPRS II, the 1992 Constitution of Ghana, the 1998 Affirmative Action Framework and the Gender and Children's Policy of the Ministry of Women and Children, are key informing tools. At the global level, the Millennium Development Goals, Beijing Platform of Action, Vienna Declaration on Human Rights and the Convention on the Elimination of all forms of Discrimination against Women (CEDAW) provide broad frameworks for seeking gender equality. At the regional level, the African Charter on Human Rights, Lagos Plan of Action and the New Partnership for Africa's Development offer opportunities for seeking gender equality in Ghana's development endeavor.

Additionally, the donors and funding partners are important participants in the global sphere and contributors to Ghanaian national development and as such share in the gender equality concerns and goals. With specific regard to ongoing poverty reduction efforts in Ghana and informed on the gendered outcomes of programming support, donors and funding partners prioritize gender equality, among others, in their own

programming efforts. CIDA, DANIDA, DFID and RNE, lead partners of G-rap, incorporate gender equality targets in their own programme and project support.

Informed by these factors and its own learning, G-rap is committed to promoting gender equality in its programme support through the engendering of its internal and external structures and systems.

## **C. PRINCIPLES**

In consonance with Ghanaian national gender commitments, the G-rap will adopt a mainstreaming approach in its efforts to promote gender equality in its programming efforts and contribution to Ghanaian national development. Aware of the limitations of mainstreaming in practice such as the loss of targeted windows for women, lack of responsible leadership for the process and the quick adoption of integration based on sameness without difference, among others, this policy will seek to address and overcome such shortcomings. Consequently, it will be guided by the following principles:

- i. Gender equality is important for effective pro-poor programming and sustainable development;
- ii. Feminized poverty in Ghana demands programmes that target women's needs and challenges at all levels, local and national;
- iii. A strong gender sensitive policy environment is critical for driving the process of change;
- iv. Programmes and projects that have in-built gender responsive mechanisms yield gender equitable benefits;
- v. Equity, which is premised on benefits and vulnerability analysis, is central to growth-oriented pro-poor programming;
- vi. Research that generates gender disaggregated data adds value to policy influencing toward greater equity;
- vii. Effective accountability should prioritize economic growth and social/gender justice equally;
- viii. Evidence-based research that affords the analysis of the particular spaces of disadvantage, including gender, appeals to policy makers and;
- ix. Organizational leadership of the highest order and systematic programming are essential for effective mainstreaming

## **D. GOAL, AIM AND OBJECTIVES**

The goal of the G-rap Gender Policy is to advance gender equality within the establishment, in its dealings with various audiences, and among the RAO community as programme beneficiaries; actual and potential. It is intended to strengthen knowledge and expertise for mainstreaming gender in policy-making, programme planning and implementation and, monitoring and evaluation.

As part of efforts to support independent research and advocacy for pro-poor programming, the G-rap is committed to engendering its policies and programmes toward the achievement of gender equality in access and benefits. Consequently, it will pursue a vigorous gender mainstreaming agenda that will enable programme support to reach targeted beneficiaries equitably. It will pursue this by ensuring that:

1. Programme support is accessible and benefits both mainstream and gender-focused RAOs equitably;
2. All decision-making and programme activities reflect, represent and promote gender equality goals;
3. Gender issues are integrated in monitoring and evaluation processes;
4. Organizational leadership is committed to and provides for gender equality work;
5. Beneficiary RAOs are supported to pursue their self-determined gender equality and other research and/or advocacy interests;

6. Gender sensitive environments are created for the promotion of gender equality in the Programme and in its relations with various clientele;
7. Common grounds exist for understanding and promoting gender equality within the establishment and among its clientele;
8. Capacities exist for promoting and supporting gender equality goals and commitments;
9. Equal opportunities exist for accessing G-rap resources through the use of processes, mechanisms and structures that foster gender equality and;
10. Selection criteria and assessment tools incorporate gender equity concerns.

## **E. POSITION STATEMENT**

The G-rap is an equal opportunities establishment that is committed to promoting gender equality. It views gender equality as a human rights issue and an opportunity for adding value to the quality of G-rap support for and contribution to Ghanaian national development. In accordance to this commitment, G-rap will promote and support work toward the promotion of equal opportunities for men and women in all of its spheres of operation. Specifically, G-rap will seek and further gender equality with regard to, but not exclusively, engendering its recruitment and staff development processes; creating an organizational culture for optimizing the potentials of all employees, designing programmes to deliver its vision; making gender informed decisions on grant disbursements; implementing mechanisms that promote zero tolerance for harassment, especially sexual, of all forms; serving the interests of its varied clientele and; supporting work that enhances gender equality in and among beneficiary organizations, their contributions to national development and in promoting equitable development. In recognition of historical differences between men and women as well as mainstream and gender equality RAOs, affirmative action will be applied appropriately in programming support and activities.

## **F. PRIORITY AREAS**

### **1. Organizational Culture**

G-rap will maintain an organizational environment that will enable both women and men staff to perform and achieve their best in their respective roles. The terms and conditions of service will be such as to enable all staff to contribute, in the most effective ways, towards the realization of the establishment vision and mission. For its programme beneficiaries, actual and potential, G-rap, through its gender sensitive programming initiatives, will promote conducive working relationships that foster equitable access to relevant resources and enhance inclusion in establishment activities and support services. A gender sensitive environment will promote zero tolerance for all forms of negative gender-based discrimination and use affirmative action to compensate for histories of discrimination.

### **2. Staff Development**

In furtherance of its gender equality commitments, G-rap will ensure that staff or human resource development initiatives address the needs of men and women equitably. It will ensure that staff recruitment, training and promotions are informed by its gender equality commitments and that equal opportunities exist for the development of men and women staff. G-rap will also encourage and support interested RAOs to foster equal opportunities in staff development in their organizations. Affirmative action measures will be applied as appropriate.

### **3. Sexual Harassment**

In the pursuit of a gender sensitive organizational climate, G-rap will ensure that mechanisms exist for preventing, detecting and addressing all forms of sexual harassment including rape, abuse of power (dismissals, delayed or denied promotions, denied opportunities, misuse of office/work hours), verbal abuse (use of sexually explicit language, soliciting, insults) and sexism (language, attitudes and dealings). No staff, partners or other parties shall be placed in a vulnerable position that compromises on their bodily integrity and human rights on the basis on their sex/gender or other. Appeals and complaints mechanisms as well as disciplinary procedures will be established within the G-rap system to protect vulnerable individuals and groups and deter perpetrators.

### **4. Governance Structures**

The three main governing structures, Programme Management Team (PMT), Advisory Board (AB) and Funders Committee (FC) of G-rap will reflect gender in representation, leadership and sensibilities. Special efforts will be made to ensure that, as an often disadvantaged category, women, gender and related organizations and gender equality interests, are included in all the three governing structures. Also, a Committee on Gender Equality and Women's Rights would be established within G-rap, on a yearly basis and resourced to plan and facilitate gender activities.

### **5. Resources**

G-rap's administrative mechanisms will ensure gender equitable access to, control over and benefits from establishment and support resources. Women and men staff will have equal access to basic resources for the accomplishment of their tasks, roles and responsibilities within the organization and in furtherance of their work outside the organization. As a funding organization, G-rap will work to ensure that its relevant human and material resources are accessible and beneficial to gender and non-gender focused RAOs equitably.

### **6. Capacity-Building**

Although G-rap has downsized significantly on capacity building, its position as a rallying point for varied RAOs and experience in and capacity to generate funds will be utilized to support capacity building activities in the areas of policy, programming, monitoring and evaluation toward the enhancement of gender equality. The Action Learning Sets should be re/designed, as appropriate, for building capacities on a continual basis among focal persons, staff and relevant partners. Above all, it will embark on periodic gender sensitization and skills building initiatives with the view to enhancing the technical capacity of programme staff and partners.

### **7. Monitoring and Evaluation**

Gender equality indicators will be applied in all internal and external monitoring and evaluation systems. All assessment tools will include gender indicators. All assessors of G-rap programmes, internal and external, will have to demonstrate knowledge and skills in the use of gender indicators. Periodic gender audits will be conducted in the organization to track ongoing efforts. Such efforts may be extended to RAOs on demand.

## **G. IMPLEMENTATION STRATEGY**

For a start, G-rap will be guided by a 40:60 female-male ratio in programme targeting, inputs and outcomes. This short to medium term measure will become the basis for working and eventually reaching the long term goal of 50:50 gender balance in benefits, effects and impact at the organizational, programme and activity levels. In pursuit of these commitments, the following strategic areas will be pursued:

### **1. Support for Gender Work**

Acknowledge, encourage and support work that addresses the similarities and differences between women and men in their development needs, aspirations and challenges. It will do so by:

- i. Subjecting all applications to gender review
- ii. Applying a gender checklist in various decisions
- iii. Using gender expertise to guide programming initiatives
- iv. Encouraging the use of gender disaggregated data in all manner of reporting
- v. Include gender analysis in all programme/project analyses
- vi. Supporting the periodic gender reviews of its programming tools
- vii. Reward programmes and/or workplans that articulate gender components
- viii. Budgeting for Gender Equality

Action By: PMT

### **2. Scheduled Programmes**

Organize programmes that encourage beneficiary RAOs to engage and promote gender equality work in their organizations and in their partnership with G-rap on research and advocacy. Such programmes will include:

- i. Annual RAO Conventions
- ii. RAO fairs
- iii. Periodic Reviews
- iv. Special Gender events

Action By: PMT/RAOs/AB/FC

### **3. Collaboration**

Encourage collaboration (comparing and sharing) among gender- and non-gender focused organizations toward mutual and collective benefits.

- i. Support gender work that draws from collaboration within G-rap RAO community.
- ii. Encourage referrals that draw on in-house gender expertise among RAOs
- iii. Seek technical advice from collaborating gender-focused RAOs

Action By: RAOs/PMT

#### **4. Decision-making**

Seek and use gender expertise in decision-making and strategic initiatives

- i. Use gender checklist and other tools to guide decision-making
- ii. Involve gender specialists in decision-making processes
- iii. Encourage and support women's participation in governance systems
- iv. Establish and resource Committee on Gender Equality and Women's Rights

Action By: PMT/AB

#### **5. Capacity-building**

- i. Organize periodic sensitization campaign among staff and clientele
- ii. Extend gender expertise to clientele on demand
- iii. Promote network activities among gender focal persons
- iv. Support proposals that include capacity building on gender equality programming

Action By: PMT/Gender Specialist

#### **6. Operational Mechanisms**

Appropriate guiding mechanisms will be instituted to operationalize the policy and ensure that G-rap promotes equal opportunities among all staff and client through the following:

- i. Use of participatory and transparent strategies in decision-making
- ii. Produce and implement a gender action plan on an annual basis
- iii. Engender seminars, lectures and conventions for continuous capacity-building and education
- iv. Include Gender Specialist in PMT with gender oversight responsibility
- v. Institute channels for complaints and appeals on gender-based discrimination and sexual harassment
- vi. Use of Checklist to guide staff and collaborators in all decision-making
- vii. Staff will be availed with and inducted on guiding documents (Checklist, Gender Policy, Terms and Conditions of Service, Human Resource Policy/Strategy)
- viii. Organize periodic refresher programmes on gender equality commitments

Action By: PMT/AB/Gender Specialist

#### **7. Resource Allocation**

All decisions regarding the allocation of institutional and support resources will be guided by the following:

- i. Set aside resources for gender work in budgets
- ii. Apply Gender checklist in grant decision-making
- iii. Target proportion of support resources to Gender Equality (GE) and Women's Rights (WR) RAOs
- iv. Support Mainstream RAOs to implement gender programmes on demand

Action By: FC/AB

#### **8. Monitoring and Evaluation**

To ensure, promote and support its gender equality commitments, G-rap will institute and pursue measures that will enable it to track and assess its progress and performance as well as extend such support to interested RAOs on demand. This shall be pursued through:

- i. Development and application of gender indicators in assessments
- ii. Periodic gender audits of the organizations
- iii. Extension of in-house expertise for monitoring funded programmes on GE and/or WR
- iv. Use of gender disaggregation of data in reporting systems
- v. Inclusion of gender analysis in programme and project analysis
- vi. Application of gender responsiveness checklist as a guiding tool in relevant initiatives.

Action By: PMT/AB

## **9. Change Management**

To foster continuity and maintain institutional memory, the following measures will be instituted to manage change and transition.

- i. New employees and consultants will be required to demonstrate gender knowledge and skills
- ii. New employees and consultants would be handed and briefed on gender policy and checklist
- iii. Periodic refresher workshops will be organized for staff, governors and partners
- iv. New Programme proposals and initiatives will incorporate gender equality commitments
- v. The Programme will be subject to periodic gender reviews to reflect gender commitments
- vi. Sensitization and tools sharing sessions will be organized for reconstituted governance structures

Action By: PMT/AB

## **H. CONCLUSION**

The success of the policy will depend on the commitment in time, resources and leadership in the pursuit of the various components. It is expected that the various responsible actors would live up to their responsibilities. It is also expected that the necessary structures and processes will be instituted and set in motion for realizing the policy goals and objectives.

A Gender Specialist, located within G-rap especially in the PMT, will work with the various responsible actors to implement the policy. His or her role will be to facilitate the process, advice implementers, track progress and provide periodic briefs and reports.