



**NATIONAL PEACE  
COUNCIL**



# **NATIONAL PEACE COUNCIL GHANA**

## **GENDER POLICY**

### **THEME:**

**GENDER MAINSTREAMING TOWARDS  
AN EFFECTIVE AND INCLUSIVE PEACE  
BUILDING FOR SUSTAINABLE  
DEVELOPMENT**

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# FOREWORD

In today's world, the pursuit of peace and sustainable development cannot be achieved without addressing the fundamental roles that gender equality plays in shaping both the process and outcomes of these goals. Gender mainstreaming, the strategy of incorporating gender perspectives into all policies, practices, and actions, is essential for building inclusive, equitable, and lasting peace.

The intersections of gender with conflict, power, and development require the appreciation of the unique challenges faced by women, men, and marginalized groups in post-conflict and conflict-affected settings. Both men and women, as key actors in peacebuilding and social cohesion, must be empowered and given the platform to shape the decisions that impact their lives and communities. However, women's voices are overshadowed by their male counterpart in formal peace processes and development initiatives.

To ensure sustainable peace, the international community as well as national and local infrastructure for peace must adopt gender-sensitive approaches that challenge power imbalances, promote equal participation, and guarantee the protection of human rights for all individuals. Effective peacebuilding requires not only the cessation of violence but also the creation of just, inclusive, and resilient societies where all genders have the agency and opportunity to contribute meaningfully to the rebuilding of their nations.

This policy emphasises that gender mainstreaming is a transformative strategy that supports the global commitment to the Sustainable Development Goals (SDGs) of the UN, rather than just a technical or legal necessity. In order to achieve sustainable peace, security, and prosperity for all, it is not only morally required but also practically necessary to integrate gender into peacebuilding as we traverse the intricacies of conflict and development.

This forward calls upon all stakeholders to prioritize gender equality in peacebuilding efforts, recognizing that it is through inclusive and diverse participation that we can pave the way for a more peaceful and just world.

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# ACKNOWLEDGEMENT

The National Peace Council (NPC) extends its sincere appreciation to all individuals, organizations, and institutions that contributed to the development of this Gender Policy. The Policy embodies a shared commitment to a peaceful, just, and inclusive society and is the outcome of an inclusive and consultative process.

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In addition, the Council acknowledges the critical role of women, youth, and marginalized groups whose lived experiences, perspectives, and sustained engagement in peacebuilding informed the development of this Policy.

The National Peace Council reaffirms its commitment to gender-responsive peacebuilding and the advancement of gender equality at all levels. With the continued support of partners and stakeholders, the Council is confident that this Policy will contribute meaningfully to sustainable peace, social justice, and inclusive development.

# EXECUTIVE SUMMARY

The National Peace Council (NPC) is an independent statutory national institution established under the National Peace Council Act, 2011 (Act 818) of the Parliament of the Republic of Ghana. The Council is mandated to prevent, manage, and resolve conflicts, and to promote sustainable peace across the country.

The NPC Gender Policy articulates the Council's commitment to integrating gender equality and social inclusion into all aspects of peacebuilding, conflict prevention, and post-conflict reconstruction. Recognizing that gender dynamics significantly influence both the causes and impacts of conflict, the policy positions gender equality as a strategic and operational priority within the NPC's mandate.

The policy provides a framework for mainstreaming gender and social inclusion across the NPC's institutional structures, programmes, and activities. It aims to strengthen the Council's effectiveness, credibility, and responsiveness by ensuring that the needs, experiences, and contributions of women, men, youth, persons with disabilities, and other marginalized groups are adequately reflected in peacebuilding processes. This approach aligns with Ghana's national development agenda and the principle of leaving no one behind.

The Gender Policy is grounded in national and international legal and policy frameworks, including the 1992 Constitution of the Republic of Ghana, particularly Article 17 on equality and non-discrimination; the National Gender Policy (MoGCSP, 2023); and key international commitments such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Beijing Declaration and Platform for Action, United Nations Security Council Resolution 1325 on Women, Peace and Security, and the Sustainable Development Goals (SDGs).

The overarching goal of the policy is to ensure systematic and sustained adherence to the NPC's commitment to gender equality and inclusivity at all levels of the organization and across its programming, partnerships, and

collaborations. To achieve this, the policy focuses on strengthening institutional capacity, promoting gender-responsive planning and budgeting, fostering inclusive participation, ensuring a safe and enabling work environment, and enhancing coordination with partners and stakeholders.

Through the implementation of this Gender Policy, the National Peace Council seeks to create an inclusive peacebuilding environment in which gender equality is recognized not only as a fundamental human right but also as a critical enabler of sustainable peace, social justice, and national cohesion in Ghana.

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# ACRONYMS

BPA	Beijing Platform for Action
CEDAW	Commission on the Elimination of all Discrimination Against Women
CSO	Civil Society Organization
DOVVSU	Domestic Violence and Victim Support Unit
DPACs	District Peace Advisory Councils
ECOWAS	Economic Community of West Africa States
GBV	Gender Based Violence
GHANAP	Ghana National Action Plan
KAIPTC	Kofi Annan International Peacekeeping Training Centre
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MMDA	Metropolitan, Municipal District Assemblies
MoGCSP	Ministry of Gender, Children and Social Protection
MoI	Ministry of the Interior
NGO	Non- Governmental Organisaotion
NORPAC	Northern Regional Peace Advisory Council
NPC	National Peace Council
RCCs	Regional Coordinating Councils
RPACs	Regional Peace Advisory Councils
SDGEA	Solemn Declaration On Gender Equality in Africa
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses Opportunities, Threats
UNDP	United Nations Development Programme
UNFPA	United Nations Fund for Populations Agency
UNSCR	United Nations Security Council Resolution
VAW	Violence Against Women

## **1.0 INTRODUCTION**

### **1.1 Background of The National Peace Council**

The National Peace Council (NPC) was established after the pilot work of the Northern Regional Peace Advisory Council (NORPAC) before the 2004 Presidential and Parliamentary Elections in Ghana. The NPC is an independent statutory national institution established by Act 2011 Act 818 of Parliament of the Republic of Ghana, known as The National Peace Council. Activities undertaken by the Council are derived from its mandate under the Act 818. The core function of the Council is to prevent, manage, and resolve conflicts and to build sustainable peace. The establishment of the NPC, abolished the previous peace strategy of National, Regional and District Security Councils that established Regional Peace Advisory Councils (RPACs) and District Peace Advisory Councils (DPACs) in the early 2000's.

The NPC at the national level has a Governing Board consisting of thirteen eminent persons appointed by the President. There is also an Executive Secretary appointed by the President, responsible for the day-to-day administration of the affairs of the Council. There are sixteen regional offices of the Peace Council. At the regional levels, there are also the Regional Peace Councils appointed by the Board in consultation with the Regional Coordinating Councils (RCCs) and the District Assemblies respectively. There are also Regional Executive Secretaries appointed by the President to guide the affairs of the Councils at that level.

As an institution responsible for the prevention, managing and resolving conflicts between and among men, women and children the NPC put in place measures to mainstream gender in its programmes and activities to ensure that all categories of people are catered for. Mainstreaming gender into the administration, management and initiatives of the Peace Council has proven to be one of how its effectiveness and organizational credibility can be achieved. This approach is in line with Ghana's vision of living no one behind. The Council seeks to mainstream Gender and social inclusion in its structure, programmes, and activities thus necessitated the development of a gender policy to serve as a guide for its work to ensure gender sensitivity and responsiveness among staff, stakeholders to provide equitable services to its clients. A Gender Policy is a strategic guide to enhance the efforts of the Council to serve its clients equitably taking into consideration the different effects of conflicts on women, girls, men and boys. Thus, the need to implement mechanisms to promote gender responsive and transformative practices in the NPC to serve all its stakeholders equitably, can be achieved only through the guide of a gender policy.

Additionally, gender issues remained central to the philosophy and practice of the National Peace Council since sustainable development is linked with the improvement of men and women's relations and their socially assigned roles which can impact positively or negatively on the initiatives of the Peace Council. The Peace Council believes that without engendering peaceful co-existence, sustainable development cannot be achieved for the good people of Ghana equitably.

It is in line with the above and informed by the United Nations Security Council Resolution 1325 (UNSCR 1325), Elimination of all forms of Discrimination against Women (CEDAW), the African Charter on Democracy Election and Governance, the ECOWAS Protocol on Democracy and Good Governance, etc. the gender provisions in the 1992 Republican Constitution of Ghana and other policies that seek to promote gender equality and social inclusion, that the Gender Unit was established in 2020. The Unit has an officer charged with the responsibility of ensuring that gender issues are identified and integrated into all activities of the Council.

Accordingly, the Gender Unit drafted a policy to guide its affairs. The draft gender policy defines the NPC's commitments to support the principles and objectives to achieving equality for all. With the support of the UNDP, the National Peace Council is reviewing the policy and with plans to train staff to systematically integrate gender perspectives in the administration and service delivery towards effective achievement of its mandate.

This policy is based on the review of the draft gender policy developed by the Gender Unit of the Council. To enhance its content, a rapid gender survey was conducted among senior staff of the council. An assessment of selected international and national legislative frameworks was also carried out and incorporated into the revised policy document. The draft policy was validated by all staff to improve its quality and implementation of the current Gender Considerations in the Peace Council.

The Peace Council (PC) in its two strategic plans (2013 to 2017) and (2020 to 2024) clearly made provision for mainstreaming gender equality and improving on the gender perspective in its work to support the achievement of Ghana's international gender equality commitments. The second five-year strategic plan (2020-2024) stated among others that the Council will adopt strategic policy interventions to promote and mainstream gender into its programmes, and human resource management interventions. It is therefore important that the NPC in its wider sense mainstream gender in the entire system, including engagements with all its stakeholders/partners. The process requires that gender considerations are considered by all staff, including their roles, actions and responsibilities. Globally, gender equality, women empowerment and social inclusion have become effective means of accelerating peaceful development in any circumstance.

Gender mainstreaming is also a legal demand at International, Regional and National levels for countries and governmental structures to promote gender equality at all levels of development processes and structures because of commitments signed by succeeding governments. International Policies such as the CEDAW, Beijing Platform of Action, the Millennium Development Goals (MDGs) and current Sustainable Development Goals (SDGs) require State Parties to promote actions to achieve specific targets of gender equality. At the African level, the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, the African Charter on Democracy, Elections and Governance and the Solemn Declaration on Gender Equality, for instance, all demand accountability from State Parties to ensure gender and social inclusion are mainstreamed in planning processes of development programmes within and outside government bodies. Ghana has enshrined into its National Constitution, gender equality and non-discrimination provisions in the allocation of development projects and national resources to fulfill its mandate.

The above legal frameworks serve as the foundation for developing this policy which will guide the National and Regional Peace Councils to promote gender equality in all aspects of its work and also serve as an evaluative tool.

Internally, the gender policy will be core in guiding the formulation and implementation of development plans including monitoring and evaluation processes. The policy as a tool will also lead to the conduct of gender analysis of interventions to promote equality and to make a significant impact on sustainable peace and social justice for all.

## 1.2 The Process Underlying the Development of the Gender Policy

A five-step process was employed for the development of the gender policy as follows:

Initial meeting with the Gender Schedule Officer of UNDP	Preliminary discussions were held with the schedule officer of the UNDP to deepen understanding of the assignment. The meeting confirmed the scope of the assignment, review the proposed approach and timelines against the ToR and further understand UNDP's expectations for the assignment.
Meeting with NPC Senior Management	Discussions were also held with a section of the senior management of the NPC to create a common understanding of the scope of work and timelines for the assignment as well the role of the NPC in providing the necessary information for the assignment. This is to ensure timely and successful completion of the whole assignment. A focal point on the side of the NPC for the assignment was also agreed on. All documentation were made available during this phase.
Documentary review and preparatory activities	<p>This involved an initial gender assessment of the mandate and activities of the National Peace Council. It also included the review of relevant documents of the Council. The documents which were reviewed in order to have a fair understanding of the structures and operations of the Council included the following:</p> <ul style="list-style-type: none"> <li>• National Peace Council Act 2011 (Act 818)</li> <li>• Five-year strategic plan (2019-2024)</li> <li>• Communication strategy</li> <li>• Transport and travel Policy</li> <li>• Conditions of service</li> <li>• Grievance procedure policy</li> <li>• Scheme of Service</li> <li>• Annual Report</li> <li>• Draft Gender Policy</li> </ul> <p>✓ The NPC Act, 2011 (Act 818) provided information on the specific mandate of the NPC: vision, mission core values and functions of the NPC.</p> <p>✓ The Communication Strategy provided information on how the council internal and external communication and public education is conducted.</p> <p>✓ The Annual Report on its part highlighted on some of the activities, achievements and challenges of the year 2021.</p> <p>Other documents such as:</p> <ul style="list-style-type: none"> <li>➢ Transport and travel Policy</li> <li>➢ Conditions of service</li> </ul>

	<ul style="list-style-type: none"> <li>➤ Grievance procedure policy</li> <li>➤ Scheme of Service</li> <li>➤ Draft Gender Policy</li> </ul> <p>This provided more insight into the operations of the National Peace Council, and enhanced clarity of how gender issues and the inclusion of vulnerable groups are integrated into the work of the NPC. 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.</p>
A Rapid Gender Survey	This phase involved assessing the mandates and activities as well as gender capacity of officers through the administration of a Rapid Gender Survey aimed at soliciting inputs from selected staff of the Council at the National and Regional levels to capture and validate selected issues identified during the desk review. The
	Survey was targeted at revealing the gaps that need to be addressed by the proposed Gender policy. The survey also assessed the systems, frameworks, practices and resources, staff capacity and the institutional will to mainstream gender.
Formulating recommendations	This generated a field report with recommendations for capacity building

### 1.3 Gender Situational Analysis

According to the Ghana Statistical Service (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. 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.

### 1.4 Selected Gender Statistics

Ghana is among the group of nations to ratify various conventions on Gender Equality (GE) and Women's Empowerment (WE) creating a legal obligation for the country to apply the conventions domestically. Ghana has made progress in the advancement of gender equality and there is improvement in the women's front in terms of the political, economic and social spheres; however, there is more to be desired. For instance, women's representation in governance and leadership positions at both the national and local levels is low. The number of women elected as Assembly Members (AMs) has not improved and has never gone beyond 10% since the system started in 1994. Also, (2023) there are thirty-eight (38) (14.6%) female Metropolitan, Municipal

and District Chief Executives (MMDCEs) in the 261 District Assemblies. Other appointments are equally below the UN threshold and current government's manifesto promise. With regard to Members of Parliament, women constitute 14.5% (40 out of 275) as of 2024 and 14.9% (41 out of 276) as of July 2025, full complement of Ministers of state is 25% and Regional Ministers is 12.5%.

Research has shown that nations with higher levels of gender equality are less likely to resort to military action to settle international disputes and are more likely to settle crises peacefully. On the other hand, nations with larger gender disparities are more prone to experience intrastate and interstate conflict. The United Nations Security Council passed Resolution 1325 in October 2000 as part of a concerted effort to expand the representation of women in conflict prevention, mediation, and resolution initiatives.

In national, regional, and international organisations and processes for conflict prevention, management, and resolution, this resolution calls on Member States to increase the representation of women at all levels of decision-making. Women's involvement has been shown to improve the likelihood of a peace deal lasting at least two years by 20% and of a peace deal lasting fifteen years by 35%. However, women's involvement in official peace procedures is still limited in spite of this data. Only one of the 18 peace accords signed in 2022 was signed by a woman. Women now make up 43% of UN mediation support teams, up from 30% in 2019. Additionally, the UN asked local women peacebuilders to brief 58% of its peacebuilding commission meetings.

Culture, social norms and behaviours continue to impact on gender relations and defines the opportunities and human potential, affecting health; education; politics and the productivity of men, women, boys, and girls. Critical gender gaps and disparities also remain in 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 stated above.

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 NPC. The passage of the Affirmative Action (Gender Equality) Act 2024, (1121) could be a foundational document at the national level to remedy the situation where few women are seen in politics and decision-making. The Act aims at carefully identifying and to effectively redress areas of social, cultural, economic, and educational imbalance and ensure gender equality in Ghana. All government institutions, including the NPC, civil society organizations, private sector and individuals have a role to play in the implementation of the Affirmative Action Law that is expected to improve women's participation and representation in decision-making. The Ministry of Gender, Children and Social Protection developed a National Gender policy (2015) and reviewed it (2023) 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 implication for maternal health and mortality are to be equally considered.

### **1.5 The National Peace Council**

The NPC 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 Rapid Gender Survey revealed that between 2020 and 2022 for instance, the Council engaged in activities focusing on the marginalized and excluded (women, PWDs, etc.). These included formation of Peace clubs in Public schools towards appointing peace ambassadors in schools and communities; creation of a gender desk at all its offices (national and subnational levels); recommending gender mainstreaming to nominating institutions during the reconstitution of the Regional Peace Councils in 2022, ensured that the NPC Welfare Constitution made provision for women participation in its decision making body and encouraged women within the Council to apply for executive positions. The council also carried out sensitization workshops for women and youth on the use of non-violent approaches to conflict and engaged the youth in religious institutions on the effect of gender on career choices.

The Council has also engaged ladies from the Security Service – The National Fire Service and Immigration Services, on their role in peacebuilding before, during and after the 2024 general elections in Ghana.

## Chapter TWO

### 2.0 RATIONALE FOR GENDER POLICY FOR THE NATIONAL PEACE COUNCIL

This policy is formulated in accordance with critical gender equality goals and takes inspiration from the Republic of Ghana's Constitution (1992) (*Art 17 (1) and (2) which guarantees gender equality and freedom of women and men, boys and girls from discrimination on the basis of social or economic status among others*) as well as the National Gender Policy (MoGCSP, 2023) which seeks to mainstream gender equality concerns into all aspects of national development. It also takes cognizance of some international gender equality frameworks such as The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), The Beijing Declaration and Platform for Action (BPA), United Nations Security Council Resolution 1325 on Women Peace and Security (UNSCR 1325), The Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs).

A gender assessment carried out prior to the development of this policy confirmed aspects of gender inequality within the National Peace Council. They include low levels of women's participation in decision making, low levels of gender awareness among the staff, non-availability of gender impact assessment tools / systems, low capacity and skills in gender sensitivity as well as non-availability of gendered policies (budgeting) among others. These are the basis upon which the National Peace Council Gender Policy is formulated. The Policy envisages a Council that facilitates gender equitable and efficient services in line with international best practices. The policy also

seeks to promote gender mainstreaming in the Council through coherent and sustained approaches to addressing the concerns of females and males for equitable delivery of its mandate. Specifically, this policy seeks to respond to NPC's own commitment as enshrined in its Act which mandates it to facilitate the development of mechanisms for conflict prevention, management, resolution and to build sustainable peace in the country.

It is also a response to the National Gender Policy (2023) which calls for the mainstreaming of gender concerns into all development processes in Ghana by providing broad policy guidelines, strategies and institutional framework for achieving gender equality. The Gender Policy of the National Peace Council has the overall objective to mainstream gender in all aspects of its planning, operations, deployment and other functions as enjoined by the National Gender Policy and international human rights and gender normative frameworks.

### **2.1 An Understanding of Gender and Some Gender Related-Concepts**

All humans are born with specific biological characteristics of sex, either male, female or intersex. The hormones and reproductive organs, which are peculiar to each one are used to classify them into female, male or otherwise determining their sex which are universal and usually not amenable to change. They are then taught by society to be girls or boys who grow into women and men as the choices maybe. This process teaches them the behavior and attitudes, roles and activities that are appropriate for them, and how they should relate to other people. This learned behavior is what makes up gender identity and determines gender roles and responsibilities. Gender is not just “about women” – it is about men and women, and the different roles, characteristics and behaviour expected or assumed of them in a society. Therefore, taking into consideration gender issues within societies and within the National Peace Council is crucial for effective peacebuilding processes. Gender roles vary greatly from one culture to another and from one social, political, and economic group to another within the same culture and this must be considered by the National Peace Council in their initiatives.

It is therefore important to factor gender considerations into the operations of the National Peace Council using gender analysis to determine appropriate steps to mainstream gender. Gender mainstreaming therefore is the consistent integration of a gender perspective at all stages of the development and implementation of policies, plans, programmes, projects and interventions. Mainstreaming gender differs from former efforts where women's concerns were seen rather as 'add on' a women's component to existing policies, plans, programmes and projects. A gender perspective informs these at all stages, and in every aspect of the decision-making process.

Gender mainstreaming may therefore involve fundamental processes that inform peacebuilding initiatives. Gender strategy should indicate the paths that will lead to the achievement of gender related goals. The policy illustrates the National Peace Council position on gender, how to integrate gender sensitivity into the entire spectrum of activities and how to facilitate gender mainstreaming.

## Chapter three

### **3.0 LEGISLATIVE AND POLICY FRAMEWORKS AND IMPLICATIONS FOR THE NATIONAL PEACE COUNCIL**

#### 3.1 International Obligations for Gender Equality

Legislations ratified by Ghana, which are of particular importance to promoting gender equality and are also relevant to the National Peace Council which relate to its mandate of preventing, managing and resolving conflicts in Ghana include the following;

- a. *The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)*

CEDAW was adopted in 1979 by the UN General Assembly and provides a comprehensive framework for, gender inequality. It recognizes that gender inequality is the result of discrimination against women and therefore calls for a range of steps that states must take to eliminate it.

- b. *The Beijing Declaration and Platform for Action (BPA), 1995*

The BPA provides commitment to gender mainstreaming into all policies and programmes so that an analysis of interests, concerns and effects on females and males are made before decisions are taken.

- c. *United Nations Security Council Resolution 1325 on Women Peace and Security (UNSCR 1325), 2000.*

The UNSCR 1325 is the first resolution on Women, Peace and Security, which recognizes the under-valued and under-utilized contributions women make to conflict prevention, management, resolution, and peace-building and

stresses the importance of women's equal and full participation as active agents in peace and security issues. It calls for the following gender equality measures which are relevant to the work of the Peace Council especially when it comes to peace initiatives and processes as follows.

- Increased participation and representation of women at all levels of decision-making
- Attention to specific protection needs of women and girls in conflict environments
- Gender perspective in post-conflict processes.
- Gender perspectives in programming and reporting on conflict and security situations.
- Gender perspectives in awareness raising and sensitization in conflict related matters.

*d. The Millennium Development Goals (MDGs) 2000 – 2015*

The eight international development goals were adopted at the Millennium Summit of the United Nations in 2000 to be achieved by all member states by 2015. The third goal 3 specifically focused on the promotion of gender equality and women's empowerment. It recognises the importance of promoting the full and equitable participation of women and men in efforts to improve among others peaceful co-existence to enhance sustainable development.

*e. The Sustainable Development Goals (SDGs) 2015 – 2030*

The SDGs succeeded the MDGs also provides in Goal 5 and 10 for nations to promote gender equality and to reduce inequalities especially between the rich and the poor. Goal 16 focuses on promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels.

### **3.2 Continental Gender Equality Frameworks**

Ghana is also a signatory to continental and regional level, frameworks which all seek to protect human rights and the achievement of gender equality. Among them are;

- The African Charter on Human and Peoples' Rights (1986)

This charter has specific articles which are of particular interest to the National Peace Council.

Article 3: 1 & 2 stipulates that, "Every individual shall be equal before the law" and "Every individual shall be entitled to equal protection of the law". In the same vein, Article 7: 1a provides that "Every individual shall have the right to be presumed innocent until proved guilty by a competent court or tribunal;

- The Protocol Relating to the Establishment of the Peace and Security Council of the African Union (2001)

This protocol seeks to promote peace, security and stability in Africa in order to guaranteed the protection and preservation of life and property, the well-being of the African people and their environment, as well as the creation of conditions conducive sustainable development. It also seeks to promote the rights of women in Africa to participate in peace processes and have equal access to justice and protection before the Law.

- The Solemn Declaration on Gender Equality in Africa (SDGEA) (2004)

The SDGEA also reaffirms the CEDAW and enjoins African states to ensure the full and effective participation and representation of women in peace and post-conflict reconstruction process as stipulated in UN Resolution 1325 (2000).

- AU Gender Policy (2009)

This policy serves as a major inspiration for the National Peace Council as it seeks to guide the process of gender mainstreaming and women empowerment to influence policies, procedures and practices to accelerate the achievement of gender equality in Africa.

### **3.3 Regional Gender Equality Frameworks**

In similar vein, the ECOWAS Gender Policy (2004) also seeks to promote gender equality in the West Africa Sub region. By signing and ratifying these frameworks, Ghana is expected to put in place the necessary legislations, policies and programmes to ensure that females and males enjoy all necessary rights and privileges in all sectors including the Ghana Police Service.

### **3.4 Gender Equality Efforts in Ghana**

Ghana also made modest progress over the years in terms of putting in place gender related legislations and mechanisms to achieve gender equality and respect for human rights. In the last thirty years, Ghana developed a number of national gender legislations and policies. Ghana also put in place some structures in line with international, continental and regional instruments to ensure that peace and security is enjoyed by all including females in Ghana. These include;

- The 1992 Constitution of Ghana in Article 17 prohibits discrimination of persons on the basis of gender.
- 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 Domestic Violence Act, 2007 (Act 732) criminalizes all forms of violence in the domestic setting.
- The Domestic Violence and Victims Support Unit (DOVVSU), a specialized unit of the Ghana Police Service, has been established to respond to situations of violence against females. DOVVSU however was initially established in 1998 as the Women and Juvenile Unit (WAJU) to address the rising cases of abuse and violence against women and children exclusively. However, in 2004 the name changed to DOVVSU by an executive instrument and the mandate extended to cover both males and females in line with gender equality principles.
- The Labour Act, 2003 (Act 651) with specific provisions including section 68 reiterates
- the right to equal pay for equal work “without distinction of any kind”.
- The establishment of a gender machinery, Ministry of Women and Children's Affairs (MOWAC) in 2001, renamed as the Ministry of Gender, Children and Social Protection (MoGCSP) in 2013 to oversee Gender Equality issues.
- Other gender related legislations under consideration are the Affirmative Action Bill and the Property Rights of Spouses Bill.
- *The National Gender Policy (2015 and reviewed in 2023)*: The goal of the policy is to mainstream gender equality 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 has five policy commitments namely, (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 Ghana National Action Plan on Women Peace and Security (GNAP)1&2
- 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 in public life in general” (2004, p.5) 2016.

## **4.0 GENDER SURVEY AND STAFFING POSITION OF THE NPC**

### **4.1 Desk Review and Gender Survey**

The assignment employed qualitative and participatory approaches that reviewed relevant literature and engagement of stakeholders. Specifically, actions detailed in the following sections were carried out:

A participatory methodology was adopted for the conduct of the rapid gender survey. The survey focused the following among others;

- Assess the extent to which gender is considered in recruitment;
- Access the extent to which gender issues are captured in policy, systems, and operations;
- Assess the gender sensitivity of documents in the NPC;
- Assess the extent to which gender equality considerations have been included in programmes, strategies, and activities, as recorded in the documents;
- Assess staff capacity to mainstream gender into their work;
- Provide a baseline for comparisons of gender integration into documents through successive years; and
- Recommendations for effective gender mainstreaming.

### **4.2 Desk Review of Board, Councils and Staffing Positions at the NPC**

A review of salient gender issues within the NPC captured from the engagements prior to the development of the Gender Policy revealed that generally, females are disproportionately disadvantaged in numbers and representation in leadership positions in relation to national and regional levels than males.

It can be seen from the table below that males constitute 66.2% of the staff of the National Peace Council as compared to 33.7% females. In terms of management which comprises the ES, Directors at the national and regional levels males constitute 90% compared to 10% females. With regard to the senior staff males form 63% compared to 37% females. Lastly, the Junior staff males form 55% compared to 45% females among the junior staff at the time of the survey.

It is quite clear from the analysis that male form majority across the three levels of staff of the Peace Council thus indicating significant gender imbalances in terms of the human resources as depicted in the table 2 below.

*Table 2 Sex Disaggregated Data of Staff of the National Peace Council*

Levels of Staff	Designation	Male		Female		Total
		No	%	No	%	
Management	Executive Secretary	1	100	0	0	1
	Director, Capacity Dev't & Outreach	0	0	1	100	1
	Regional Executive Secretary	8	100	0	0	8
Senior Staff	Deputy Directors	3	50	3	50	6
	Principal Admin. Manager	0	0	1	100	1
	Principal Programmes Manager	6	100	1	0	6
	Senior Programmes Manager	7	87	1	13	8
	Programmes Manager	3	60	2	40	5
	Assistant Programmes Manager	15	68	7	32	22
	Admin. Manager	2	40	3	60	5
	Assistant Administrative Manager	3	50	5	50	8
Junior Staff	IT Manager	1	100	0	0	1
	Senior Driver	2	100	0	0	2
	Chief Procurement Officer	1	100	0	0	1
	Chief Transport Officer	1	100	0	0	1
	Senior Private Secretary	0	0	1	100	1
	Private Secretary	0	0	1	100	1
	Stenographer Secretary	0	0	1	100	1
	Security Guard	2	100	0	0	2
Labourer	0	0	2	100	2	
	<b>Total</b>	<b>55</b>	<b>66.2</b>	<b>28</b>	<b>33.7</b>	<b>83</b>

It is therefore recommended that the National Peace Council takes necessary policy measures to ensure adequate representation of females at all levels of the workforce, namely management, senior and junior levels.

### **Composition of National Board and Regional Peace Councils for the periods (2018-November 2022 and December 2022 to November 2026)**

- a. **National Board:** The previous board had only one female, however the current board has increased the number to three representing 23% of the total

membership. Though an improvement in the female representation it still leaves room for improvement.

- b. Regional Councils:** The table 3 below shows sex disaggregated data for the periods 2018- November 2022 and December 2022 to November 2026 of the regional councils. It can be seen from the table that only five regions representing 42% experienced small increases in the number of female representatives in the second period of their respective Councils, December 2022 – November 2026. The regions include Western that increased by three (3), Greater Accra by Two (2), Bono, Central, and Northern regions by one (1) each. The rest as shown in the table female representation remained unchanged with males forming majority in the two periods as shown below.

*Table 2 Sex Disaggregated Data for 2018 -2026 Regional Peace Councils*

Region	2018 -November 2022				December 2022-2026 November			
	Males		Females		Males		Females	
Western Region	12	92%	1	8%	9	69%	4	31%
Greater Accra Region	11	85%	2	15%	10	77%	3	23%
Bono Region	10	77%	3	23%	9	69%	4	31%
Central Region	11	85%	2	15%	10	77%	3	23%
Northern Region	11	85%	2	15%	10	77%	3	23%
Ahafo Region	10	77%	3	23%	10	77%	3	23%
Ashanti Region	10	77%	3	23%	10	77%	3	23%
Eastern Region	9	69%	4	31%	9	69%	4	31%
Savannah Region	11	85%	2	15%	11	85%	2	15%
Upper East Region	10	77%	3	23%	10	77%	3	23%
Upper West Region	11	85%	2	15%	11	85%	2	15%
Volta Region	10	77%	3	23%	10	77%	3	23%
North East	-	-	-	-	11	85%	2	15%
Bono East	-	-	-	-	11	85%	2	15%
Western North	-	-	-	-	10	77%	3	23%
Oti	-	-	-	-	10	77%	3	23%
<b>Total</b>	<b>126</b>	<b>80.8</b>	<b>30</b>	<b>19.2%</b>	<b>161</b>	<b>77.4%</b>	<b>47</b>	<b>22.6%</b>

Based on the table above, the overall female representation constituted only 19.2% in the first period as compared to 80.8% males. In the second period, females represent 22.6% of the Councils compared to 77.4% males. It can therefore be concluded from the above analysis that there is gender inequality in the representation of the regional peace councils as manifested in the composition of the national Board.

Against this background, it is recommended that the institutions involved in the nomination of members for the Regional Councils should take into consideration gender equality in the representation.

This analysis provided insight into the gender issues of the peace Council. 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 necessary legal and institutional framework.

### 4.3 Draft Gender Policy

The desk review also found out that the NPC has a draft gender policy with the following four objectives:

- All programmes and projects are aimed at empowering and promoting gender equality and social inclusion.
- Gender equality and equity become pivotal (or is central) to National Peace Council as an entity and its work.
- Adequate resources are allocated to gender mainstreaming across all programmes, activities of Departments within the Council.
- To ensure effective and efficient implementation and accountability of the policy.

Gaps in the policy 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. 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.

Another issue worth considering is the need to go beyond just participation for females and males but include their socio-economic issues in the annual work plan to issues around their human rights, reproductive and economic rights which have generally been ignored.

### 4.4 Gender Issues in Some NPC Documents

The survey also looked at selected documents of the NPC including the following below:

***Monitoring and Evaluation (M&E) reports:*** Even though no M&E report was shared with the consultants, a review of the M&E section of the annual framework and other policy documents reveal the inadequate representation of gender statistics to depict the disaggregation of data or result by gender, and age which are very critical for effective execution of the council's work.

Staff may need capacity building on gender mainstreaming especially with respect to the production of gender statistics.

**Leave Policy:** Paternity leave of five days is captured in the condition of service but it failed to expand on how to operationalize the provision for the benefit of staff.

**Transport and Travel policy:** The policy only captures the situation of staff of the council who could enjoy the travel policy. As a result, it does not make adequate provision for the inclusion of nursing mothers who may travel with expenses paid for the staff and the accompanying baby seater, who is not necessarily a staff.

**Communication strategy;** The strategy captured issues of females and children but not much on males who also have critical roles to play for the maintenance of peace at the household and community level.

**Women and Children:** Women and children have always been victims of violence. In most instances, they have been at the receiving end of brutalities associated with violence. Whereas it is also true that some women have stoked the embers of conflict and violence, they can equally lead the campaign against violence when they have been properly informed and educated on issues. **Disproportionate representation of gender in the Governing Board:** The Council also understands that the past and current construct of the Council's governing body is not gender balanced with only three (3) female representatives out of thirteen (13) in the Governing Board and average of three (3) female representatives in the ten (10) Regional Peace Councils as stated earlier. Using a gender mainstreaming approach to implement its activities will address this weakness and promote equality. Programming and impact implications on gender will be considered to ensure equity.

#### **4.5 Staff Capacity to Mainstream Gender into Their Work**

Scanning through the annual framework, there seem to be few training programmes on gender and inclusive programming for staff even though there were several other training workshops for staff. The findings of the desk review will serve as the baseline for the design of tailor-made training modules to enhance staff capacities on gender mainstreaming into programmes. This is expected to address the gaps identified. Subsequent monitoring and evaluation of the proposed Gender Policy will be measured against the findings from this survey.

#### **4.6 Findings from the Rapid gender Survey**

To complement the desk review, a questionnaire was administered to staff of

the Council. It aimed at interacting with staff of the Council at the regional and national levels to capture and validate some of the issues identified during the desk review. At least one staff from each division of the Council at the Head Office, one regional staff responded to the questionnaire through the online Kobo collect platform. Overall, 18 staff from 11 regions responded to the questionnaire via the online data capturing platform's link; <https://ee.kobotoolbox.org/x/IDfiRbM0>

#### 4.7 Respondent Characteristics

Overall, eighteen (18) staff of the Council responded to the questionnaire as against 38 expected. The staff were drawn from the Head Office, and regions. Most respondents were from Greater Accra (17%) followed by North East (10%), Northern (10%), Upper East (10%), Eastern (10%) and Western (10%). The high response rate for Greater Accra is mainly from the Head Office. The positions held by the respondents were mixed and cut across all ranks within the Council. There was however no submission from Bono East, Bono, Oti, Western North and Savannah Regions.

*Table 1: Respondents by region, proportion, 2022*

Region	Frequencies	Percent (%)
Ahafo	1	6
Ashanti	1	6
Central	1	6
Eastern	2	11
Greater Accra	3	17
North East	2	11
Northern	2	11
Upper East	2	11
Upper West	1	6
Volta	1	6
Western	2	11
<b>Grand Total</b>	<b>18</b>	<b>100</b>

#### 4.8 Gender of Respondents

From the data obtained, it is clear that more men occupy Senior positions at the National Peace Council (NPC) nationwide compared to that of females. Only 20% of the topmost positions at the National Peace Council are occupied by Females as in the table below.

Table 2: Respondent Gender and Duration in NPC

Gender	No. Interviewed	Those with more than 4 years experience at the Council	Percentage of those with more than 4 years experience at the Council
Male	13	8	80%
Female	5	2	20%
Total	18	10	100%

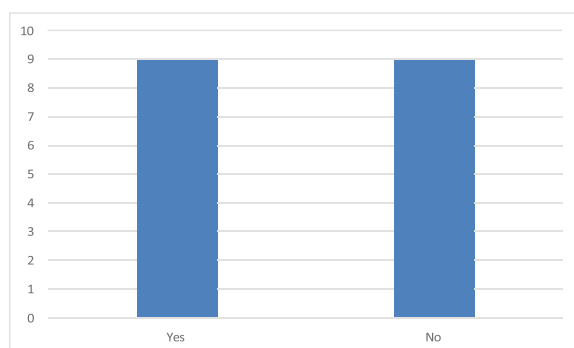
In assessing whether attention has been given to gender issues at the NPC by having a gender desk Officer, majority indicated yes. This indicates gender issues has been incorporated into the NPC operations.

#### 4.9 Gender Training Experience

Since its inception, the Council initiated and received support for gender training. The training was mainly facilitated by Regional and Headquarters staff as well as individual consultants. Some partner organizations who were mentioned as having provided support for training programmes are Ark Foundation, WANEP, Kofi Annan International Peace Keeping Centre, Accra, Dept of Geographic and Resources of University of Ghana, and WYPSI.

Half of the staff who responded to the questionnaire have not received any gender-related training. Specifically, 50 percent reported having previously benefited from Gender-related training. Apart from the Greater Accra and Western regions where 100 percent of staff have benefited from gender-related training, there was a mixed proportion for the rest of the regions. Also, for those who indicated they did not receive training on gender for the past few years was about 75% and said they had information on gender issues through speeches or presentations as compared to other options which have to do with the print media. This is an indication that majority of people do not have much time for the print media nowadays compared to the social functions.

Figure 1: Ever Participated in Gender-related Training



Data source: survey, 2022.

#### 4.10 Inputs for the Gender Policy

The response from the rapid gender survey revealed that most staff would want the consideration of the implications of varied cultural issues including traditional and religious ones, in the formulation of the Gender policy. Of the issues raised, only a few were related to the formal work environment of the Council. It is the expectation of respondents that all the issues raised will be factored into the design of training materials as well.

#### 4.11 Gender Issues in the National Peace Council

Issues that were identified for consideration into the Gender Policy include the following;

- i. Increase female participation on the board, regional councils, management and general staff.
- ii. Most of the nominating institutions into the council are reluctant to nominate women to the Regional Peace Council. Also, some women are not willing to take up certain leadership positions.
- iii. Gender stereotyping is still a challenge as most community members hold the view that men should always lead and women follow. In the same vein, women are seen to be weak as compared to men.
- iv. Culture is a great barrier to women's participation in certain activities that are culturally
- v. defined.
- vi. Women are usually relegated to the background in decision-making in most communities. Girls from some communities also migrate from Northern Ghana to other districts as domestic house helps while others support their masters in trading.

#### 4.12 NPC Gender Related Activities/Interventions

The gender related activities/interventions undertaken in the NPC in the past two years were stated as follows:

- Peace club formation.
- The creation of a gender desk office with a scheduled officer.
- Recommended gender mainstreaming to nominating institutions during the reconstitution of the 12 Regional Peace Councils this year .
- Encouraged women within the Council to apply for senior positions during the recently ended recruitment exercise.
- Ensured that at least 30% of staff recruited in 2022 are women.
- Ensured that the NPC Welfare Constitution made provision for women participation in its decision-making Body and encouraged women within the Council to apply for the Executive Positions.

- Ensured equal learning and development opportunities to both genders.
- Sourcing funds to support gender policy development.
- Developed proposals to support a project to mainstream gender in the fight against violent extremism.
- Compiled gender disaggregated data on representations on the Regional Peace Councils and the Governing Board.
- Introduced gender disaggregated data on staffing in annual report.
- Sensitization workshop for women and youth on the use of non-violent approach to conflict.
- Females participated in mediations and interacted with both men and women on peace and Security issues.
- Education and awareness creation on the role of youth and women in preventing violent extremism.
- Spoke to the youth in churches during meetings on how gender affect career choices.

#### 4.13 Formal Setting (NPC Office and its Programme)

To commit to and ensure that gender equality is fully incorporated in all the Council's work as a means to achieving equality of benefits, the survey depicted a picture of gender responsiveness among senior staff and at the National level. Almost all documents and policies have considered gender in their formulation and implementation. These include budget allocations, prioritized actions and monitoring and evaluation tools as shown in the table below.

**Table 3: The Acceptance of Gender Across the work of the council**

Response/Views	Every policy in the Peace Council must take into account that women and men have different interests and reflect this in its provisions	Budgetary allocations made within sectors in the Peace Council will have different impacts on men and women	The priority actions that the Peace Council choose and devote resources to will have different effects on men and women	If we do not consciously set objectives to reflect attention to different interests of persons, some of our stakeholders could be left behind in our service provision	It is necessary to structure monitoring and evaluation tools to capture levels of participation and impacts on men and women in the interventions of the Peace Council
Agree	16	14	15	18	17
Disagree	2	4	3	0	1

#### **4.14 Key issues raised for redress in the Gender policy**

The maternity period of three months should be extended to one year to enable nursing mothers to take good care of their babies without losing opportunities at workplaces.

A nursing mother should be given additional support when they attend Workshops such as caretakers to lessen the burden on mothers participating in the Council programmes.

#### **4.15 Key Recommendations**

Based on the findings, the following recommendations were suggested:

##### **4.15.1 Implementation Arrangements for the NPC Gender Policy**

The National Peace Council as part of its mandate should facilitate the development of mechanisms for conflict prevention, management, resolution to build sustainable peace that is gender-responsive and inclusive. The Gender Desk should coordinate all work around gender equality and social inclusion to enhance gender mainstreaming and social inclusion in its functions, policies and programmes and practice gender sensitive actions.

The existing structures of the NPC should be responsible for the implementation of the Gender Policy, particularly, the Executive Secretary, Directors and the other Council members with technical direction of the Gender Desk Officer (GDO). This is to promote actions in their capacities to ensure gender is mainstreamed in all initiatives of the Peace Council.

The five Departmental Directors who support the governing body in all actions should have various roles and actions to play in their directorates towards the goals of the policy. These directorates and their respective actions include Finance, Administration, Conflict Management and Resolution Directorate, Capacity Development and Outreach Directorate, Research, Monitoring and Evaluation Directorate and Regional Executive Secretaries.

The Council works in 16 regions, headed by Regional Executive Secretaries. These subnational structures will perform appropriate roles to promote the integration of gender equality provisions in the core deliverables of the Council.

Partners such as the UNDP, European Union, WANEP, CHRAJ, NCCE and the Ghana Police Service among others should support technically and financially, the implementation of this policy. The different strategic roles for all key directorates/stakeholders within the Gender Policy are presented in table three below:

Table 4: Roles of Directorates and stakeholders

DEPARTMENTS/PARTNERS	ROLES/ RESPONSIBILITIES
<p><b>The Council/ the Governing Board of the NPC</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 the 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, regions and departments of the Council.</li> <li>• Demand and take action on gender implementation reports from the GDO through the ES.</li> </ul>
<p><b>Finance &amp; 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>• Ensure that there is equity in the allocation of appropriate resources for both females and males staff</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 Council</li> <li>• Ensure that the empowerment measures of women in the Council are integrated with clear guidelines</li> <li>• Provide leadership for fairness in the performance and assessment of duties by females and males staff, guided by acceptable measures.</li> <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>• Facilitate the deployment of focal persons towards the implementation of the gender policy in Regional and District Councils.</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>Conflict Management and Resolution Directorate, Capacity Development and Outreach Directorate</b></p>	<ul style="list-style-type: none"> <li>• Mainstream gender issues into all activities as determined by the Gender Policy in Regional and district structures</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 guidance and back up support to the regions, districts and partners to promote gender analysis and planning.</li> <li>• Lead the review of actions planned and roll over variances</li> </ul>

<b>Public relations Unit</b>	<ul style="list-style-type: none"> <li>• Assist the governing board of the Council 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>
<b>Research, Monitoring and Evaluation Directorate</b>	<ul style="list-style-type: none"> <li>• Promote gender disaggregated data and survey on the policy uptake by all stakeholders within the Council</li> <li>• Support leadership with relevant analysis for appropriate decision making regarding the implementation of the policy</li> </ul>
<b>Functional Committees</b>	<ul style="list-style-type: none"> <li>• Integrate the policy provisions in all activities and use gender sensitive lenses in scrutiny</li> </ul>
<b>Partners</b>	<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 recommendation that do not violate national and international provisions</li> <li>• Partners to abide by recommendations and provisions in the Gender Policy to ensure fairness in all relations</li> </ul>
<b>Regional/sub-national Executive Secretaries</b>	<ul style="list-style-type: none"> <li>• Implement directives and initiatives in the gender policy and as directed by the Council</li> <li>• Provide feedback to the appropriate officers and departments regarding implementation issues relating to gender integration and mainstreaming</li> </ul> <ul style="list-style-type: none"> <li>• Mainstream gender as directed by the Council and provide appropriate reports</li> <li>• Participate in all gender related activities as a key structure to ensuring gender equity, empowerment and sensitivity among workers in the districts and communities where the Council operates</li> </ul>

#### 4.15.2. Other Recommendations

The following were also identified as worth considering for inclusion in the Gender Policy:

1. The current draft Gender Policy should be revised to adequately include mainstreaming of gender into programming.
2. Gender includes the vulnerable groups such as minority tribes, persons with

disabilities, migrants, and other acephalous groups like the Fulanis. There must be strategies targeting these groups for all the information and education provided by the Council.

3. Gender goes beyond participation of persons at sensitization, programme and decision making, but includes involvement.
4. Staff capacity in gender mainstreaming with M&E needs to be enhanced especially on the design of monitoring frameworks, indicators, data collection, analysis, and reporting.
5. There is also the need for a clear strategy to address the gaps in how PWDs can access and utilise communication materials, especially for the blind, deaf, and dumb.
6. Gender should be mainstreamed into all council programs and activities.
7. The Senior Staff must advocate for gender equality, equal gender representation at least 30% of women at all levels etc.
8. The NPC must ensure adequate resources are dedicated to implementing any gender policy that will be introduced. Adopt gender responsive budgeting.
9. Allow equal opportunities for both female and male staff to attend programmes and by so doing, mentored to enhance their performance at work.
10. Be conscious of the fact that both females and males' matter in the work of the Council
11. and therefore provide equal opportunities for capacity building.

#### **4.16 Communication Approach**

Effective communication plays a vital role in advancing the goal of gender equality and equity. In this vein, staff recommended the launch and dissemination of the gender policy when finalized. The senior staff interviewed suggested workshops on the policy, and the dissemination of electronic and hard copy of the gender policy to all staff at all levels. Progress on gender issues should be shared through social and traditional media such as WhatsApp, radio, TV, Jingles, short phrases and write ups, drama and sketches. In addition, small booklets, policy briefs, fliers and issue-based writing on gender and peacebuilding should be published and made available to staff at all levels. Training and regular updates on gender issues and ensuring all reports are addressing gender issues including sex disaggregated data should be enforced.

## 5.0 CAPACITY ANALYSIS

### 5.1 Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis of the NPC in Engendering Service Delivery

The Strengths, Weaknesses, Opportunities and Threats (SWOT) aim at evaluating the factors that enable or hinder the National Peace Council to mainstream gender in their activities. The strengths are considered as internal assets that promote service delivery at the national and regional levels in relation to gender sensitivity and equity. Weaknesses are interpreted as the innate deficiencies or shortcomings which undermines the ability or prevents the Council from being fully gender sensitive. Opportunities are the potential external factors or circumstances that could enhance the Council's ability to exploit upcoming events, particular provisions and linkages to pursue gender mainstreaming in their service delivery processes. Threats are regarded as those potential factors or external circumstances that can detract from efforts of engendering service delivery.

### 5.2 SWOT Analysis of the Current Situation of Gender Sensitivity in NPC

<b>STRENGTHS:</b> <b>What National Peace Council has done well or shown some good potential for performance</b>	<b>WEAKNESSES:</b> <b>Areas which NPC need improvement</b>
<ul style="list-style-type: none"> <li>✓ Operating under the National Peace Council Act 2011 (Act 818) and the 1992 Constitution of the Republic Ghana</li> <li>✓ Have in place 13 Eminent Persons as National Board members</li> </ul>	<ul style="list-style-type: none"> <li>✓ Limited knowledge and understanding of gender among junior officers.</li> <li>✓ Inadequate knowledge to carry out gender analysis before planning</li> </ul>

<ul style="list-style-type: none"> <li>✓ Independent</li> <li>✓ Professional and technical expertise among Eminent Members</li> <li>✓ Offices located in all 16 Regions of Ghana</li> <li>✓ Have Regional Peace Council in all 16 regions</li> <li>✓ There is a strong commitment by leadership within the Council to improve peaceful coexistence through engagements and dialogues with stakeholders</li> <li>✓ A number of senior officers have been trained in Gender and have fair understanding of the concept</li> <li>✓ Presence of donor support on programmes</li> </ul>	<ul style="list-style-type: none"> <li>✓ Some female officers are not willing to put themselves forward for higher and challenging positions</li> <li>✓ Low women’s representation in decision- making at national, and regional levels</li> <li>✓ Budgets have not provided specific funds for gender mainstreaming activities</li> <li>✓ No effective gender disaggregated data collection system</li> </ul>
<p><b>OPPORTUNITIES:</b>  <b>What factors would greatly enable the NPC to achieve the levels of performance that are required</b></p>	<p><b>THREATS:</b>  <b>What factors detract NPC or hinder their abilities to reach levels of performance for gender equality?</b></p>
<ul style="list-style-type: none"> <li>• High recognition of the NPC.</li> <li>• There are Development Partners who are interested and available to offer training, technical and financial support on gender and related issues for officers and NPC programmes.</li> <li>• Existing partnership arrangements.</li> <li>• Gender courses offered at KAIPTC and other institutions for NPC Officers to take advantage of.</li> <li>• Technical support available from the Interior and Gender Ministries.</li> <li>• Availability of gender related legislation relevant to the work of the such as, 1992 Constitution of Ghana, UNSCR 1325 and The National gender Policy.</li> <li>• Presence of active NGOs/CSOs interested in conflict related matters</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate and budget cuts slow programmes implementation</li> <li>• High expectations from the general public of the mandate of the NPC</li> <li>• Harmful and disadvantageous traditional and socio-cultural practices as well as reproductive role played by women hinder their participation in peace discourse.</li> <li>• NPC had no gender policy in place at the national level, to guide its gender mainstreaming efforts</li> </ul>

## Chapter **SIX**

### 6. POLICY GOAL, OBJECTIVES

The overall goal of this policy is *to ensure the comprehensive and systematic adherence to NPC's commitment to gender equality and inclusivity at all levels of the organization and in its programming, partnerships and collaborations*'. Specifically, the Policy Objectives are:

- Provide a framework for meeting the gender requirements of international and national requirements of gender equality.
- Inculcate gender consciousness and responsive planning, budgeting and execution of initiatives.
- Promote gender equality and women's empowerment in all areas of programme activities.
- Promote inclusive and coordination in the implementation of gender activities.
- Enhance capacities at all levels (board and staff) for the implementation of programs/projects aimed at addressing gender issues including collecting, analyzing and reporting on sex-disaggregated data.
- Ensure a friendly working environment grounded on the sensitivities to gender, person with disabilities, religion and culture exist.
- Actively work with males and females as allies in promoting gender equality in the Council.
- Periodically analyse and implement strategies to manage potential risks and harms to all persons and people with special needs.

- Engage and coordinate with partners, stakeholders, and civil society organizations to promote and support effective, creative and impactful ways to promote gender equality.

In view of the policy objectives, and in line with the core mandate of the NPC, the theme of the Gender Policy shall be *“Gender Mainstreaming for Inclusive and Effective Conflict Resolution and Attainment of Sustainable Peace”*

## **6.1 Policy Actions**

This 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:*

### **6.1.1 Programming Level**

- Mainstream Gender in all NPC policy guidelines, establish effective strategies and concrete action plans that supports gender mainstreaming.
- Advocate for the mainstreaming of gender with all partners and clients at all levels: Support Partners advocate 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 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 NPC.

### **6.1.2 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 in various functional committees of the NPC.

- Ensure recruitment process does not unfairly discriminate against females based on their marital status or pregnancy.
- Ensure to promote a gender sensitive advertising for job openings.
- Ensure interview panels for recruitment and promotion are gender sensitive, balanced and non-discriminatory.

### **6.1.3 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 traveling 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 taking definite steps to address same.

### **6.1.4 Field Work (Community Engagement)**

- Further deliberate and intensify efforts to promote participation of women and their collectives in various aspects of field work as staff and clients.
- Facilitate active participation and even representation of women and men at local committees, advocacy groups, 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.

### **6.1.5 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 mobilizing their support towards gender balance.

- Build awareness and sensitivity by processing information and publishing communication material in diverse media to appeal 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.

#### 6.1.6 Staff capacity building

- Facilitate staff capacity building processes and trainings 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 trainings (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/creche facilities/other logistics/first-aid kit
- Conducting Gender trainings for both men and women; and ensuring participation of women in all the field level meetings and trainings.

#### 6.1.7 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.

#### 6.1.8 Networking:

- NPC proactively make several 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.
- NPC could extend support to partner organization in developing their own gender policies, strategies and programs.
- NPC 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 facilitating similar process within the partner organizations to promote gender sensitivity.
- Associating with networks and organisations working on promoting gender equitable agenda.

The policy actions outlined below shall clearly articulate and demonstrate NPC'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.

## 6.2 National Peace Council – Gender Policy Action Plan

Policy Objective	Major Activities	Expected Outcome	Means of verification	Responsibility / Stakeholders	Time Frame
<b>Policy Objective 1</b> Provide a framework for meeting International and national commitments on gender equality and women's empowerment	Develop an online annual reporting system for NPC and its stakeholders for reporting on the status of implementation of international and national commitments on gender equality and women's empowerment	The status of implementation of international and national protocols on gender mainstreaming assessed	Number of progress reports received	NPC	Annually (March)
	Gender assessment of Strategic plans and Key policies of NPC  Develop a Gender reporting template	Produce a gender sensitive policy  Enhanced commitment to reporting on Gender issues	Availability of institutional gender-sensitive policies including a stand-alone Gender Policy for the NPC.  A reporting template developed	<ol style="list-style-type: none"> <li>1. NPC Governing Board</li> <li>2. Executive Secretary</li> <li>3. The Gender Unit</li> <li>4. RME Directorate</li> </ol>	1 year
	Develop and implement a Sexual Harassment Policy	The Sexual Harassment Policy is developed and operational	The Sexual harassment policy is available for use	NPC/MELR/CH RAJ/ MoJAGD	December, 2025

<b>Policy Objective</b>	<b>Major Activities</b>	<b>Expected Outcome</b>	<b>Means of verification</b>	<b>Responsibility / Stakeholders</b>	<b>Time Frame</b>
<b>Policy Objective 2</b> Promote gender responsive planning, budgeting, monitoring, evaluation and reporting on peacebuilding initiatives	1) Train all staff on gender sensitive programming 2) Train Board Members, Regional Councils and staff on gender responsive budgeting, monitoring, evaluation and reporting	1) More gender sensitive informed staff and Council 2) Institutionalized gender responsive budgeting, monitoring, evaluation and reporting	Evident increase in the number of females at all levels  Gender-sensitive budget and enhanced gender-sensitive programming	NPC (HR/Gender Unit)	Annually
	Develop a checklist to guide gender mainstreaming in planning and programming	Checklist developed and rolled out for use	Gender mainstreaming Checklist available and operational	NPC/DoG	Dec. 2024
	Develop and implement a comprehensive M&E plan with gender sensitive indicators	M&E plan developed and operational	M&E plan in place	NPC	June 2024
	Build staff capacity for the collection, analysis, and use of sex disaggregated data	Staff capacities built and strengthened on gender data collection and analysis	Number of staff trained on gender data collection and analysis	NPC	Dec.2024
	Conduct evaluation and impact assessment to inform future programmes	Evaluations carried out	Number of evaluations carried out	NPC/DoG	Dec. 2024

Policy Objective	Major Activities	Expected Outcome	Means of verification	Responsibility / Stakeholders	Time Frame
	Develop Guidelines for gender sensitive communication and reporting and also for Gender Budgeting	Guidelines for gender sensitive communication and reporting and also Gender Budgeting developed and rolled out for use	Number of gender sensitive guidelines in communication and also gender budgeting developed	NPC/DoG	Dec. 2024
<b>Policy Objective 3</b> Enhance gender equality capacity at National and Sub-national levels	<p>1) Review recruitment policies and guidelines to include a quota for women</p> <p>2) Conduct gender capacity needs assessment and develop a capacity needs plan</p> <p>3) Develop Gender training modules to support capacity building programmes for staff and key stakeholders at all levels</p>	<p>Achievement of a minimum of 30% quota for females</p> <p>Gender capacity needs assessment conducted; capacity needs plan developed and implemented</p> <p>Number of people trained disaggregated by sex and locality using Gender modules developed</p>	<p>Increased participation of women in the activities of the NPC</p> <p>Outlined training programmes conducted for staff and board</p> <p>Report on the capacity needs assessment and capacity plan available</p> <p>Number of people trained disaggregated by sex and locality</p>	<p>1) NPC (HR Unit)</p> <p>2) NPC (HR/Gender Unit)</p> <p>NPC</p>	<p>September , 2026 Then Every 4<sup>th</sup> year</p> <p>Annually</p> <p>Dec. 2026</p>

<b>Policy Objective</b>	<b>Major Activities</b>	<b>Expected Outcome</b>	<b>Means of verification</b>	<b>Responsibility / Stakeholders</b>	<b>Time Frame</b>
	4) Train staff and stakeholders at all levels on gender equality			NPC/DoG	Dec. 2026
<b>Policy Objective 4</b> Promote an enabling and inclusive environment for the effective representation and participation of all	<p>1) Have in place office structures that are gender and disability friendly</p> <p>2) Review Human Resource Policies for staff to include provision for paternity leave.</p> <p>3) Review internal communication mechanisms for internal grievances</p> <p>4) Organize bi-annual staff durbars</p>	<p>Enabling and conducive environment for all</p> <p>Human Resources Policies reviewed to incorporate paternity leave and adequate time for maternity leave in line with Labour Law.</p> <p>Internal communication mechanisms for internal grievances reviewed and operationalized</p> <p>Bi-annual staff durbars organized and reported on</p>	<p>Effective conflict resolution among staff</p> <p>Revised HR and procedures manual produced and disseminated among staff</p> <p>Internal communication strategy in place</p> <p>Report on bi-annual staff durbars</p>	<p>1) NPC (Administration)</p> <p>2) NPC (HR Unit)</p> <p>3) NPC (HR/Administration Unit)</p> <p>4) NPC (HR Unit)</p> <p>NPC/DoG</p>	<p>2026</p> <p>March 2026</p> <p>March 2026</p> <p>Annually</p>

Policy Objective	Major Activities	Expected Outcome	Means of verification	Responsibility / Stakeholders	Time Frame
	5) Conduct an Annual Review to assess the level of inclusiveness at all levels of NPC's operations	Annual review assessment conducted at all levels of operations	The Organization's level of inclusiveness assessed	NPC/DoG	Dec.2026
	6) Design and implement programmes for promoting the representation and participation of all groups in NPC's	Programmes for promoting representation is designed and implemented	Programmes designed and operational	NPC/DoG/GU	Dec.2027
	7) Organize training programmes for all staff on diversity and inclusion	Training for staff on diversity and inclusion organized	<ul style="list-style-type: none"> <li>i. Number of training programmes organized</li> <li>ii. No of staff trained disaggregated by sex and locality</li> <li>iii. Report on training</li> </ul>		Dec. 2027
	8) Develop and implement gender sensitive HR policies	Gender sensitive HR policies developed and operational	Number of HR gender friendly policies developed		
	9) Put in place a gender focal team	Gender focal team established and functional	Number of staff represented on the		

<b>Policy Objective</b>	<b>Major Activities</b>	<b>Expected Outcome</b>	<b>Means of verification</b>	<b>Responsibility / Stakeholders</b>	<b>Time Frame</b>
<b>Policy Objective 5</b> Strengthen partnerships to facilitate the achievement of gender equality goals	<p>1) Launch Gender Policy and Action Plan and disseminate to key stakeholders</p> <p>2) Partner gender-oriented organizations</p> <p>3) Collaborate with traditional leaders (chiefs and queen mothers) to continually promote gender-sensitive considerations in Alternative Dispute Resolution (ADR) activities</p> <p>4) Organize workshop and conferences for stakeholders on inclusivity in peacebuilding</p>	<p>Sustained partnership with stakeholders</p> <p>Inclusivity of traditional leaders</p> <p>Gender-sensitive ADR employed by traditional leaders in collaboration with NPC</p> <p>Workshops on gender organized for stakeholders in all regions</p>	<p>gender focal team disaggregated by sex</p> <p>Increased / improved Partnerships with gender centered stakeholders</p> <p>Improved attendance and participation of stakeholders at workshops</p> <p>Reports on gender-sensitive ADR activities carried out</p> <p>Number of workshops organized and reported on</p>	<p>1) NPC (Gender Programme Unit)</p> <p>“</p> <p>“</p> <p>4) NPC (Capacity/Gender Unit)</p>	<p>June 2026</p> <p>Dec 2027</p>

Policy Objective	Major Activities	Expected Outcome	Means of verification	Responsibility / Stakeholders	Time Frame
	<p>5) Develop and implement partnership strategies that promotes women's participation in peacebuilding</p> <p>6) Create platforms for common Sharing and learning from gender sensitive results and experiences that relates to peace building</p>	<p>A Partnership Strategy developed and operational towards enhanced gender integration/mainstreaming</p> <p>Platforms for results and experience sharing created</p>	<p>Partnership strategy document in place, in use and reported on</p> <p>Number of partnerships built</p>	<p>NPC</p> <p>NPC</p>	<p>January 2027</p> <p>March 2027</p>
<p><b>Policy Objective 6</b> Promote gender sensitive frameworks on conflict prevention, management, resolution and climate security.</p>	<p>1) Undertake public education and awareness that promote inclusivity in peacebuilding efforts.</p> <p>2) Establish effective gender reporting systems for sustainable peace</p> <p>2) Mainstream frameworks on gender equality around conflicts and</p>	<p>Increased gender sensitive programmes by NPC</p> <p>Staff and key stakeholders have enhanced knowledge on existing frameworks</p> <p>Gender mainstreamed across all conflicts and peacebuilding initiatives</p>	<p>Number of Public education and awareness activities conducted</p> <p>Number of cases managed and resolved</p> <p>Number of staff and stakeholders trained disaggregated by sex and locality</p>	<p>1) NPC (Capacity Unit)</p> <p>2) NPC (Conflict Unit)</p> <p>NPC, Dept of Gender, Ministry of Interior, UNDP</p>	<p>Twice a year</p> <p>Quarterly</p> <p>September ,2027</p>

Policy Objective	Major Activities	Expected Outcome	Means of verification	Responsibility / Stakeholders	Time Frame
	peacebuilding processes into all programmes and activities		Number of gender sensitive conflict and peace building initiated rolled out		

# Chapter seven

## 7.0 IMPLEMENTATION FRAMEWORK AND GUIDING PRINCIPLES

### 7.1 Implementation Framework

Gender mainstreaming within the NPC is intended to achieve equitable access to and control over resources, processes, services and benefits of ensuring peaceful sustainable development. The different stakeholders involved in or affected by the work of the NPC have varying interests and needs as well as different levels of influence and therefore capacities to change circumstances. A strategic approach to gender mainstreaming must therefore take these key stakeholders into account as well as the relative importance and roles that they could play to influence the work of the NPC. A stakeholder analysis will depict the extent to which various parties are disadvantaged or well placed to ensure peaceful co-existence. A basic approach to a stakeholder analysis is to put the stakeholders into different categories. Their potential role in the implementation of the Gender Policy of the NPC s also outlined below.

CATEGORY	INSTITUTION	INTEREST	POTENTIAL ROLE
<b>Government &amp; Public Agencies</b>	Ministry of Gender, Children and Social protection (MoGCSP)	Government machinery responsible for ensuring gender mainstreaming in all institutions	Overall Coordination of gender mainstreaming Oversee the implementation of the Gender Policy and share best practices
	Ministry of Interior	Ensure the NPC lives up to international standards	Support the NPC to ensure effective implementation of its mandate

	Ministry of Local Government Regional Coordinating Councils (RCCs)	Support for the policy implementation at the regional PC level	Procure human resource and logistical allocations
	<b>Ministry of Finance</b>	To provide adequate funding for all state institutions and programmes	Provide funding for implementation of the gender policy.
The NPC	The Council/ the Governing Body of the NPC	To provide overall leadership for the development and implementation of the institutional gender policy, directing the mobilization of enough resources for actions planned.	<p>The governing body led by the Chairperson, will take strategic decisions for the implementation of the gender policy</p> <p>To lead in the integration of actions and provisions that will focus on effective mainstreaming of gender equality and empowerment of women who work in various directorates, regions and departments of the Council</p> <p>Demand and take action on gender implementation reports from directorates and regions</p>
	Finance & HR/Administration Directorate	<p>Employ necessary gender lenses in recruitment processes.</p> <p>To document gender disaggregated employee records</p> <p>Ensure that there is equity in the allocation of appropriate resources for both men and women</p> <p>Implement provisions in the institutional gender policy regarding appropriate postings and deployment, gender awareness, sexual harassment, promotions, study leave, maternity leave.</p> <p>Lead gender sensitive and appropriate budgeting processes and enforce their implementation by all the directorates.</p>	

		Lead resource mobilization efforts towards effective implementation of the Policy.	
	Conflict Management and Resolution Directorate	Mainstream gender issues into all activities as determined by the Gender Policy in National and Regional structures.  Ensure that all policy formulation and reviews, action plans, and other major planning exercises apply a gender responsive planning approach.	
	Public Relations Unit/Gender Unit	Assist the governing body of the Council to facilitate communication around the Gender Policy across all directorates, regions, and partners to enhance its implementation. Create internal platforms where gender issues can be freely and fairly discussed. Make the Gender Policy visible to workers and partners to promote its intended results	
	Regional Executive Secretaries	Implement directives and initiatives in the gender policy and as directed by the Council  Provide feedback based on the appropriate reporting lines regarding the implementation issues relating to gender integration and mainstreaming	
Development Partners		Participate in NPC initiatives of the implementation of the gender policy where necessary.	<ul style="list-style-type: none"> <li>• Provide technical and financial support for the implementation of the gender policy</li> <li>• Provide technical and financial support for capacity building in gender education and curriculum</li> </ul>

			<p>development for the police training institutions.</p> <ul style="list-style-type: none"> <li>• Support the review of the NPC working documents to ensure gender is integrated appropriately</li> </ul>
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## 7.2 Guiding Principles for the Implementation of the Gender Policy

The gender policy is premise on ten (10) inter-related principles that reflect the commitment of the NPC and Ghana to sustainable peaceful development including on the basis of gender, as envisaged by the Fourth Republican Constitution and other relevant documents. The principles provide basis for deeper reflection on thematic and actionable choices including:

- a) **Affirmative Action:** Bridging gender gaps in the National Peace Council functions require preferential attention for the disadvantaged. Affirmative action practices should be pursued to redress historical and present forms of discrimination against women and girls, PWDs and other disadvantaged groups in all actions.
- b) **Partnership and collaboration:** Gender is a crosscutting issue affecting a variety of stakeholders and sectors. The process towards achieving gender equality and equity is a path of contestation. Partnership and collaboration can be an important vehicle for mediating the contestation towards productive outcomes. To achieve the policy objectives, there is the need to work in partnership and collaboration with stakeholders from both state and non-state sectors at all levels of society.
- c) **Participation:** Stakeholder participation and active engagement of the public in gender mainstreaming and decision-making is essential for creating a sense of ownership and ensure that the needs of the public are being addressed. Multi-stakeholder participation and engagement ensure better decision-making, good relationship with the public, improved use of public resources and better service quality. At best, the implementation of this gender policy should be participatory to provide the opportunity for all relevant stakeholders from both state and non-state sectors to contribute in diverse ways towards achieving the goal and objectives.
- d) **Transparency and Accountability:** Transparency and accountability is key for building confidence and fostering good social relations in

programme implementation. Decisions, processes and actions relating to the implementation of this gender policy would be guided by the principle of transparency and accountability. Feedback mechanism and access to information would be promoted to aid transparency and accountability.

- e) **Information, Education and Advocacy:** Awareness is a prerequisite to changing individual and group behaviours toward achieving gender equality and equity. Availability of information and education are essential means for creating awareness and informing stakeholders and citizens on gender. This should be followed with strong advocacy for gender equality and women empowerment in all initiatives. The policy will enhance the conduct of stakeholder and public awareness to get their buy-in into interventions.
- f) **Resource Mobilization and Financing:** Resources and financing is important in the implementation of this gender policy. This requires the pursuit of timely release and the most effective and efficient use of resources at all levels of implementation. The principle also requires a gender analysis of risks and alternatives in the application and utilization of resources.
- g) **Promotion of Gender and Development (GAD) and Women in Development (WID):** Advancement of gender equality requires the promotion of two approaches: The GAD approach is based on the understanding of gender roles and social relations of women and men, with emphasis on the disadvantaged. While the WID focuses specifically on improving the conditions of disadvantaged females only. This calls for data and information that inform planning and decision-making at all levels to be disaggregated by sex, gender, age and other socio-cultural dimensions
- h) **Research and Data:** Research helps in generating and documenting high quality and reliable data for monitoring implementation and measuring performance. Implementation of the gender policy will be guided by research in the form of reviews, gender disaggregated data collection and periodic data update, and detailed studies as the case may be.
- i) **Sustainability:** The principle requires building on the gains and lessons learned, sharing of experiences and best practices as well as the need to retain technical competencies and skills. Ensuring policy continuity for gender equity and equality at all levels of the Council will promote sustainability.
- j) **Gender Equality and Women Empowerment:** The all-embracing principle for this strategy is to believe in the promotion and enforcement of gender equality and women empowerment. All actors at all levels must have the firm believe that gender equality in the work

of the Peace Council is possible and key to the achievement of the organizational goals. The impact will be peaceful co-existence, accelerated economic and social development of the family, community and the nation at large.

## 8.0 MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) is a critical strategy in the implementation of the Gender policy. The M&E guideline is to ensure continuous assessment of progress against the set objectives of this policy. Largely the M&E guideline will be the responsibility of the National Peace Council and the Regional Peace Councils with oversight responsibility from the Ministry of Interior. The framework has in-built mechanisms at the different levels of implementation which also allows for modifications to be made in the course of implementation based on unforeseen circumstances and emerging trends

### 8.1 Launch of policy

The launch will be a national event where key stakeholders will be drawn from relevant Ministries, institutions and all levels including;

- The Ministry of the Interior (MoI)
- National Peace Council
- All Regional Peace Councils
- Selected Civil Society Representatives
- Relevant Public Institutions
- Development Partners
- Key Stakeholders
- Media

The launch is to present the policy and explain its content to its key stakeholders and highlight their responsibilities. The policy time frame is four (4) years and expectations will also be outlined. Most importantly the forum will be an opportunity to seek the buy-in of the stakeholders for the implementation of the policy. Copies of the policy will be made available to all

in soft or hard copies. It will also be made available on the Council's website and other social media handles.

## 8.2 Monitoring and Evaluation

Monitoring and Evaluation (M&E) will be used to track progress of implementation. Monitoring and Evaluation will also enable implementing departments to identify challenges and take timely action to address them. The M&E of the Policy will be accomplished in three (3) main ways: Process/Performance Monitoring; Impact Monitoring; and Impact Evaluation.

## 8.3 Performance Monitoring

Performance monitoring has an internal management function, which allows management to verify the effectiveness of implementation of the policy. Annual performance monitoring will measure the status of mainstreaming in specific activities and outputs against targets set out in the work plans at the national and regional levels. The Gender Unit and the Research department of the NPC will be responsible for coordinating the Annual Performance Monitoring. They are responsible for monitoring and reporting upon progress of gender mainstreaming in NPC activities at the national and regional levels.

## 8.4 Impact Monitoring

Impact Monitoring provides stakeholders with feedback on results of implementation and the relevance of the results to set objectives. The relevance factor of impact monitoring enables implementing agencies to track the effects of the implementation against pre-determined targets using both qualitative and quantitative verifiable indicators. The Gender Unit in collaboration with the Research department will develop generic indicators to be monitored at all levels of implementation.

## 8.5 Evaluation

The NPC will undertake an independent end of programme (4 years) evaluation of the policy to assess the appropriateness of the approaches and the degree at which the set objectives have been achieved. The outcome of the impact evaluation will provide data and lessons for the benefit of variety of stakeholders interested and working in the advancement of gender equity and equality of the NPC.

## 8.6 Levels of Monitoring and Evaluation

Monitoring and evaluation would be mainstreamed within the existing strategic plan of the NPC to be implemented at national and regional levels.

The Gender Unit will monitor, review and report on gender mainstreaming throughout the implementation. The Gender Unit and the Research Department will develop gender indicators and mainstream into NPC's M&E framework. The Regional Councils (RCs) will lead and consolidate the monitoring and evaluation exercises at the regional level.

#### 8.7 Reporting

The different levels of implementation of the policy will submit monthly updates as follows.

The regional updates will feed into a national report that depicts achievements and challenges of implementation at all levels.

#### 8.8 Midterm Evaluation

A mid-term evaluation is to be carried out at the end of the second year to assess progress and to document lessons learnt and incorporated into the next year of implementation for cost effective results.

#### 8.9 End of Term Evaluation

At the end, an evaluation should be carried out to determine how the plan has impacted on Gender Equality within the NPC.

### **RECOMMENDATIONS**

- a) Build internal capacity of all staff of NPC on gender and human rights principles and encourage them to apply gender sensitivity to their work.
- b) Establish and resource Gender Desks at national and regional levels and create mechanisms for gender desk officers to share experiences and learn from each other.
- c) Develop a specific policy on sexual harassment instead of addressing it through the existing grievances procedures in NPC due to its very sensitive nature.
- d) Institute continuous and structured in-service gender training to enhance the capacity of staff to ensure efficient service delivery and professionalism.

### **CONCLUSION**

Given the commitment shown by NPC to reform the institution to be gender responsive, it is imperative to implement the Gender Policy by demonstrating a strong political-will towards allocation of adequate funds and other logistical resources to ensure its success. In addition, it is expected that The Ministry of the Interior will take interest in this policy and support its implementation.

## REFERENCES

- The 1992 Constitution of Ghana in Article 17
- The Intestate Succession Law of 1985, amended in 1991
- The Domestic Violence Act, 2007 (Act 732)
- The National Gender Policy (2015 and reviewed in 2023)
- Labour Act, 2003 (Act 651)
- Affirmative Action (Gender Equality) Act 2024, (1121)
- ECOWAS Gender Policy (2004)
- The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
- The Protocol Relating to the Establishment of the Peace and Security Council of the African Union (2001)
- The Solemn Declaration on Gender Equality in Africa (SDGEA) (2004)
- AU Gender Policy (2009)
- The African Charter on Human and Peoples' Rights (1986)
- The Sustainable Development Goals (SDGs) 2015 – 2030
- The Millennium Development Goals (MDGs) 2000 – 2015
- United Nations Security Council Resolution 1325 on Women Peace and Security (UNSCR 1325), 2000
- The Beijing Declaration and Platform for Action (BPA), 1995  
[http://www.un.org/womenwatch/directory/instruments\\_treaties\\_1003.htm](http://www.un.org/womenwatch/directory/instruments_treaties_1003.htm)