

HO TECHNICAL UNIVERSITY



GENDER POLICY

MAY 2021

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1.0 BACKGROUND

Like many educational institutions in Ghana, gender related challenges have been noted and being continually addressed in line with national policies. Although Ho Technical University has had no explicit policy addressing gender related issues, it has over the years made decisions that are relevant to addressing gender inequities and inequalities. It is against this background that the University identified gender equality as one of the areas where strategic reforms are needed. Hence, gender mainstreaming is considered one of the strategic objectives of the University.

This Gender Policy reflects Ho Technical University's commitment in addressing gender imbalance, gender equality, equity and women's development as well as providing a framework through broad policy commitments and guidelines. This Policy is being guided by the University's vision and mission and the national gender policy.

1.1 Definition of terms

1. **Affirmative action** refers to positive steps taken to increase the representation of women and minorities in the areas of employment, education, and culture from which they have been historically excluded (Stanford Encyclopedia Philosophy, 2018).
2. **Empowerment** refers to increasing the personal, political, social or economic strength of individuals and communities (UNICEF, 2017, p. 1).
3. **Gender** denotes the characteristics of women, men, girls and boys that are socially constructed with regards to norms, behaviours and roles associated with being a woman, man, girl or boy, as well as relationships with each other (WHO, 2020). Noteworthy however is that gender is a social construct, which varies from society to society and has the propensity to change over time.

4. **Gender balance** is a human resource issue that calls for equal participation of women and men in all areas of work and in programmes that agencies initiate or support (UNICEF, 2017, p. 2).
5. **Gender discrimination** relates to “any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on the basis of equality of men and women, of human rights, and fundamentally provided through leadership opportunities and participation in political institutions (UNICEF, 2017, pp. 1-2).
6. **Gender equality** relates to the equal rights, responsibilities and opportunities of women, men, girls and boys (UN Women, 2001).
7. **Gender equity** refers to the provision of fairness and justice in the distribution of benefits and responsibilities between women and men (European Institute for Gender Equality, 2020).
8. **Gender gap** relates to the disproportionate difference between men and women and boys and girls, particularly as reflected in the attainment of development goals, access to resources and levels of participation (UNICEF, 2017, p. 4). Suffice it to say that a gender gap indicates gender inequality.
9. **Gender mainstreaming** is a strategy to accelerate progress on women’s and girls’ rights and equality in relation to men and boys (UNICEF, 2017, p. 4).

1.2 Purpose of the Policy

Following global sentiments, Ho Technical University has become grossly aware with regard to the need to carefully further engrave and improve gender equality and equity in all its endeavours. In consequence, this Policy is reflective of the commitment and responsibility of the University as articulated in HTU’s Strategic Plan (2017-2022). In furtherance to this, it is also reminiscent of the Constitution of Ghana (The 1992 Constitution, Chapter 5, Article 2

and Article 17) and supportive of the following legal instruments:

1. The 1948 United Nations Charter and the Universal Declaration on Human Rights (Articles 1 and 2);
2. Convention for the Elimination of all forms of Discrimination against Women (Article 1);
3. Sustainable Development Goals (particularly Goal 5);
4. International Labour Organisation: C111 - Discrimination (Employment and Occupation) Convention, 1958 (No. 111), (Articles 1 and 2);
5. African Union Gender Policy;
6. National Gender Policy;
7. The Labour Act, 2003 (Act 651);
8. The Children's Act, 1998 (Act 560); and
9. Technical Universities Act 2016 (Act 922) as amended by Act 974 and Act 1016.

This Policy seeks to establish a Gender Affairs Office with the objective of guiding the University to bridge the myriad of gender gaps across the various facets of the University as identified in the University's Strategic Plan. Institutional level assessment and evaluation exercises revealed that there were relatively low representation of women at the levels of Management, staff and students and the University's policies were not strongly oriented to reflect gender balance. Therefore, this Gender Policy is oriented towards the commitment of the University with regard to gender equality by virtue of distinct policy principles including the associated strategies of implementation.

1.3 Guiding Principles

Ho Technical University is guided by the following principles:

1. That the University is an equal opportunity employer;

2. That it is guided by the principle of zero tolerance in terms of sexual harassment;
3. That the principle of gender responsive participatory methods and approaches will guide learning and working environment; and
4. That the University has a role to play and a mandate to bring about social changes which will transform the patriarchal structures that hinder the nation from actualizing its constitutional principles of gender equality and equity.

1.4 Objectives

The main objective of this policy is to establish a clear framework to guide the transformation processes of developing policies, procedures, and practices to ensure equal rights and opportunities for women and men in all spheres of the University.

The specific objectives are to:

1. Facilitate the full development of individual intellectual potentials of men and women;
2. Develop affirmative action strategies to improve the quality of education for women;
3. Provide conducive environment devoid of discrimination, harassment, intimidation, retaliation and humiliation for staff, students and other stakeholders;
4. Ensure the University becomes sensitive to gender issues with regards to students' enrolment and staff recruitment;
5. Enhance gender sensitivity in order to bring out the best in both men and women through research, training, teaching and learning as well as development activities in the University;
6. Enforce the involvement of minority gender in the decision making process of the University;

2.0 LEGAL FRAMEWORK

This Policy draws on the following legal frameworks, disaggregated along international, national and institutional tangents:

2.1 International Framework

2.1.1 The 1948 United Nations Charter and the Universal Declaration on Human Rights

The 1948 United Nations Charter and the Universal Declaration on Human Rights stipulate that rights and freedoms will not be limited by a person's sex and it states that "all human beings are born free and equal in dignity and rights". Particularly, Article 1 states that all human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood. Article 2 also alludes to the fact that everybody is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. Additionally, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it be independent, trust, non-self-governing or under any other limitation of sovereignty.

2.1.2 Convention for the Elimination of all forms of Discrimination against Women (CEDAW)

Article 1 of the Convention for the Elimination of all forms of Discrimination against Women defines discrimination against women as "...any distinction, exclusion or restriction made on the basis of sex

which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field”.

Among other things, the Convention mandates the adoption of measures such as the incorporation of the principle of equality of men and women in a country’s legal system, abolish all discriminatory laws and adopt appropriate ones prohibiting discrimination against women as well as ensure the elimination of all acts of discrimination against women by persons, organisations or enterprises.

2.1.3 The Beijing Platform for Action (BPA)

This platform is indicative of a renewed commitment to the goal of equality, development and peace for all women in the 1995 World Conference on Women. It highlights 12 critical areas that need to be addressed to ensure equality. These critical areas include education and training, decision-making, institutional mechanisms for the advancement of women, violence, health, armed conflict, the economy, human rights, poverty, the girl child, mass media and the environment.

2.1.4 Sustainable Development Goals

Out of the seventeen (17) sustainable development goals (SDGs) that there are, goal five (5) dwells on the achievement of gender equality as well as the empowerment of women and girls. Empowering women and promoting gender equality is critical in relation to speeding up sustainable development. It is worthy of note that among other things, this particular goal target ensures the full and effective participation of women including equal opportunities for leadership at all levels of decision making in political, economic and public life.

2.1.5 International Labour Organisation: C111 – Discrimination (Employment and Occupation) Convention, 1958 (No. 111)

This Convention has provisions which are critically relevant in the context of this Policy. For instance, Article 1 of this Convention states that the terms of employment and occupation include access to vocational training, access to employment and to particular occupations, and terms and conditions of employment. Article 2 also stipulates the need for a party to the Convention to declare and pursue a national policy designed to promote, by methods appropriate to national conditions and practice, equality of opportunity and treatment in respect of employment and occupation, with a view to eliminate any discrimination in the respect thereof.

2.1.6 African Union Gender Policy

The African Union (AU) Policy on Gender concentrates generally on the closure of gender gap(s), while particularly intercepting gender inequalities that have culminated into the feminisation of poverty as well as the disempowerment of women and a host of others. The norms and principles of the empowerment of women, including the value of these principles, constitute the foundation of the notion of modern day rights. The associated AU Gender Policy commitments will serve as a platform for the elimination of the impediments to gender equality on the continent, while guiding gender equality actions for the continent and the implementation of other global commitments on gender including all SDGs, especially SDG 5 and its related targets.

2.2 National Framework

2.2.1 The 1992 Constitution of Ghana

The 1992 Constitution seeks to bridge the inequality gap between men and women in Ghana. Article 17 (1) states that all persons shall be equal before the law and clause (2) states that “a person shall not be discriminated against on the grounds of gender, race, colour, ethnic

origin...” Discernibly, the Constitution seeks to protect the fundamental rights of all citizens, especially women who have been in disadvantaged situations for a very long time.

2.2.2 National Gender Policy

The National Gender Policy aims at mainstreaming gender equality concerns into the development processes of the nation through improvement in the social, legal, civic, political, economic and socio-cultural conditions of Ghanaians, especially women, girls, children, the vulnerable and people with special needs, persons with disability and the marginalised. Contextually, achieving gender equality is reflective of the attainment of human rights including a pre-requisite for sustainable development.

2.2.3 The Labour Act, 2003 (Act 651)

This Act has specific provisions instituted to ensure equal pay for equal work, ‘without distinction of any kind’ (Section 68), and yet gender inclusive. Particularly, the section on the employment of women lays emphasis on night work or overtime by pregnant women; prohibition of the assignment of pregnant women as well as maternity, annual and sick leave. Section 55 provides that:

- (1) Unless with her consent, an employer shall not
 - (a) assign or employ a pregnant woman worker to do any night work between the hours of ten (10) O’clock in the evening and seven (7) O’clock in the morning;
 - (b) engage for overtime a pregnant woman worker or a mother of a child of less than eight (8) months old.
- (2) The pregnant woman worker or the mother may present a written complaint to the National Labour Commission established under section 135 against an employer who contravenes subsection (1).

2.2.4 The Children's Act, 1998 (Act 560)

The Children's Act also addresses issues of discrimination. For instance, Section 3, which is on non-discrimination states that no person shall discriminate against a child on the grounds of gender, race, age, religion, disability, health status, custom, ethnic origin, rural or urban background, birth or other status, socio-economic status or because the child is a refugee. Section 8 dwells on the right to education and well-being. It stipulates that no person shall deprive a child of access to education, immunisation, adequate diet, clothing, shelter, medical attention or any other thing required for her/his development. Section 12 pertains to the protection from exploitative labour and it provides that no person shall subject a child to exploitative labour as provided under section 87 of the Act.

Section 87 espouses the prohibition of exploitative child labour. It further describes labour to be exploitative of a child if it deprives the child of its health, education or development.

In the same vein, Section 88 provides that no person shall engage a child in night work. Here, night work constitutes work between the hours of eight (8) o'clock in the evening and six (6) o'clock in the morning. Also, Section 89 provides that the minimum age for admission of a child to employment shall be fifteen (15) years. Finally, Section 90 states that the minimum age for the engagement of a child in light work shall be thirteen (13) years. It describes light work to constitute work which is not likely to be harmful to the health or development of the child and does not affect the child's attendance at school or the capacity of the child to benefit from school work.

2.3 Institutional Framework

2.3.1 Technical Universities Act, 2016 (Act 922) as amended

This Act was promulgated to oversee transition from Polytechnic education system into Technical University system. On the basis of this, the Act mandates Technical Universities to have a peculiar

composition of the Governing Councils. The governing bodies of Technical Universities are required to have Councils that comprise the following as per Section 5(1) of the Act:

1. A chairperson with expertise or experience in higher education, nominated by the President of the Republic of Ghana;
2. The Vice-Chancellor of the Technical University;
3. three (3) persons nominated by the President **taking into consideration the need for gender balance...**

In pursuant to this, out of the four (4) Government nominees including the Chairperson on the Council of Ho Technical University two (2) are women.

2.3.2 Statutes of Ho Technical University (2018) as amended

Ho Technical University enacted and subsequently amended its Statutes in accordance with the Technical Universities Act, 2016 as amended. Statute 8 (1)(j) mandates Council to ensure the creation of an environment that offers equal opportunities for University members without regard to ethnicity, sex, race religious belief or political affiliation. Additionally, the provisions of the Statutes also adopts gender neutrality principles in its expressions. This is suggestive of an inclusivity dynamic with disregard for gender discrimination in particular.

2.3.3 Ho Technical University Strategic Plan (2017-2022)

The University's Strategic Plan has one of her core values centred on the notion of social inclusiveness, which states the belief in gender equity, people centredness including fair opportunity for all. Under the Strategic direction, the University purports to institute the following gender based measures:

- a. adopt and implement an Affirmative Action Policy;
- b. establish crèche and other facilities in support of nursing mothers with young children who are either staff or faculty or students.

The University has thus, adopted various measures in improving gender balance in its student enrolment and staff recruitment.

3.0 SITUATIONAL ANALYSIS

Ho Technical University which started in 1968 as a technical institute became the premier tertiary institution in the Volta Region in 1993 at the time that gender was not the key issue on the international or national agenda. Since its establishment, the University has functioned in a highly male dominated society, which is biased socially and culturally towards gender roles and the associated sentiments. That notwithstanding, the University tends to be broadly regarded and spoken of in gender-neutral terms in contemporary times, it has often been at best gender blind and at worst, gender insensitive functionally.

The University is committed to gender sensitive working and learning environment. It concentrates on the promotion of gender equality as well as women's empowerment in an academic environment where employees and students, female and male, enjoy equal opportunities, human rights and non-discrimination in all spheres of University life. This commitment will be demonstrated through gender mainstreaming activities in the University including governance, staff recruitment & retention and student enrolment & retention.

This is reflected in the skewed composition of the decision making bodies, systemic inequities and importation of gender stereotyped language and prejudiced socio-cultural orientations and gender biased attitudes. These are acquired through socialisation processes in the University community that is expected to provide academic freedom and empowerment to members.

3.1 Analysis of Gender Gaps

The following are the analysis of gender gaps in the University:

a. Leadership and Governance: Women's participation in Decision-Making

Gender gaps are still persistent in the University's decision-making organs and at all levels of governance. Since the establishment of the University, the administration and governance had been exclusively male dominated regarding the Governing Council, principal and professional officers. The governance body of the University encompasses the University Governing Council, Management and the Academic Board to which for the past years women have been grossly underrepresented.

The pattern is not different with regards to leadership positions namely Deans/Directors and Heads of both academic and administrative units.

The Gender Policy of the University shall be the most critical mechanism for integrating gender into its management structures, programmes and functions. Framework to guide the gender mainstreaming process is provided by the policy, regulations for the integration and enforcement, including actors to track the progress of implementation and ensure compliance.

b. Policies and Policy Formulation

Generally, the policies and policy formulation processes of the University have been gender blind to an extent. Some policies of the University have not incorporated clear principles of gender equality and equity.

c. Staff Recruitment, Promotion and Development

Staff Recruitment, promotion and development are central to human resource functions of the University. However, there is no clear

policy framework or guidelines that seek to ensure that recruitment, promotion and development of staff are gender sensitive. It is evident that over the years gender imbalance is prevalent within the processes. A gender disaggregated data of full time academic and non-teaching staff indicates that there are more men than women.

It is evident that the extent of under representation of women at staff recruitment, promotion and development levels cannot be under estimated. Further, there is specifically a relatively lower level of productivity in research among female faculty. In addition, sexual harassment among staff, cultural practices and inadequate support for women have impeded female progression.

d. Students Enrolment

The enrolment trends for both undergraduate and graduate programmes continue to show gender imbalance. Currently the 2019/2020 statistics are indicative of the fact that women constitutes 34% of the total student population, nonetheless the proportions vary among programmes. In the Faculty of Engineering, for instance, women constituted six percent (6%) of the total enrolment 2019/2020 Academic Year. However, enrolments in the Faculties of Applied Sciences and Technology, Art and Design and the Business School have shown improvement over the years.

e. Prevention of Gender Based Violence and Harassment

Gender based violence and harassment has been identified as a matter of concern in the University. Therefore, the University adopted a zero tolerance policy on gender based violence and harassment and subsequently developed the Anti-Sexual Harassment Policy (2020). The Policy seeks to ensure that the rights, dignity and integrity of individuals are respected and strives to guarantee the safety to all who visit its campus.

f. Gender Affairs Office

Evidentially, the previous discussions are reminiscent of the need for the University to have a Gender Affairs under the Office of the Vice Chancellor with the mandate to ensure gender mainstreaming in legislation, policies and programme development and implementation at all levels in the University. The Vice Chancellor's office is to ensure that the Gender Affairs Office is featured prominently in planning, budgeting and implementation processes of the University while enhancing the visibility of its engendered committees.

4.0 PRIORITY AREAS OF ACTION

4.1 Human Resource Management

Gender mainstreaming will be actively enforced across all human resource management activities of the University. The University shall institute gender-responsive staff recruitment, training, scholarship and promotion measures.

4.1.1 Strategies

1. The University shall not deny a person of employment opportunity based on gender.
2. A qualified employee of either gender shall be entitled to the same terms and conditions of employment, compensation, privileges, benefits, incentives, etc.
3. The University will reserve at least 30% of all positions in employment for either gender provided they meet the requisite qualification criteria.
4. The University will ensure that the working environment is conducive, gender sensitive as well as gender responsive.
5. Ensure that the University has gender-responsive staff recruitment, training, scholarship, promotion and recognition guidelines and procedures for both academic and administrative female staff.
6. Consider career gaps for women on maternity leave as well as women/men with multiple responsibilities.
7. Establish gender disaggregated data showing the actual number of employees at all levels in order to provide equal opportunity in staff recruitment, development and training.

8. Ensure equitable distribution of resources, benefits and opportunities.

4.2 Students' Enrolment

All students shall enjoy equal rights, opportunities and privileges and have access to information and resources to facilitate learning in the University.

4.2.1 Strategies

1. The University shall not deny a person of admission to study any programme of choice based on gender.
2. The University will attain gender balance in student admissions especially in the Technical, Engineering and Mathematics programmes through affirmative action.
3. Establish and appoint specialised gender desk officers/ advisors in each School/Faculty who will facilitate and ensure that gender perspectives and attention are central to all activities.
4. Organise training programmes and fora on gender issues for all members of the University community.
5. Design and implement female mentorship programmes and scholarship schemes for students.
6. Recognise and award successful female students in each School/Faculty to serve as role models and to motivate others.
7. Develop mechanisms for hiring more female academic staff who can serve as role models for female students.

4.3. Leadership and Governance

Proactive measures shall be instituted by the University to enhance women participation in leadership, guidance and decision-making processes through recruitment, promotion and retention.

4.3.1 Strategies

1. Put in place clear gender equitable operational procedures when searching and appointing individuals for leadership positions and decision making organs.
2. Design and implement programmes that ensure equal opportunities and affirmative action for females and males.
3. Design and implement a gender-responsive cross generational leadership and mentoring programme, particularly for young female staff in the science disciplines.
4. Establish and implement programmes with adequate facilities and resources to support the multiple roles of University staff, including career, studies and care-giving roles.
5. Review the current system of representation to all governing bodies and devise a mechanism to ensure that it alternates between males and females in constituencies where there is an odd number (e.g., one representative) and 50/50 for those with even numbers.

4.4 Gender Affairs Office

The University shall establish a Gender Affairs Office reporting directly to the Vice-Chancellor in order to enhance its capacity to facilitate and monitor the implementation of the Gender Policy at all levels and units of the University.

4.4.1 Strategies

1. Establish and mainstream gender within the policies and programme of the University;
2. Promote and support the equal participation of men and women in decision-making at all levels within the University.
3. Promote the gender equality and the human rights of men and

women and assist in the elimination of all forms of discrimination against women and men within the University.

4.5 Gender Based Violence, Harassment and Discrimination

The University shall take steps to prevent and deal with gender based violence and harassment among students and staff.

4.5.1 Strategies

1. Implement and enforce HTU Anti-Sexual Harassment Policy (2020).
2. Sensitise staff and students on discrimination, gender-based violence and harassment.
3. Conduct research on gender – based violence and all forms of harassment.
4. Provide funding for campaigns on prevention and combating gender based violence and harassment in the University.
5. Ensure a safe learning and working environment free from discrimination, intimidation and harassment.
6. Make provision for clear processes of enquiry, procedures for dealing with complaints of discrimination, intimidation and harassment.

5.0 THEMATIC AREAS AND STRATEGIES

To achieve the objectives of the Policy, six (6) major areas of concern have been identified. Significantly, for each major area, some relevant strategies have been formulated to address the concerns.

5.1 Thematic Area One: Staff Recruitment

The University will be committed to affirmative action on staff recruitment to promote gender balance.

5.1.1 Policy objective

The Policy objective in this context is to increase the proportion of female employees in all categories of staff recruitment to at least 40% within the next five (5) years, especially female academic staff.

5.1.2 Strategies

- a. The University shall give preference to a particular gender during recruitment of staff based on existing gender ratio.
- b. The University shall make conscious efforts to appoint qualified females into decision making positions in the University.
- c. The University will promote fair representation of both women and men on all boards and committees.
- d. The University shall provide a mentoring scheme for women in identified need areas.

5.2 Thematic Area Two: Student Enrolment

Achieving gender balance in student enrolment is one of the major focus of the University especially in the Engineering and Applied Sciences programmes of study.

5.2.1 Policy Objective

To ensure gender balance especially in the Engineering and Applied Sciences programmes of study.

5.2.2 Strategies

- a. The University shall adopt affirmative measures to increase student numbers in disciplines where numbers in a particular gender are appreciably low.
- b. Award of scholarships in the University shall be gender responsive.

5.3 Thematic Area Three: Programme Curriculum

The University shall ensure gender issues are addressed in course contents and course materials.

5.3.1 Policy Objective

To ensure all curricula of the University are gender sensitive.

5.3.2 Strategies

- a. Promote a gender sensitive environment for teaching, learning processes and classroom management.
- b. Review and develop courses with gender issues in mind.

5.4 Thematic Area Four: Organisational Culture

The University shall be committed to building and ensuring a gender responsive organisational culture that promotes gender equality including the empowerment of women.

5.4.1 Policy Objective

To promote and enforce a gender-responsive organisational culture that has the prowess to eliminate patriarchal-based inequities in all facets and activities of the University.

5.4.2 Strategies

- a. Develop and implement policy guidelines on the use of gender inclusive language throughout the University.
- b. Review and update all existing University policies, forms and procedures to eliminate gender biased language and the attendant conducts.
- c. Organise regular gender awareness orientation programmes for members of the University and governing bodies.

5.5 Thematic Area Five: Gender Equality Networks and Partnerships

The University shall be committed to creating and supporting gender equality networks and partnerships for purposes of the development of gender equality advocacy and activism within and outside the University.

5.5.1 Policy Objective

The University will promote and support of gender equality networks and partnerships in order to develop gender equality advocacy and activism within and outside the University.

5.5.2 Strategies

- a. Develop and disseminate guidelines on outreach programmes at the regional, national and international levels.
- b. Inspire and support the participation of University staff and students in national, regional and international conferences and other forums that enhance knowledge sharing on gender issues.

5.6. Thematic Area Six: Gender- Responsive Research Environment

The University shall embrace a gender-responsive research environment to improve the understanding of national and international development issues.

5.6.1 Policy Objective

To embrace a gender-responsive research environment that improves the understanding of national and international development issues.

5.6.2 Strategies

- a. Design and carry out a gender-focused research.
- b. Develop guidelines to ensure that gender analysis is integrated into research processes and innovations.
- c. Design and implement an affirmative action programme that motivates participation of female academics, with specific budget allocations for research in view of their multiple roles in society.
- d. Expand dissemination outlets of international standards for gender-focused research and publications.

6.0 ROADMAP TO IMPLEMENTATION

To ensure successful implementation of this policy, rules and regulation shall be enacted. The University community and all stakeholders have a responsibility to adhere to these regulations. The Gender Affairs Office shall oversee the implementation of the Policy.

6.1 The Role of Different Stakeholders within the University

6.1.1 The Governing Council

The University Council shall provide mechanisms for the implementation of this policy by ensuring that the institution fulfils its legal and fiscal responsibilities towards the promotion of gender mainstreaming. In pursuance of this, the Council shall receive annual progress report on the implementation, monitoring and evaluation of the Policy.

6.1.2 The Vice-Chancellor

The Vice-Chancellor has the ultimate responsibility and shall provide leadership for the implementation of this Policy. On the basis of this, the Vice-Chancellor shall:

- a. on approval by the Council, establish a Gender Affairs Office that will be responsible for the implementation of the Policy.
- b. ensure the implementation of Gender Policy across offices, colleges, schools, faculties, departments, centres and directorates in the University through the Gender Affairs Office.

- c. provide the necessary resources to ensure the effective implementation of the policy.
- d. ensure periodic review of the Policy to address the changing needs of the University where necessary.

6.1.3 Deans, Directors and Departmental/ Sectional/ Unit Heads

These stakeholders shall be responsible for the effective and efficient day-to-day implementation of the Policy, while ensuring that all members of their respective colleges /institutes/ faculties/ departments/ section/ units are aware of their respective responsibilities and taking action against members who breach the Policy.

6.1.4 Staff

It is mandatory for all staff to play their requisite roles in the promotion of the Gender Policy, and in the creation and maintenance of a conducive environment, which fosters zero tolerance for harassment and discrimination by observing this policy. All academic staff should promote an inclusive research and learning environment.

6.1.5 Students

The Student Handbook and Code of Conduct for Staff will be a source of information and advice to students. It is mandatory for all students to play their requisite roles in the promotion of the Gender Policy.

6.1.6 Partners, Service providers and Visitors

All partners, associates, contractors, professionals, statutory and accredited bodies, and any other person who provides services to the University shall comply with the requirements of

the Policy.

6.1.7 Guidance and Counselling Office

The Counselling Office will be adequately resourced in aid of the implementation of this policy through exercising consultative functions as well as providing support and advice to victims. The Office will assist in the creation of a confidential environment that will stimulate the development of the Policy.

6.1.8 The Gender Affairs Office

The Office shall work with University bodies, colleges, faculties, departments, directorates, sections and units to ensure an effective implementation of this Policy.

In particular it shall:

1. Support senior members of the University in exhibiting leadership with regard to gender equality and diversity issues.
2. Facilitate central consultation with specific groups of staff and students.
3. Provide the monitoring of key strategic issues and draft publications for approval by the relevant bodies as appropriate.
4. Formulate guidelines on gender equality and mainstreaming.
5. Initiate review the Policy.
6. Conduct a survey on gender representation at various departments.
7. Sensitise and create awareness on gender issues.
8. Plan and budget for gender mainstreaming programmes.

9. Solicit for funds both internally and externally to support its activities.
10. Monitor and evaluate gender programmes and activities.
11. Develop a manual to operationalise the Policy.
12. Ensure enforcement of the Anti-Sexual Harassment Policy.

6.2 Monitoring and Evaluation

The Gender Affairs Office will conduct periodic monitoring and evaluation of the Policy to ensure its efficient and effective implementation. Performance monitoring and evaluation tools will be developed to this effect to include gender responsive indicators.

The Office will ensure that gender relevant data in the University is updated annually. It has the mandate to monitor both staff and students and evaluate their level of satisfaction with the services provided. This Policy and the associated annual progress reports to be developed will be published on the University's website. In addition to formal publicity via committee discussions, outcomes and continuing work will be disseminated through publications, internet as well as promotional materials.

6.3 Breach of the Policy

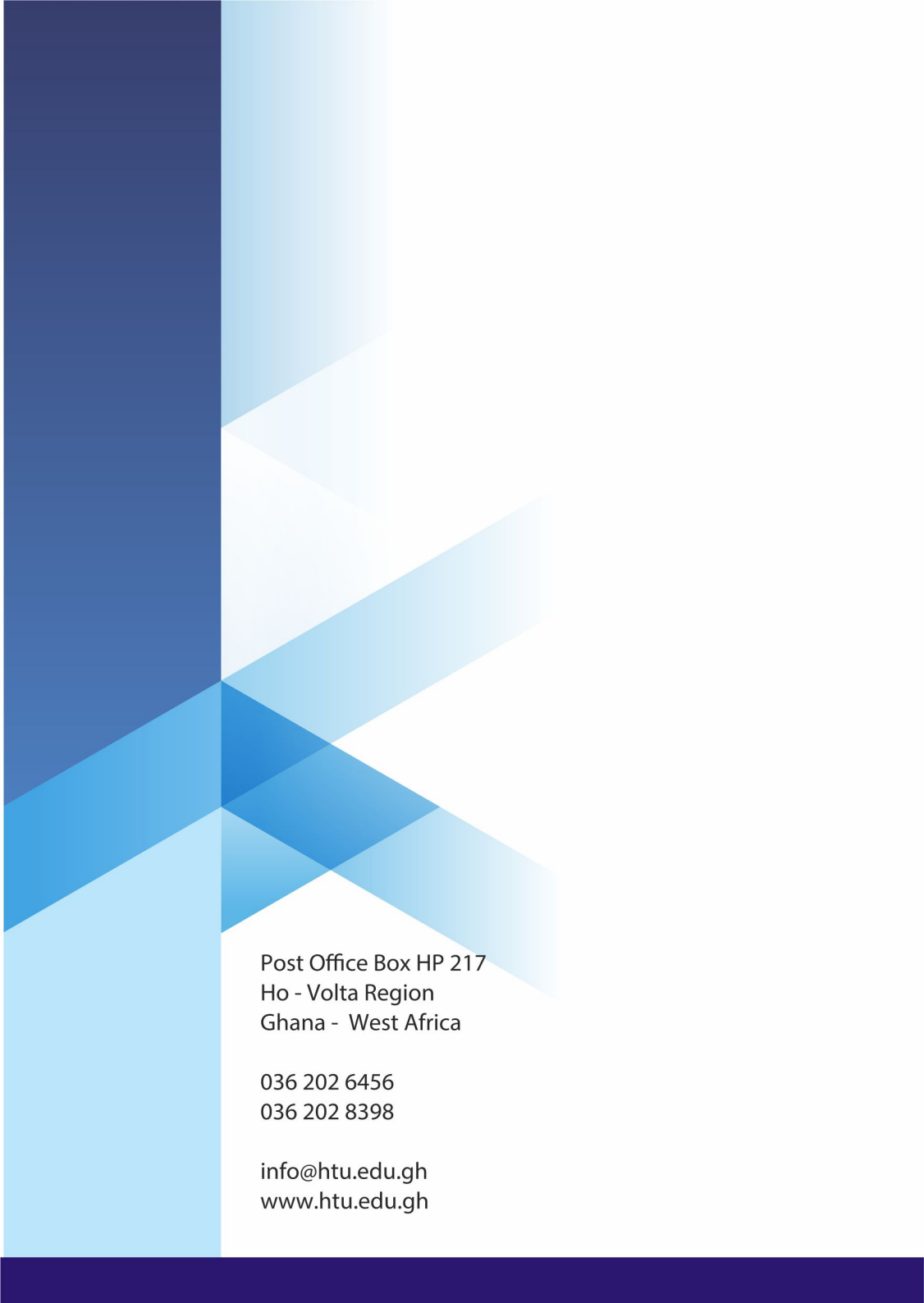
The University's disciplinary proceedings may be initiated against any staff or student who breaches the Policy in accordance with the Statutes of the University, Code of Conduct for Staff, Handbook for Students and such other policies, rules and regulations of the University. Any other person who has a responsibility for ensuring compliance with the Policy, and contravenes any of the rules will be subjected to appropriate disciplinary actions by the relevant authority.

6.4 Preventive Measures

The University will embark on education, sensitisation and awareness creation on gender issues through advocacy, conferences, workshops and seminars in order to prevent gender inequality.

6.5 Policy Review

This Policy will be reviewed periodically based on emerging trends and issues on gender mainstreaming.



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