UENR | UNIVERSITY OF ENERGY AND NATURAL RESOURCES



GENDER POLICY

UENR Policy **007**

UENR University of Energy and Natural Resources

GENDER POLICY

UENR POLICY 007

© 2025 QAAPD-UENR

All rights reserved.

No part of this document may be copied, duplicated, archived, or shared in any format or by any method, including printing, scanning, recording, or digital transmission, without prior written authorization from the University of Energy and Natural Resources. This document has been prepared in accordance with recognized international standards for policy development and information management.

Quality Assurance and Academic Planning Directorate (QAAPD)
Office of the Vice-Chancellor
University of Energy and Natural Resources
UENR-Sunyani
P.O. Box 214, Sunyani -Ghana

Email: qapu@uenr.edu.gh

Layout and Cover Design by:
Emmanuel Appiah, University Relations Office (URO)

FOREWORD

The University of Energy and Natural Resources (UENR) sees gender equality as vital to development and best practices. This Policy, based on the 1992 Constitution and the National Gender Policy, aims to institutionalise gender equality across university operations. To correct disparities in staff and student representation, the Policy promotes affirmative action and integrates gender considerations into all procedures. It covers governance, admissions, recruitment, promotion, and prevention of gender-based violence.

The Policy seeks equal participation and representation, removes barriers, and builds an inclusive environment. UENR pledges a safe, non-discriminatory community and details strategies for gender responsiveness. The Policy affirms gender equality as a human right and supports Sustainable Development Goals, especially SDG 5.

UENR will pursue gender-balanced recruitment, training, and promotion, ensuring equal opportunities. A Gender Mainstreaming Unit will embed these goals into policies to create an inclusive, equitable university community. I am confident the Gender Policy will fulfil its mandate.

Prof. Elvis Asare-Bediako
Vice-Chancellor
University of Energy and Natural Resources
2025

ACKNOWLEDGEMENT

The Quality Assurance and Academic Planning Directorate thanks the Deans, Directors, Heads of Department, faculty representatives, and administrative staff who shared insights during the revision and restructuring of this policy. Their contributions shaped a comprehensive and practical framework aligned with international standards on gender responsive policy.'

Prof. (Mrs.) Mercy A. A. Derkyi
Director, QAAPD
2025

1	**Policy Title**	Gender Policy
2	**Policy Number**	UENR Policy 007
3	**Author / Owner Department**	Office of Registrar
4	**Approval Authority**	Governing Council
5	**Date Approved**	May 2024
6	**Effective Date**	November 2025
7	**Review Date**	2030
8	**Version Number / Revision History**	Version.1
9	**Related Policies / Documents**	Student Handbook, Anti-Sexual Harassment Policy, Occupational Health and Safety Policy, Strategic Plan, HR Policy

CONTENTS

1.0 INTRODUCTION **1**
1.1 Background 1
1.2 Aim and Objectives of the Gender Policy 2
1.2.1 The Aim of the Policy 2
1.2.2 Objectives of the Gender Policy 2
1.3 Definition of Operational Terms 4
1.4 Rationale 5
1.4.1 Gender Responsiveness 6
1.4.2 Human Rights 6
1.4.3 Precondition for Sustainable Development Goals (SDGs) 6
1.4.4 Measure for Institutional Advancement 6
2.0 GENDER POLICY VISION, MISSION, PRINCIPLES AND ETHICS **7**
2.1 Vision 7
2.2 Mission 7
2.3 Guiding Principle of the Policy 7
2.5 Gender Ethics of The Policy 7
3.0 KEY AREAS OF THE POLICY **9**
3.1 Students' Enrolment Procedures 9
3.2 Human Resource Management 10
3.3 Staff Development: Recruitment, Training, Promotion, and Scholarship for Further Studies 10
3.4 Leadership and Governance 11
3.5 Establishment of Centre for Gender and Policy Studies (CGPS) 11
3.6 Anti-Sexual Harassment Committee (ASHC) 12
3.7 Deterrence and Opposing Gender Based Violence and Harassment 12
4.0 THEMATIC AREAS OF GENDER AND THEIR STRATEGIES **14**
4.1 Enrolment of Students 14
4.1.1 Policy objective 14
4.1.2 Strategies 14
4.2 Staff Recruitment 14
4.2.1 Policy objective 14
4.2.2 Strategies 15
4.3 Prevention of Discrimination and Harassment 15
4.3.1 Policy objective 15
4.3.2 Strategies 15
4.4 UENR Culture 16
4.4.1 Policy Objective 16
4.4.2 Strategies 16
4.5 Sensitive Language Relating to Gender 17
4.5.1 Policy objective 17
4.5.2 Strategies 17
4.6 Attainment of (SDG 5) Gender Equality 18
4.7 Students And Staff Involvement 18
4. 7.1 Policy objective 18

4. 7.2 Strategies 18
4.8 Gender-Perspectives in Research Environment 19
4.8.1 Policy objective 19
4.8.2 Strategies 19
4.9 Gender Data on Staff and Students 20
4.9.1 Policy objective 20
4.9.2 Strategies 20
5.0 IMPLEMENTATION OF GENDER POLICY 22
5.1 Responsibilities 21
5.1.1 The University Council 21
5.1.2 The Vice-Chancellor 21
5.1.3 Pro-Vice Chancellor, Registrar. Deans, Directors and Heads of Institutes, Departments, Centres, Sections and Units 22
5.1.4 Staff and Students 22
5.1.5 Partners, Service Providers and Visitors 22
5.1.6 The Gender Mainstreaming Unit 22
5.1.6 UENR Gender Mainstreaming Committee (UGMC) 23
5.1.7 UENR Technical Working Groups/Sub Committees 23
6.0 MONITORING AND EVALUATION 25
6.1 Breach of Policy 25
6.2 Preventive Measures 26
7.1 Version control and change History 29
7.2 Policy Review 29

1.0 INTRODUCTION

1.1 Background

The University of Energy and Natural Resources' (UENR) Gender Policy emphasises the importance of gender equality in national development. It calls for inclusive measures to address educational and socioeconomic disparities, particularly for women and persons with disabilities. The Policy aligns with global development strategies, legislations, and policies. These recognise gender equity as essential for improved health, living standards, and democratic governance.

First, the policy grounds itself in the legal framework of the 1992 Constitution of Ghana, which provides a solid foundation for affirmative action. Article 17 of the Constitution states that every person is equal before the law and prohibits discrimination on various grounds, including gender. The constitution further states that a person shall not be discriminated against on grounds of gender, race, colour, ethnic origin, religion, creed or social or economic status. Second, the National Gender Policy of 2015 seeks to mainstream gender equality across all sectors, viewing it as the achievement of human rights and a foundation for sustainable development. In the global arena, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) stands as one of the most influential international treaties encouraging women to overcome obstacles created by gender discrimination. Enforced in 1981, the document adopted by the United Nations General Assembly in 1979, remains a source of hope and empowerment for women across the world.

The 2030 Agenda for Sustainable Development strongly advocates for the empowerment of women and girls. The Sustainable Development Goal 5 seeks to empower women and girls and eliminate gender inequality. This agenda, adopted in 2015, aims to end violence, sexual exploitation, abuse, and unpaid work in the home. It also seeks to remove structural and cultural barriers that prevent women and girls from achieving their full potential. SDG 5 aims to eliminate all forms of discrimination. This includes restrictions on access to health care and education, unequal pay, and limited access to employment. Furthermore, it aims to eliminate all forms of violence against girls and women in public and private institutions. This includes human trafficking, sexual harassment, coercion, and violence resulting from early and forced marriages. It pursues economic empowerment through equal rights to access and acquire ownership of

resources. SDG 5 also seeks to increase the use of enabling technology, especially ICT tools.

Similarly, the Beijing Platform for Action serves as a global framework, adopted at the Fourth World Conference on Women in 1995, that recognises women's rights as human rights. It demands equal access to education, provides for universal health services, and aims to eradicate violence against women. The Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, also known as the Maputo Protocol, advances women's rights in Africa. The African Union adopted the protocol in 2003, bringing it into effect in 2005. This protocol expands on the African Charter on Human and Peoples' Rights and addresses systems of oppression and discrimination that women in Africa face.

Guided by the above, the University commits to a gender-responsive environment that promotes equality, diversity, and zero tolerance for discrimination and gender-based violence. By adopting this Policy, the University shows its commitment to gender equality and to a culture of inclusivity and respect for all, regardless of gender.

1.2 Aim and Objectives of the Gender Policy

The Policy provides a framework for creating a gender-equitable environment that engages all genders in key decision-making areas. It values diverse perspectives and leverages the skills and knowledge of all members to achieve its goals.

1.2.1 The Aim of the Policy

The aim is to increase productivity for the benefit of the University. The Policy ensures gender mainstreaming in all University programs for staff and students.

1.2.2 Objectives of the Gender Policy

Main Objective

The Gender Policy aims to foster an unbiased University environment

free from discrimination, enabling all staff and students to realise their potential regardless of sex, race, or socio-cultural background. It also seeks to uphold fundamental human rights and improve the health, socio-cultural, economic, and political well-being of the University community, contributing to the institution's overall progress.

Specific Objectives of the Policy

The specific objectives are to:

1. **Create an inclusive and respectful environment**
   The Policy aims to create a university environment where everyone is respected, regardless of race, ethnicity, sexual orientation, age, religion, or abilities. It ensures that staff and students can learn and work free from discrimination, harassment, and intimidation.
2. **Promote gender equity**
   The University is committed to addressing gender imbalances in student enrollment, staff recruitment, and employment. This ensures equal opportunities for all to participate and contribute to the University's growth and development.
3. **Ensure gender-sensitive practices**
   The Policy promotes the development and implementation of gender-sensitive practices, including gender awareness, empowerment, collaboration, accountability, and inclusive language, across research, training, teaching, and professional development.
4. **Empower decision-making**
   The University recognises the importance of including minority genders in decision-making, ensuring access to information, encouraging critical thinking, developing problem-solving skills, and supporting self-advocacy. This approach fosters shared ownership and collective responsibility.
5. **Advance women's education**
   The Policy recognises affirmative action as a strategy to improve the quality and equal access of education for women, including mentorship programs, scholarships, financial assistance, and a safe, inclusive learning environment. This ensures equal opportunities for development and advancement for all members of the university community.
6. **Protect human rights**
   The University is committed to protecting the fundamental human

rights of all members, in accordance with Article 12 of the 1992 Constitution of Ghana and global protocols.

1.3 Definition of Operational Terms

Affirmative action:	refers to a strategy aimed at ensuring equal representation of specific groups in various facets of national life, with key emphasis on education and employment. Its purpose is to respond to discrimination and prejudice against sections of the community, with special focus on women.
Diversity:	refers to the admission and recognition of different groups, cultures, identities, experiences, and unique perspectives within the University Community.
Equal Opportunity:	refers to the principle that both males and females have an equal chance to reach their full potential in social and academic endeavours by ensuring a fair playing environment for all.
Gender:	refers to socially constructed roles, behaviour, and expectations associated with being male or female. The social characteristics and opportunities associated with being male and female, and the relationship between women and men, or girls and boys
Gender parity:	The principle that both males and females must be accorded equal opportunities, value, interest, responsibilities, and rights for their survival in the university environment.
Gender equity:	The process of eliminating all forms of inequalities placed on both males and females.
Gender gap:	The disparity that exists among males and females in accessing resources available, such as education, health, services or power.
Gender roles:	Socially constructed expectations around what is considered appropriate behaviour for men and women.
Gender Mainstreaming	refers to the strategy or approach of integrating gender perspectives into all policies and programs.
Gender neutral	This refers to a process that generates a sense of belonging for individuals of all genders.
Gender sensitive:	Acknowledging the social, cultural and economic differences between individuals based on their gender, and to promote equality and inclusiveness where everyone, irrespective of their gender, can thrive and reach their full potential.

Gender stereotypes	Refers to holding inaccurate beliefs and assumptions about what is considered desirable for men and women based on their gender.
Junior Member:	Persons in statu pupillari enrolled for the time being in the University, whether in a campus-based or distance education programme.
Junior Staff:	Members of staff below the rank of Administrative Assistant or its equivalent.
LGBTQQIP2SAA:	Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex,
	Pansexual, Two-Spirited, Androgynous and Asexual
Senior Staff	Members of staff not below the rank of Administrative Assistant or its equivalent.
Senior Member	Academic, administrative, and professional employees who, by appointment, become members of the conference.
Staff	Persons in the employment of the University.
UENR	University: University of Energy and Natural Resources, established by an Act of Parliament, 2011 (Act 830).

1.4 Rationale

Education is a fundamental tool for the sustainable development of every country. The educational sector, like all sectors, can perpetuate gender injustice if not properly monitored. Gender equality is essential for sustainable development, ensuring everyone in society is treated with respect and dignity and given equal opportunities to realise their potential. Advancing the discourse of gender equality, especially in the educational space, is vital for the socio-cultural development of every country. UENR, as a secular institution, recognises the importance of considering the interests of both genders and their social identities in all its programmes. This goal can be achieved through a framework of outlining strategies and guidelines for gender initiatives within the University. The gender policy guides the institution in creating a conducive working and learning environment, devoid of all forms of discrimination against staff, non-staff, and students.

Below are key specific rationales

1.4.1 Gender Responsiveness

This Gender Policy outlines the University's stance on gender issues within its core mandate. It provides guidelines for addressing and responding to gender issues as they arise, demonstrating UENR's commitment to gender planning, the promotion of gender justice, and the management and prevention of gender violence, discrimination, and injustice. The Policy also commits the University to allocate both human and financial resources to advocate for gender justice efforts to ensure inclusivity.

1.4.2 Human Rights

Achieving gender equity and equality is essential from a human rights perspective. UENR recognises the rights of all its members, regardless of their gender. The Gender Policy will institutionalise the rights, responsibilities, and duties of everyone in the University community.

1.4.3 Precondition for Sustainable Development Goals (SDGs)

Gender equality is crucial for sustainable development, ensuring every member of society is treated with respect and dignity and given equal opportunities to reach their full potential. As one of the leading higher educational institutions in Ghana, UENR plays a vital role in supporting Sustainable Development Goal (5) by eliminating social and structural barriers that hinder women's full participation in higher education.

1.4.4 Measure for Institutional Advancement

Gender equality is a key indicator for the quality, efficiency, and effectiveness of academic advancement of any institution. This Gender Policy provides an institutional framework for gender-related actions at all levels of human institutions, facilitating initiatives that promote gender justice and equity in the University environment.

CHAPTER TWO:

2.0 GENDER POLICY VISION, MISSION, PRINCIPLES AND ETHICS

2.1 Vision

This Gender Policy guides UENR in addressing gender disparities within its community. It establishes structures to promote gender equality among staff and students, ensuring fair and active participation in decision-making. The Policy affirms the University's commitment to gender equality in staffing, training, student enrollment, and equal opportunities in teaching, learning, and research.

2.2 Mission

The mission of this Policy is to eliminate all forms of gender-based discrimination and inequality, and to foster an inclusive environment in which all members of the University community can thrive, regardless of gender identity or orientation.

2.3 Guiding Principle of the Policy

The Policy is based on principles of equality for all, regardless of race, sex, ethnicity, social background, religion, or creed. This is preserved in the 1992 Constitution of Ghana and other international protocols. These include the UN Charter of 1945, Universal Declaration of Human Rights of 1948, International Convention on Economic, Social and Cultural Rights of 1966, and CEDAW of 1979.

2. Gender Ethics of The Policy

The University upholds the following values as fundamental to achieving gender equality.

1. Every individual within the university community must have equal opportunities, rights and treatment for participation and decision-making processes regardless of socio-cultural orientation.
2. Independence of thought and public expression without discrimination

3. Protection of individuals from gender related violence and harassment
4. Creating an environmentally friendly climate that will address the diverse needs of all genders
5. Holding individuals and institutions accountable for ensuring gender equality and preventing gender-based discrimination within the university environment.
6. Every member of the university community must have the freedom to contribute and participate in the knowledge economy of the University.

CHAPTER THREE:

3.0 KEY AREAS OF THE POLICY

The key areas of the gender policy include:

3.1 Students' Enrolment Procedures

To achieve gender balance in student admissions, particularly in Natural Resources and Energy, Science, Technology, Engineering and Mathematics (STEM) and Entrepreneurship, the University will implement Affirmative Action as a strategy to ensure gender responsiveness in the University enrolment through the following actions:

1. Enforce Affirmative Action by introducing a 40% quota system for qualified female applicants to enhance their access to programmes at UENR through gender-responsive measures.
2. Establish support for brilliant but financially disadvantaged female/male students.
3. Appoint specialised gender desk officers/advisors in each department of the University. These advisors will collaborate with the Gender Mainstreaming Unit to ensure gender equality as a focal point in all activities, including policy development, research, advocacy, legislation, resource allocation, planning, implementation, and program monitoring.
4. Organise capacity-building programs, seminars, symposiums and conferences in collaboration with the Centre for Climate Change and Gender Studies and the proposed Gender Centre on gender issues for the entire University community to promote gender awareness and sensitivity.
5. Implement mentorship programs and scholarship schemes for female /male undergraduate and graduate students to empower them.
6. Recognise and award successful female students to inspire others and improve role modelling within the faculties of the University.
7. Collaborate with the University Administration to allocate substantial resources to address gender-based needs for students.
8. Additionally, the University will ensure that all students have equal access to rights, opportunities, privileges, information, and resources to support their academic growth.
9. Furthermore, admission to any program or employment at the University will not be denied based on gender.

3.2 Human Resource Management

1. The University aims to promote gender balance in its recruitment, training, and development practices for various positions.
2. It will strive to reserve 30% of employment opportunities for women who meet the necessary criteria, have the requisite qualifications and are willing to work.
3. Access to medical facilities will be provided for all staff and students, notwithstanding their socio-cultural background, race, religion, ethnicity, etc.
4. Employees of the University will receive equal terms and conditions for employment, including identical compensation, benefits, and allowances without discrimination.
5. Lastly, the University will create a Gender Desk where students and staff will be free to go and seek support on gender-related issues that affect their lives.

3.3 Staff Development: Recruitment, Training, Promotion, and Scholarship for Further Studies

The University will implement measures that are gender responsive in the recruitment, training, scholarship, and promotion of its staff.

1. Develop strategies for recruiting more female academic staff with a key mandate to inspire female students to also climb the academic ladder.
2. Develop and apply guidelines and procedures that are gender responsive in the recruitment, training, scholarship, promotion, and recognition of both academic and administrative female staff members.
3. Take into account career gaps due to maternity leave and the multiple responsibilities faced by women and men, and provide flexible work engagements to support work-life balance.
4. Establish a transparent scholarship criterion to support women in their academic pursuits, especially in the field of Natural Resources, Energy, STEM and related disciplines.
5. Mentorship schemes will be instituted to provide guidance and counselling services to female /Male employees of the University to enrich their competence in their field of work.

3.4 Leadership and Governance

The University will actively provide equal opportunities for men and women in enhancing the leadership and governance system through the following:

1. Develop and implement gender-sensitive and responsive human resource policies.
2. Establish and support programs with adequate facilities and resources to assist University staff in balancing career, studies, and caregiving roles.
3. Create and run gender-responsive cross-generational leadership and mentoring programs, especially for young female staff in science and engineering disciplines.
4. Design and implement programs that ensure equal opportunities for all members of the University community.
5. Implementation of the Affirmative Action policy to ensure equity and equal representation

3.5 Establishment of Centre for Gender and Policy Studies (CGPS)

The Centre for Gender and Policy Studies (CGPS) will be a research and advocacy body that will focus on addressing social, economic, and political imbalances in the University community. The Centre will serve as a platform where information on women and human rights issues will be attained as part of attempts to integrate women's concerns and perspectives into mainstream programs, projects and policies in addressing social and developmental issues. To strengthen its ability to facilitate and monitor the implementation of the Gender Policy across all levels and units, the University will institute the Gender Mainstreaming Unit under the Quality Assurance and Academic Planning Directorate (QAAPD), which will report directly to the Vice-Chancellor. Some key actions include:

1. Integrate gender considerations into the University's policies and programs, and extend support for similar integration in related institutions.
2. Encourage and ensure equal participation of men and women in decision-making processes at all levels within the University.
3. Promote gender equality and the human rights of both men and women, working towards eliminating all forms of discrimination within the University community.

4. Develop a student leadership program for both male and female students to serve as role models and mentors in some selected primary and secondary schools.
5. Hold an annual conference through the Gender Mainstreaming Unit to assess and monitor the implementation of the Gender Policy.

3.6 Anti-Sexual Harassment Committee (ASHC)

All matters and complaints related to sexual harassment, either by staff members or students, received by the Centre for Gender and Policy Studies (CGPS) shall be referred to the Anti-Sexual Harassment Committee (ASHS). The committee shall have a membership of nine (9) and be composed of the following members:

(1). Chair (elected by the academic board)
(2) Registrar
(3) Legal counsel of the University
(4) Two representatives from the CGPS
(5) Two representatives of Convocation (one should be a non-teaching staff member)
(6). Two student representatives (the president of the Student Representative Council) and the president of the Graduate Students' Association of Ghana [See Anti-Sexual Harassment Policy -UENR 006]

3.7 Deterrence and Opposing Gender Based Violence and Harassment

The University is committed to ensuring that steps are taken to prevent gender-related violence and harassment and to discipline individuals who violate the rights of others. Some strategies to be employed are:

1. Organise seminars, forums, workshops, and symposiums to inform, educate, and sensitise staff and students on the negative effects of gender-based violence and harassment.
2. Ensure that staff and students are well equipped with the necessary skills and relevant knowledge to deal with gender-based violence and harassment holistically.
3. Encourage staff and students to conduct research, teach and provide training on gender-based violence and all forms of

harassment.

4. Ensure efficient and effective utilisation of resources allocated for the organisation of programs.
5. Empower staff and students to resist and report all cases of gender-based violence and harassment.

CHAPTER FOUR:
4.0 THEMATIC AREAS OF GENDER AND THEIR STRATEGIES

To promote gender equality and equity, nine thematic areas have been developed to ensure gender is mainstreamed in all university activities.

4.1 Enrolment of Students

The University of Energy and Natural Resources (UENR) is committed to achieving equity and equal representation in the enrollment of students at all departments and faculties.

4.1.1 Policy Objective

To increase the equitable admission of students (both male and female) in the University

4.1.2 Strategies

1. In the award of scholarships, the University shall ensure equal opportunities for all students, regardless of gender, sex, or gender identity, to have access to financial aid.
2. The use of gender-neutral language in admission materials will be encouraged. In designated disciplines or fields where statistics for a particular gender are exceptionally low and unacceptable, appropriate concessionary measures will be adopted by the University.

4.2 Staff Recruitment

The University will be committed to the achievement of gender equity with respect to staff recruitment and employment. This includes considering gender diversity in the appointment procedure to attain a well-balanced and comprehensive labour force.

4.2.1 Policy Objective

To increase the percentage of female (or Male) senior members' recruitment to a minimum (at least) 30% within the next five years.

4.2.2 Strategies

1. Preference shall be given by the University to women applicants in the recruitment process where both sexes perform equally. Conversely, in departments where the ratio is already weighted in favour of women, men will be considered.
2. Women shall have a fair representation on interview panels in the recruitment process.
3. Qualified and competent women shall be searched to fill vacant academic and administrative positions in Colleges, Faculties, Schools, Departments, Sections, Institutes, Centres, and Units.
4. The University is committed to ensuring fair representation of both women and men on all committees and boards, using the quota system of about 30%
5. Encourage women to take up higher levels of responsibility.
6. The University shall ensure flexible work arrangements to support work-life balance.

3.0 Prevention of Discrimination and Harassment

The University will be committed to upholding the rights, dignity and respect of all persons and promote zero tolerance of all forms of discrimination, harassment, bullying, hate speech, crimes and gender-based violence. This is well illustrated in the University's Anti-Sexual Harassment Policy 2024-UENR 006.

3.1 Policy Objective

To ensure protection against discrimination and to strictly prohibit any type or form of harassment.

3.2 Strategies

1. The University shall develop policy guidelines that ensure practical ways of dealing with discrimination and all forms of harassment, bullying and hate crimes.
2. The University shall provide a safe learning, working and living environment that is free from (devoid of) discrimination, intimidation and prohibits sexual harassment.
3. A network of harassment counsellors shall be appointed and trained by the University to offer confidential 'signposting services' for staff, students and visitors who may be experiencing any form of discrimination, harassment, bullying and hate crime.

4. The University shall take reasonable steps to ensure the prevention of sexual harassment, including circulating applicable policies and other relevant information to all students, staff, corporate partners and visitors.
5. The University will have a multidisciplinary redressal or remedial committee that will specifically address any complaint of harassment.
6. The University shall provide clear processes of enquiry, procedures for dealing with complaints and disciplinary action for staff, students and visitors.
7. The University shall provide support mechanisms for survivors of discrimination, harassment and gender-based violence.

4.4 UENR Culture

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

4.4.1 Policy Objective

The University shall promote and enforce a gender-responsive organisational culture to eliminate patriarchal-based inequities in all University activities.

4.4.2 Strategies

1. Develop and enforce policy guidelines on the use of gender inclusive language throughout the University.
2. Review and update all existing University policies, forms and procedures to eliminate sexist language and establish gender equality.
3. Develop and operationalise a policy prohibiting public display of visual aids and materials that are demeaning to women and men.
4. Develop and enforce a gender-sensitive code of conduct for the University staff and students.
5. Organise special gender awareness orientation programmes for new members of the University governing bodies and staff.

4.5 Sensitive Language Relating to Gender

The University will support the development of policy documents from a gender perspective and the use of gender sensitive language at all levels of activity.

4.5.1 Policy Objective

To promote the use of gender sensitivity in:

i. All university documents;
ii. All published matter ascribed to UENR;
iii. All information that will be sent to students, staff and applicants for positions in the University.

4.5.2 Strategies

The following practices should be observed:

1. The use of 'man' or 'men' as generic terms to describe both genders should be avoided as much as possible. These terms should be restricted to males only. Gender neutral/ sensitive terms exist and should be used, for example, 'person', 'people', 'staff', 'personnel';
2. Plural subjects should be used in case of unspecified gender to avoid awkward use of pronouns. For example, the phrase "Each student should check his or her results" should be expressed as "Students should check their results"
3. Where it is not relevant, a person's gender should not be mentioned. For example, the phrase "The woman referee…." should be expressed as "The referee …."
4. Educate the university community on the use of gender sensitive language.
5. Encourage the review of UENR policy documents from a gender perspective.

4.6 Attainment of (SDG 5) Gender Equality

UENR aspires to attain Sustainable Development Goals (SDGs), which have been commonly accepted as a framework for measuring human development and progress.

Goal 5 of the SDGs specifically addresses gender equality and women's empowerment, focusing on eliminating gender disparity globally. The SDGs support the implementation of the women's Policy and action plan by promoting gender equality at all levels of human life.

4.7 Students and Staff Involvement

The University will ensure that gender issues are considered and included for marginalised and vulnerable groups within the University environment.

4.7.1 Policy Objective

To increase access and participation among students and staff of UENR, including disadvantaged and vulnerable groups

4.7.2 Strategies

1. Award special scholarships and bursaries to vulnerable and marginalised students and staff undertaking undergraduate and postgraduate programmes.
2. Sensitise the university community to give care and support to persons with special needs, including the hearing and visually impaired and the physically challenged.
3. Provide facilities that are suitable for challenged male and female students and staff.
4. Carry out needs assessment among vulnerable groups as a basis to establish their needs and design appropriate mechanisms to address specific and general concerns.
5. Initiate monitoring and mentoring programmes, including guidance and counselling, to ensure that all students and staff are attached to existing programs in the University.

4.8 Gender-Perspectives in Research Environment

The University, as a hub for knowledge advancement, is dedicated to fostering a gender-responsive research ecosystem that deepens our understanding of national development challenges and yields positive outcomes for women and society at large. By integrating gender perspectives into our research activities, we seek to address complex issues that positively impact men and women, promote inclusivity and drive meaningful change towards a more equitable and sustainable future.

4.8.1 Policy Objective

The University seeks to create a research environment that is comprehensive and impartial and considers the perspectives of both men and women, leading to outcomes that benefit everyone.

4.8.2 Strategies

I. Develop and implement a research skills training program with a gender perspective for staff members.
II. Develop comprehensive guidelines to guarantee the integration of gender analysis in all research activities.
III. Create an affirmative action program to promote the participation, inclusion and advancement of female staff members.
IV. Expand the accessibility of international standards for gender-focused research by diversifying the dissemination of channels, networks and platforms.

4.9.0 Gender Data on Staff and Students

The University will collect, track and maintain gender differentiated data on all staff and students to ensure targeted support initiatives and create a more inclusive and equitable environment.

4.9.1 Policy Objective

To obtain relevant data for gap identification and addressing of gender-specific challenges.

4.9.2 Strategies

i. The University will collect and maintain gender-disaggregated data from all members of the University, including staff and students, permanent and contract and casual staff.

ii. Use technology such as online surveys and mobile apps to collect missing data, improve existing data, and ensure data accuracy.

CHAPTER FIVE:

5.0 IMPLEMENTATION OF GENDER POLICY

To ensure the implementation of the UENR's gender policy, it is important to assign clear responsibilities and hold specific individuals and units accountable. There is also a need to encourage active participation and engagement from all stakeholders. The gender focal unit, which will be established by the University, will lead the implementation process.

5.1 Responsibilities

5.1.1 The University Council

The University Council, acting as the primary governing body, shall establish measures to define the University's strategic objectives regarding equality and diversity. It shall be accountable for ensuring that the institution complies with its legal and financial obligations in promoting gender mainstreaming and eliminating gender-based discrimination. To discharge this duty, the council shall receive an annual progress report on the monitoring and implementation of the Policy, thereby enabling its members to ensure the Policy's effective execution.

5.1.2 The Vice-Chancellor

The Vice-Chancellor will take the lead in matters concerning equality and diversity, overseeing the establishment of equality policy frameworks and their integration into the University's operations. Collaboration with relevant colleagues and committees with specific mandates on equality issues will be undertaken as appropriate. The Vice-Chancellor's responsibilities include:

1. Upon approval by the Council, initiate the establishment of a Gender Mainstreaming Unit tasked with executing the Policy within the University.
2. Guarantee the enforcement of the Gender Policy throughout the University's offices, colleges, faculties, departments, and centres by empowering the Gender Mainstreaming Unit to oversee its implementation.
3. Furnish the Gender Mainstreaming Unit with the physical space and any other essential facilities it may need to carry out its operations successfully.

5.1.3 Pro-Vice Chancellor, Registrar. Deans, Directors and Heads of

Institutes, Departments, Centres, Sections and Units

These stakeholders are entrusted with the day-to-day enforcement of the University's Gender Policy and are central in advancing the University's strategic objectives for equality and diversity within their purview. This entails implementing the Policy, its strategies, and procedures, ensuring awareness of responsibilities among all members of their respective colleges/institutes/faculties/departments/sections, and taking corrective measures against any breaches of the Policy. Specifically, the Counselling Unit will be empowered to enact this Policy through its advisory role and provision of assistance to those in need. It will aim to cultivate a confidential atmosphere conducive to the Policy's advancement.

5.1.4 Staff and Students

Every member of staff and the student body is tasked with promoting the gender policy and fostering an environment where harassment and discrimination are not tolerated. Academic staff, in particular, are expected to champion an inclusive atmosphere for research and learning. All staff must uphold the gender policy by overseeing compliance with the rules and regulations outlined in this Policy.

5.1.5 Partners, Service Providers and Visitors

Every partner, associate, contractor, accredited body, and service provider to the University must adhere to the Gender Policy.

5.1.6 The Gender Mainstreaming Unit

Working alongside university entities, academic divisions, and departments, the Gender Mainstreaming Unit will ensure that the University's pursuit of excellence is harmonised with the principles of non-discrimination and equal opportunity. Its core mandates include:

1. Examine both current and impending equality legislation to identify pertinent matters that should be incorporated into university policies.
2. Equip all university entities with essential information and guidance, ensuring their ability to fulfil their duties effectively;

3. Assist senior members of the University in demonstrating commitment to equality and diversity concerns;
4. Enable centralised discussions involving targeted groups of staff and students;
5. Offer oversight of critical strategic matters and prepare publications for approval by the relevant authorities, as needed;
6. Offer counsel regarding the recruitment of people with disabilities;
7. Develop protocols for gender equality and integration into mainstream activities;
8. Regularly assess and revise the Policy as needed;
9. Conduct a review to assess gender representation across different departments.
10. Promote awareness and sensitivity towards gender-related issues;
11. Revise the plan and budget to incorporate gender mainstreaming programmes.
12. Assess and review gender programmes and activities for effectiveness;
13. Draft a manual to facilitate the operationalisation of the Policy; and

5.1.6 UENR Gender Mainstreaming Committee (UGMC)

The UENR Gender Mainstreaming Committee will oversee the establishment and functioning of the Unit, as well as report policy matters to the Vice-Chancellor. The proposal entails forming a Committee on Gender Mainstreaming to provide overarching supervision of the Gender Policy. This Committee may establish various technical working groups or sub-committees to manage the implementation of different aspects of the Gender Mainstreaming Policy.

5.1.7 UENR Technical Working Groups/Sub Committees

The UENR Gender Mainstreaming Committee will establish Technical Working Groups (TWGs) or Sub-committees, composed of members from relevant university units, to provide expertise and extra support to the Gender Mainstreaming Unit. Examples of these include:

1. Female Scholarship Initiative (FSI) Sub-committee
2. Technical Working Group on Engendering the University

Curriculum
3. Women and Leadership Sub-committee
4. Resource Mobilisation Sub-committee
5. Gender Mainstreaming Unit (GMU), Student Peer Trainers Sub-Committee

The successful implementation of the Gender Policy requires a clear and organised institutional framework to convert goals, objectives and strategies into actionable programs within the University. Therefore, the Policy will be operationalised through all-ready existing University structures or new ones as deemed fit and appropriate to ensure effective implementation and management.

CHAPTER SIX

6.0 MONITORING AND EVALUATION

The UENR Gender Mainstreaming Unit shall oversee the monitoring and evaluation of the Gender Policy to ensure its effective implementation. Performance monitoring tools will include gender-responsive indicators to assess the policy's impact on both staff and students.

The Unit will update and maintain gender-related data annually, including surveys on staff and student satisfaction with gender-sensitive services. Progress and outcomes will be documented in annual reports, which will be made publicly accessible on the University website. Additionally, findings and ongoing initiatives will be communicated through committee discussions, publications, online platforms, and promotional materials to ensure transparency and wider awareness across the University community.

6.1 Breach of Policy

The University will take appropriate action against breaches of this Policy in accordance with institutional regulations and Ghanaian law. Staff, students, and visitors who violate the provisions of this Policy may be subject to disciplinary or legal proceedings as applicable.

1. Staff: Any staff member who knowingly contravenes the Gender Policy will be subject to disciplinary measures in line with the University's statutes and procedures.
2. Students: Students found in breach of the Policy, including through inappropriate behavior or deliberate actions, will be subject to disciplinary action as outlined in the Student Handbook, which may include suspension or expulsion.
3. Visitors: Visitors who violate the Gender Policy while on University premises may be restricted from access or subjected to other appropriate measures by the University authorities.

6.2 Preventive Measures

To proactively address gender inequality, the University will implement measures including:

1. Integration of gender sensitivity into academic and administrative processes
2. Promotion of awareness regarding the rights and responsibilities of all genders
3. Organization of workshops, seminars, and campaigns to enhance understanding of gender equality among staff, students, and the broader University community

Objective	KPI (Implementation-Focused)	Means of Verification	Frequency	Responsible Unit
Promote gender-responsive practices	60% of University programmes and services implementing gender-sensitive standards	Programme audit reports, service delivery reviews	Semi-Annual	Registrar/ Gender Unit
Increase awareness and compliance	60% of staff/students trained in gender equality and policy compliance	Training records, attendance sheets	Annual	HR / Gender Unit
Ensure equitable participation	Gender balance in leadership, committees, and decision-making bodies	HR records, committee rosters	Annual	Gender Unit / HR
Prevent policy breaches	Number of reported breaches addressed in line with policy procedures	Incident/ disciplinary records	Quarterly	Gender Unit / HR
Establish and operationalize CGPS	Establish and operationalize CGPS	Establish and operationalize CGPS	Establish and operationalize CGPS	Establish and operationalize CGPS

7.1 Version Control and Change History

First version UENR Gender Policy 007, 2025

7.2 Policy Review

Every five (5) years, the Policy will undergo a review process to incorporate emerging issues and trends.

Quality Assurance and Academic Planning Directorate (QAAPD)
Vice-Chancellor's Office
University of Energy and Natural Resources
Sunyani, Ghana
P. O. Box 214, Sunyani, Ghana

Email: qapu@uenr.edu.gh