

**SCHOOL OF GRADUATE STUDIES AND RESEARCH**

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**GENDER EQUITY AND LEADERSHIP, FROM RHETORIC TO REALITY IN  
GHANA: FINDING THE WAY**

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## **DECLARATION**

I, **Annie Afua Ampofo**, declare that, except for the specific references to other people's work which have been acknowledged, this work is the result of the original study done by me under supervision. I further declare that it has neither in whole nor in part been submitted for any degree in this university or elsewhere.

.....

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.....

**DATE**

## **SUPERVISOR'S DECLARATION**

I hereby declare that the preparation of this long essay was supervised by me in accordance with the guidelines of supervision of long essays laid down by the Ghana Institute of Journalism.

.....

**DR. LOUISE CAROL SERWAA DONKOR**

**(SUPERVISOR)**

.....

**DATE**

## **DEDICATION**

I dedicate this work to God Almighty and to my family that has supported my efforts.

## **ACKNOWLEDGEMENT**

The success of this work is as a result of the supervision and constructive criticism of my supervisor – Dr. Louise Carol Serwaa Donkor. God bless you for making time despite your extremely busy schedule to guide this work. I am grateful for your inputs and guidance.

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## CHAPTER ONE: INTRODUCTION

### 1.1 Background

This paper is a review of recent literature on issues of gender within the context of leadership. The ebbs and flow of democratic process in the world has brought the urgent need for countries to ensure gender equality/equity in all aspects of our lives including leadership. Based on this, several protocols, frameworks and policies take into consideration issues of gender balance to ensure women are given equal participation in leadership roles.

For example, the African Union Agenda 2063 aspiration 6 requires that African countries development agenda provides the need for people-centered development and gender equality, which places the African people at the center of all continental efforts, to ensure their participation in the transformation of the continent, and to build caring and inclusive societies. It recognizes that no society can reach its full potential, unless it empowers women and remove all obstacles to women's full participation in all areas of human endeavors; and unless it provides an enabling environment for its children and young people to flourish and reach their full potential (African Union Commission, 2014). Agenda 2063 document identifies widespread gender inequalities between men and women in disproportionate manner where women carry the heavy burden of poverty, diseases and illiteracy. The framework anticipate that by the year 2063, Africa will be a continent where the critical role of women in Africa's transformation is recognized and they are proactively harnessed.

Even though women form 52% of the entire population in Africa, they have unequal access to political, economic and social opportunities. Studies have shown women representation in

parliament and in the executive have always fallen below the 30% target expected for many countries (African Union Commission, 2014) of which the case in Ghana is not different from the general observation.

Gender equity is achieved when women and men enjoy the same rights and opportunities across all sectors of society, including economic participation and decision-making, and when different behaviours, aspirations of women and men are equally valued and favoured (African Union, 2018).

Nasser (2018) argues that equal access and involvement of men and women in all sectors of public life, particularly in decision-making, is a necessary requirement to ensure democracy and all-inclusive development.

## **1.2 Problem Statement**

Several scholars such as Nkomo & Ngambi, (2009), Arowolo & Aluko (2010) have explored gender parity in Africa and many parts of the world. However, while there are scores of studies on the challenges women face in attaining leadership positions as well as their roles and significance in corporate governance (Eagly, Johannesen-Schmidt, & Van Engen, 2003), moving away from the rhetoric to achieving the reality of equal gender representation in leadership is a major problem. This paper seeks to establish the nexus between gender and leadership to cure the problem of discrimination, economic disparity and social exclusion among women in Ghana. To strengthen the political will so that international and national pronouncements are more than rhetorical will be the upcoming challenge if gender is to be fully integrated into leadership.

### **1.3 Research Objectives**

This paper is transformational in that its objective is focused on the following:

1. To identify the various gaps that exist in gender equality and leadership in Ghana.
2. To provide empirical literature to aid national gender policy implementation.

### **1.4 Research Questions**

The paper answers the following questions

1. What are the things that can be done to mitigate constraints of gender equality in leadership?
2. What are the major steps adopted so far to make Ghana the new global agenda of gender equality?

### **1.5 Rational of the Paper**

This paper is necessary because it provides the basis for a positive shift in national opinion on the issues of gender equity in leadership and draws the attention of national policy implementation to address the problem. It again draws an insight on the importance of gender participation in leadership roles within the developmental goals of Ghana with a focus on Sustainable Development Goals (SDG), which translates into gender mainstreaming in all sectors legislation, security, governance and also the private sector development.

## **1.6 Organization of the Study**

The paper is arranged in five chapters. The first chapter consist of the introduction which provide information on the background of the study, the problem, objectives and rational of the paper. Exploration of related studies was presented under chapter two which conclude on the theory that explains the phenomenon. Chapter three gives an insight to the approach used for gathering data for this paper. Chapter four gives information on presentation and analysis on findings of the data search and finally, conclusions, and recommendations were provided under chapter five.

## **CHAPTER TWO: REVIEW OF LITERATURE**

### **2.1 Introduction**

It is imperative to note that achieving gender equality in leadership cannot be only rhetoric. Rather, there must be a concerted effort to work towards achieving it. there is the need for a deliberate design of legal framework, institutional framework as well as programmes and activities directed at empowering women to be able to rub shoulders with their male counterparts when it comes to taking up leadership roles.

### **2.2 Historical Progression of Gender Equity and Leadership**

The United Nations Economic and Social Council in 2010 presented that gender equality is vital in achieving the Millennium Development Goals (MDGs). The Council called for increased collaborated efforts and strengthened commitment in the area of material health of women to ensure progress (United Nations , 2010).

Realizing the challenges in advancing women equality in leadership, the Beijing Declaration and Platform for Action was adopted in 1995 to ensure the phenomenon is brought to the forefront of international, national and local discourse. Central to the Beijing declaration was the recognition that even though women status has advanced in some important respects in some time past, that progress is uneven, inequalities between women and men persisted and major obstacles remain, with serious consequences for the well-being of all people (United Nations, 1995),

Agenda 2063 of the African Union recognizes that societies in Africa cannot reach their full potential, unless it empowers women and remove all obstacles to women's full participation in all areas of human endeavors including leadership; and unless it provides an enabling environment for its children and young people to flourish and reach their full potential (African Union Commission, 2014). This is re-echoed in the 6<sup>th</sup> aspiration of the Agenda 2063 to have an Africa whose development is people driven, especially relying on the potential offered by its women and youth.

UN Women argues that women contribute significantly in our lives every day, from bringing an income to her household as an employed wage earner, to creating jobs as an entrepreneur, to taking care of her family and elders. However, their progress is the most challenged in society for instance, a woman farmer may not be able to make her crops thrive like a man can because she doesn't have the same access to seeds, credit, technology and extension services. She is very unlikely to own her land—only 20 per cent of landowners globally are women. If she hopes inherit family property, the law may deprive her of an equal share, or social convention may simply favor her male relatives (UN Women, 2015).

In addition, Goal 5 of the Sustainable Development Goals (SDG) of the United Nations is seen as the stand-alone gender goal because it is dedicated to achieving recognition to women and gender equality. UN Women further argue that, deep legal and legislative changes are needed to ensure women's rights around the world. About 143 countries have guaranteed equality between men and women in their Constitutions by 2014, another 52 had not taken this step. In many nations, gender discrimination is still woven through legal and social norms (UN Women, 2015).

Stark gender disparities remain in economic and political realms. While there has been some progress over the decades, on average women in the labour market still earn 24 per cent less than men globally. As of August 2015, only 22 per cent of all national parliamentarians were female, a slow rise from 11.3 per cent in 1995 (UN Women, 2015). Ghana's parliament has a little over 15% being members of parliament who are women. The case is not different with the number of women who have the opportunity to be in government under any regime since 1992.

Allah-Mensah (2004), concludes that, women in the area of leadership are grossly under represented even if compared to the number of qualified women within the Ghanaian population. Furthermore, a significant number of those who are employed in the civil and public service occupy "low grade level" positions only (Allah-Mensah, 2004).

The work of Allah-Mensah (2004) revealed that at the political level, there has been a significant stride where the number of women is seeing a steady growth from the local government level in particular especially in the number of contestants and actual elected women. At the national level, particularly in the legislature, the picture is different where it has not seen much significant change since 1996. This reflects strongly in the composition of the membership of standing committees and select committees of parliament where real debate on legislative issues takes place. Certainly, this affects the contribution of women to the policy making process.

The National Gender Policy of Ghana in its objective provides that to enhance the participation of women in Leadership, Governance, and Decision making at all levels, a well-developed institutional capacity and a healthy political environment based on the rule of law, government

effectiveness, control of corruption, regulatory quality, must be promoted as necessary conditions for women's interest and rights (Ministry of Gender, Children and Social Protection, 2015).

### **2.3 Converging Realities and Theoretical Underpinnings**

To understand gender and its relation with leadership, there is the need for clarity about terms. First is the concept of **Gender**, which is frequently used as one's biological sex or a shorthand reference to women and women's concerns. Abundant literature exists on gender as a concept and the elements inherent in gender analysis. Gender in its sense is referred to a social and cultural construct differentiating women and men and defining the ways in which women and men interact with each other (Strickland & Duvvury, 2003). Gender is determined by the composite of shared expectations and norms within a society concerning appropriate female and male behaviors, characteristics, and roles. Gender and gender roles are culturally specific, learned, changeable over time, and influenced by variables such as age, race, class, and ethnicity. The literature on women and leadership points to the fact that the concept of gender refers to social relationships produced by cultural, social, economic and historical processes and the various roles played by men and women.

**Power** is a fundamental component of gender. Gender in itself has been conceived as the sexual division of power, and any major shift in power is likely to include corresponding changes in gender relations (Miller 2001). Despite cultural variations, there is a consistent difference between women's and men's gender roles inherent in power, example, access to productive resources and ability to exercise decision-making authority. The power imbalance that defines gender relations influences women's access to and control over resources, their visibility and participation in social

and political affairs, and their ability to realize their fundamental human rights (United Nations Commission on the Status of Women (CSW), 2000). These are all factors that contribute to women's agency, empowerment and finding solutions to their ability to assume leadership roles in Ghana.

**Leadership** Several theories and definitions emerge in the literature explaining the concept of leadership. According to Dartey-Baah (2014), this dynamism or unsettling discourses on the concept of leadership may be attributed to the dynamic nature of the concept itself. Older theories on leadership looked at the concept on a wide spectrum. Nonetheless, a careful analysis of the several theories explaining leadership provides some ideas on the definition of leadership. The concept is sometimes personalized by some of the theories looking at it as a role attainable by individuals born with certain innate qualities or personal characteristics (Dartey-Baah, 2014) this they term as the *Great Man and Trait theories*. Others also look at leadership considering the behaviours or the actions exhibited by individuals in such leadership roles and described it as the *Behavioural theory*. Lastly, others observe leadership as a process that is context-specific in nature and termed it as the *Situational and Contingency theories* (Dartey-Baah, 2014).

**Gender Equity** means women and men are treated fairly according to their respective needs. This include equal treatment or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities. In the development context, a gender equity goal often requires built-in measures to compensate for the historical and social disadvantages of women (UN Women, 2010).

## 2.4 Theoretical Framework

The paper is underpinned by the feminist theory. Most feminists may share an interest in focusing attention on (gender-differentiated) people, but there is no single feminist lens or perspective which directs us to the single best way in which to study gender and leadership. Each feminist perspective draws our attention to different ways of thinking about gender, different ways of conceptualizing the gendered nature of women in leadership and different ways of responding to the problems of global politics. This is similar to local or traditional leadership, conflict, peace and security. For the purpose of this paper, two main feminist theories are applicable to explain the phenomenon. These gives us understanding of their emphasis and insight to women involvement in leadership. (Whitworth, 2008)

The Liberal Feminist theory (Whitworth 2008 & Bailey 1989), focuses on the women's non-violent struggles for peace across the globe and the theoretical frameworks designed to make sense of the relationship between women and peace, men and war, and sexism and militarism. The assumptions of the theory focus on the notion of equality, women's representation within the public sphere, identify the elements of women's voice, insight and understanding of reality. Feminist who work from this perspective are more concerned with women roles – are women present at the decision-making table, if not, why not? Are they present at the militaries? If they are present, what has been their impact? And if they are not, what are the barriers to their participation? The theory argue that centuries of exclusion, subjugation and discrimination have given women perspectives on social issues which more insightfully reveal the true structures and actors of the world than men. Liberal feminist theorist focuses on how within government and international institutions, women remain under represented. Liberal feminist argues that barriers to women participation needs to be

identified and removed to allow for equality in leadership, conflict resolution and peace building (Whitworth 2008).

Radical Feminist Theory is another perspective that best explain the phenomenon of women participation in leadership and decision-making. According to Whitworth (2008) and Peterson (1992), the conventional understandings of peace and security often originate in exclusively male-dominated settings and tend to privilege the men, governments and power elites. The assumptions of Radical Feminist peace scholars, researchers and activists by contrast, focus less on the notions of equality and more on notions of difference. They argue that women and men are quite different from one another perhaps due to biological or socialization. As a result, radical feminist believes men are less able to express emotion, are more aggressive and more competitive while women as a group, are more nurturing, more holistic and less abstract (Whitworth 2008). The radical feminist theory goes beyond calls for mere inclusion in existing social and political structures and advocates for women's experiences and ways of knowing as enablers to articulate functional conflict management strategies. The theory further focuses on the distinct feminist standpoint, grounded in the daily experiences and struggles of women. This position is identified in feminist literature as feminist standpoint.

According to Whitworth (2008), radical feminists differ from liberal feminists in that they view the political as existing everywhere – it includes, but is not limited to, the public spheres of life. Indeed, many of the most critical ways in which patriarchy impacts upon women's lives are effected through control of the 'private' – through domestic violence, control over women's reproductive freedoms and control of women's sexuality. On questions of representation, radical feminists agree with liberals that women ought to be represented in positions of public power, but

not for the equality rights reasons the liberals give, rather because women bring a different point of view to politics, one that is more focused on cooperation and peace.

Based on these convictions, the Liberal feminist and Radical Feminist theories informs this study by focusing on the importance of women in leadership.

### CHAPTER THREE: METHODOLOGY

The paper is the product of a review of recent literature on issues of gender in relation to leadership. It summarizes key findings and provide recommendations relating to achieving gender equality in leadership in Ghana. Using earlier work on gender for example (Gender Policy of Ghana and the United Nations Resolution 1325), this paper assess the progression over the past decade in national thinking, development programmes and policy statements of Ghana related to leadership in gender perspective.

This paper employs content analysis to examine the issues of gender in leadership positions in Ghana. A comparative analysis will be done using existing literature on the topic. Content analysis is employed as the primary data collection tool. Content Analysis is "an approach that helps to systematically, quantitatively and objectively interpret media texts for particular purposes of clarifying production, finding effects and comparing media and over time or content and fact" (Mcquail, 2009). Holsti (1968, cited in Riffe et al, 1998:23) explains content analysis as any technique for drawing conclusions by objective and systemic identification of specific message characteristics.

Content Analysis combines content and discourse analysis. "It is an exceptional way to describe mass communication content objectively, systematically, and quantitatively, and it has become one of the frequently used methodologies for mass communication research (Kaid and Wadsworth, 1989, Stempel, 2003). In addition, content analysis is a tool for determining the presence within qualitative data of certain words, topics, or concepts. This method is therefore being used in this study, since the analysis of content enables researchers to measure and analyze the presence, meanings and relationships of certain words, subjects or concepts. Researchers can then make conclusions about the texts message, the audiences and the culture and time of the text (Columbia

University Mailma School of Public Health). In mass media research, content analysis provides an opportunity to find out who is saying what, how and with what effects (Stempel, 2003).

This study will analyse literature based on gender within the context of leadership at the global, continental and state-specific levels. This will thus, help the study provide empirical justifications for the gender gaps that exist in leadership positions in Ghana and across the globe.

## **CHAPTER FOUR: PRESENTATION OF FINDINGS**

### **4.1 Situational Analysis**

This section is dedicated to discussing Ghana's gender equality efforts. The discussion demonstrates national efforts as well as achievements of international and other targets that have implications for gender equality and women's empowerment.

### **4.2 National Response to Gender Equality**

Over the years, government's efforts at promoting the issues of women and men are demonstrated in promulgation of laws, planning and development of policies, strategies, and commitments to International Instruments to safeguard and promote the development of women, and girls and or the youth. Ghana has established a national machinery that is functional which is the Department of Gender (DoG) that operates under the Ministry of Gender, Children and Social Protection (MGCSP) (Ministry of Gender, Children and Social Protection, 2015). The DOG has gender desk in all Metropolitan, Municipal and District Assemblies (MMDAs) across the country aimed at handling all gender related issues. The objective of this is to ensure that gender concerns are incorporated into sector policies, plans and programs of MDAs in the county.

To further strengthen this effort, Ghana government established a fully-fledged sector ministry called the Ministry of Women and Children's Affairs 2001 which has now metamorphosed to today Ministry of Gender, Children and Social Protection with a cabinet status under Executive Instrument (EI 8) (Ministry of Gender, Children and Social Protection, 2015). Below are institutional mechanisms established to oversee gender empowerment issues identified in the study:

- The Ministry of Gender, Children and Social Protection [MoGCSP]
- National Advisory Board to the MoGCSP
- Department of Gender
- Department of Children
- Department of Social Welfare
- Department of Social protection
- Human Trafficking Secretariat
- Domestic Violence Secretariat
- Regional offices of the Departments of Social Welfare, Children and Gender
- District offices of Department of Social Welfare
- GDOs at MDAs

In addition to the institutional frameworks, the study also identified some Constitutional, Legislative and Key National Gender Equality Frameworks/Laws. These are:

- The 1992 Constitution of Ghana (Article 17) - Prohibits discrimination of persons on the basis of gender.
- Criminal Code Amendment Act, 1998 (Act 554) prohibits female circumcision and further makes enforcement more effective.
- The Domestic Violence Act, 2007 (Act 732) criminalizes all forms of violence and further establishes the Domestic Violence and Victims Support Unit (DOVVSU) to speedily respond to situations of violence against women

- Human Trafficking Act, 2006 (Act 694) addresses trafficking in persons matters. The Act also sets up the Human Trafficking Management Board (HTMB) which provides technical advice to the Ministry to effectively respond to trafficking in persons cases.
- Repeal of Section 42(g) of the Criminal Offenses Act, 1960 (Act 29) which had permitted nonconsensual sex within marriage.
- The Intestate Succession Law of 1985, amended in 1991, provides a uniform intestate law applicable throughout the country especially when a spouse dies intestate.
- The Labour Act, 2003 (Act 651) with specific provisions including section 68 which reiterates the right to equal pay for equal work “without distinction of any kind”.

To further demonstrate the commitment of Ghana to leapfrog in gender equality in relation to leadership, the country has ratified all the major international frameworks aimed at ensuring gender equality in the country. Notable ones are:

- The Universal Declaration of Human Rights, 1948
- The Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) 1979 (Signed 17 July 1980 and Ratified on 2nd January, 1986);
- The Optional Protocol to the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW OP) 1999 (Signed on 24 February 2000);
- International Covenant on Economic, Social and Cultural Rights (ICESCR) 1966 (Ratified 7 December 2000);
- The Covenant on Economic Social and Cultural Rights (ECOSOC),
- The Nairobi Forward Looking Strategies for the Advancement of Women, 1985
- The Vienna Declaration on Human Rights, 1993

- The Beijing Declaration and Platform for Action, 1995
- The International Conference on Population and Development (ICPD) declaration, 1994
- The African Charter on Human and Peoples' Rights (ACHPR) (Ratified on 24th January 1989 and Signed on 3rd July, 2004)
- Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa, 2003 (signed on 31st October, 2003; ratified on 13th June, 2007)
- UN Security Council Resolutions 1325 and 1820 on Women Peace and Security and violence against women.
- The Millennium Development Goals (MDGs), 2000.
- The International Covenant on Civil and Political Rights (ICCPR) 1966 (Ratified on 7th December, 2000)
- The Declaration on the Rights of Indigenous People (Voted in favour as a member on 13th September, 2007);
- The International Convention on the Elimination of All Forms of Racial Discrimination (CERD) (4th January, 1969).
- etc

The study also reveals a deliberate effort in development plan, programs and policies that are aimed at encompassing women empowerment and their inclusion into leadership over the years. These programs include:

- All political party manifestos include issues of gender with special emphasis on policy aspects for eliminating discrimination and violence against women and girls; rescuing girls from early marriages and motherhood; and engaging and mobilizing men as advocates to support campaigns for women's empowerment and gender equality.

- Implementing Education Strategic Plan (ESP) 2010-2020 strongly focusing on the achievement of equitable access to good quality and gender parity in education; and guarantees improving opportunities for all children (boys, girls) in the first cycle of education at the kindergarten, primary and Junior High Schools.
- The adoption of the National Gender Policy in 2015 to serve as a guiding principle in addressing the issues of gender equality.

Available statistics are indicative that in terms of real figures, women’s numbers in the legislature has not increased in any significant way although the number of women contestants have witnessed a steady increase in Ghana. The table below shows women representation in parliament:

**Table 4.1: Representation of Women in Ghana’s Parliament from 1960-2016**

Year	1960	1965	1969	1979	1992	1996	2000	2004	2008	2012	2016
Seats	104	104	140	140	200	200	200	240	240	275	275
Women	10	19	1	5	16	18	19	26	22	30	35
% of Total	9.6	18.3	0.7	3.6	8	9	9.5	11	9	11	13

Source: Adopted from many sources

The data demonstrate that from the legislative arm of government, women have always fallen short to have the opportunity to represent their constituents. Parliament has become a male dominated institution which in itself poses some form of intimidation to women who might wish to serve their people in the chamber. Similar findings exist in other institutions which at the end forces women to take up menial jobs either by selling or trading or venturing into service provision where there is no leadership roles that challenges them.

### **4.3 Constraints of Gender Equality in Leadership**

Several challenges exist in the effort to achieve gender equality in leadership. The study identified that even though great strides have been made in the area of mechanisms to achieve gender equality, more than 1.2 billion women live on less than \$1 per day. According to studies, women represent 70% of the world's poor (UN Women, 2010). Poverty is a major constraint hindering the advancement of women to be at par with their male counterpart this is because women do not have high earning power to compete with men.

Again, the study reveals that traditional and cultural practices of societies such as patriarchy, land tenure system are a major factor inhibiting the progress of gender equality in leadership. Many communities believe women should always be subordinating to males and do not give them the opportunity to exhibit their full potential when it comes to decision making. In some instances, they are not allowed a seat at the decision-making table.

Also, studies by the UNAIDS in 2008 show that the AIDS epidemic has unique impact on women, exacerbated by their role within society and their biological vulnerability to HIV infection – more than half of the estimated 33 million people living with HIV worldwide are women (UNAIDS, 2008). This shows women are more affected by diseases than any other sexual orientation group and it poses a major constraint affecting achieving gender equality in leadership.

Finally, the stereotypical representation of women in politics prevails. This makes those powerful and outspoken being labeled as 'Lady Yaa Asantewaa' ( Queen of Ejisu who fought against the

colonial rule) others are also attacked verbally whenever they seek to assume leadership roles. These are demotivating factors hindering women to be active participants of leadership.

#### **4.3.1 Mitigating the Constraints of Gender Equality in Leadership.**

In order to mitigate the various constraints confronting achieving gender equity in leadership, the study reveal that, there is the need for affirming high-level support and direct top-level policies for gender equality and human rights. A measure that will bridge the gap between women and men earning power to ensure that women can create wealth for themselves to reduce their dependence on men in the country.

Furthermore, there is the need to increase access to justice for women who suffer gender-based violence in any form. The state must expand the human rights courts to major cities and towns across the country so that accessibility is a thing of the past to address numerous domestic cases that sometimes are not reported for redress (Ministry of Gender, Children and Social Protection, 2015).

Affirmative action is a sure way to eliminate major mitigating factors of gender equity in leadership. Elsewhere in Africa, change has brought opportunity to promote women representation. In Rwanda and Senegal, women were allowed a quota in all political appointments providing openings for women to realize their full potential in leadership (The Nordic African Institute, 2019). In Ghana on the other hand, the Affirmative Action Bill has been left to gather dust since 2011 when it was initiated by the MoGCSP.

The consistent approach in finding ways to improve on women participation in leadership connects to the liberal feminist theses of pushing women to the forefront of leadership. It shows the non-violent struggle of women to find their space in leadership. The assumptions of liberal feminist theses under this study presume that women only want equality, women's representation within the public sphere, identify the elements of women's voice, insight and understanding of reality. The search has been more concerned with women roles, i.e., are women present at the decision-making table, if not, why not? Are they present at the militaries? If they are present, what has been their impact? And if they are not, what are the barriers to their participation? Adopting this theory, the study has identified centuries of exclusion, subjugation and discrimination that gives women perspectives on social issues which more insightfully reveal the true structures and actors of the world than men.

Also, the assumptions of Radical Feminist theory which focus less on the notions of equality and more on notions of difference provides the basis under this paper where it is required women should be given a quota in leadership appointments because they are of different nomenclature from men. The radical theses argue that women and men are quite different from one another perhaps due to biological or social assimilation. As a result, radical feminists believe men are less able to express emotion, are more aggressive and more competitive while women as a group, are more nurturing, more holistic and less abstract (Whitworth 2008). This present an opportunity for giving women what they are due within the context of their abilities without discrimination.

The United Nations Security Council Resolution 1325 provides a clear cut direction for nation states to work towards achieving gender equity in leadership when it comes to providing security. The resolution provide that nation states shall:

- Increase representation of women at all decision-making levels in mechanisms for prevention, management and resolution of conflicts. This is in line with the objective of achieving gender equity in leadership.
- Appoint more women as special envoys and special representatives
- Increase the contribution of women in field-based operations during security operations esp. milops, civpol, HR, and humanitarian personnel
- Incorporate gender perspective into peacekeeping ops. (UN Security Council, 2000)

Ghana has adopted Resolution 1325 in its peacekeeping operations over the years to ensure gender equity. If not, the UN would have sanctioned Ghana for failing to comply with the requirements of the resolution. However, this is only achievable within the security architecture but when it comes to public appointment, the state is failing to realize it even at the time there is National Gender Policy.

## **CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS**

### **5.1 Conclusions**

In conclusion, the study has revealed that Ghana in its effort to achieve gender equality in leadership, has implemented several mechanisms in the area of legal frameworks, institutional regimes, programs, policies and activities directed at empowering women to assume their needed roles in society.

In addressing the developmental challenges of the country, which are core of all the objectives of political parties' quest for political power, the position of women in the political system and administrative structures must be given maximum and equal attention. The zeal with which political parties contest for elections to bring about development and eradicate poverty should be translated into addressing the low levels of women in politics and public offices or positions.

The study concludes that women presence in the leadership structure and decision-making process should be considered very important in promoting inclusive development. Because of the different social, economic and reproductive roles that women and men play (Whitworth, Feminist Perspective, 2008), they face different experiences in access to social and economic services. The provision of certain basic social necessities such as health, sanitation and water, impact on women more than men, and this is why their involvement in the decision making process is very much needed to ensure better and more effective service provision. Therefore, it is imperative for both men and women to be involved in policy formulation and implementation at the highest possible level. Even though Ghana has increased its efforts in achieving gender equity in leadership, the study concludes that Ghana is lagging in the impact of the various mechanisms in achieving results in appointment of women into high decision-making positions. Indeed, if politics is seen as a space

for people to act and effect change, then women can transfer the ability to effect change (nurture and protect their families) within the domestic (private) space to the public political environment for socio-economic transformation. Since women constitute over 51% of the population in Ghana, their equal representation and right of access to political position cannot be over emphasized and state actions should not be seen as rhetoric. Achieving good governance and equal representation of women and men in decision-making will provide a balance that represent the composition of our society, and also promoting the interest and general wellbeing of all citizens.

### **5.3 Recommendations**

It must be noted that development without gender mainstreaming will endanger our progress and achieving the goals of Agenda 2063 as well as UN Resolution 1325. Gender equity in leadership must be given considerable attention by all stakeholders involved in decision making, program planning and implementation.

Again, there is the need to implement gender-sensitive recruitment and retention practices and proactively recruit and appoint women to managerial and executive positions and to the corporate board of directors. This will be a practical way of achieving gender equity in leadership to close the gap.

Finally, the state must establish a zero-tolerance policy towards all forms of violence and discrimination at work places and offices, including verbal and/or physical abuse and prevent sexual harassment.

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