

**GEARI**  
**Gender Equality in African Regional Institutions**

(A CIDA-funded Project)

**Report on GEARI Mission Two to the Nile Basin Initiative (NBI)**

02 October – 06 October 2008

Prepared by  
Nancy Spence and Mary Ssonko Nabacwa

**Foundation for International Training**

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## LIST OF ACRONYMS

ADB	African Development Bank
AMCOW	African Minister's Council on Water
ATPC	African Trade Policy Centre
CBSI	Confidence-Building and Stakeholder Involvement
ED	Executive Director
ENTRO	Eastern Nile Technical Regional Office
FIT	Foundation for International Training
GBMS	Gender Budget Management System
GE	Gender Equality
GTZ	Gesellschaft für Technische Zusammenarbeit
GWG	Gender Working Group
GWP	Gender and Water Group
HR	Human Resources
ISP	Institutional Strengthening Project
IWRD	Integrated Water Resource Development
IWRM	Integrated Water Resource Management
NELCOM	Nile Equatorial Lakes Council of Ministers
NELSAP	Nile Equatorial Lakes Subsidiary Programme
Nile-COM	Council of Ministers of Water Affairs of the Nile Basin Countries
Nile-TAC	Nile Technical Advisory Committee
NTEAP	Nile Transboundary Environmental Action Project
SAP	Structural Adjustment Program



Canadian Gender Specialist Nancy Spence, African Gender Specialist Mary Ssonko Nabakwa and the NBI Gender Working Group

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**EXECUTIVE SUMMARY OF GEARI MISSION TWO**  
**to the Nile Basin Secretariat**  
**October 02-06 2008**

**I. BACKGROUND AND UPDATE TO GEARI**

The CIDA-funded Gender Equality in Regional African Institutions (GEARI) project works with four selected African Regional institutions, one of them being the Nile Basin Initiative. An inaugural GEARI Mission One to the NBI took place in September 2007, when a Gender Working Group was formed of 12 NBI staff, drawn from the several entities of the Nile Basin Initiative. For three days, NBI/ GWG staff worked with GEARI consultants on the conceptual aspects concerning gender mainstreaming at NBI. These steps were agreed upon and included (1) a **gender audit or assessment of the NBI** to determine a baseline of gender integration aspects and agree upon an approach to improve gender mainstreaming in NBI. The audit was presented to NBI in March 2008 with recommendations on the way forward; (2) A results- based **participatory Action Plan** to embed gender mainstreaming in NBI operations and workplace that can guide NBI in the next three years. This was recently completed in this mission and presented to NBI Sr Management; (3) **Technical Training** (to be delivered Mission Three) to the Gender Working Group as trainer of trainers to all other NBI staff; and (4) To assist NBI report on **results** in the advancement of gender mainstreaming with an emphasis upon lessons learned and documenting good practice.

**II. OUTPUTS OF GEARI MISSION TWO**

From October 02-04, NBI Gender Working Group members participated actively in the formulation of *an Action Plan for Advancing Gender Mainstreaming within the NBI*. These were drawn from recommendations made by NBI staff in two questionnaires that formed the audit and previous recommendations made by the CBSI-organized Nile Basin Women's Forum in 2006. These recommendations have been formulated into a results-based **Gender Action Plan for 2009-2011**, and presented to NBI senior management at the conclusion of Mission Two. It details expected results, activities to be undertaken, indicators to measure progress; a budget; timelines; responsibilities and training required for staff to meet these results. A summary of this Action Plan is highlighted below. Full details are in Annex One.

**III. THE WAY FORWARD**

**It is increasingly clear that, despite all the good intentions and commitment to gender equality principles, there will be no significant progress on gender mainstreaming at NBI without a gender expert hired internally to lead this process forward. The GWG is in place and the Action Plan, which details the tasks that need be done, is completed. But the spark to ignite and energize its leadership and is required for this Action Plan to go forward is missing. This is not currently in place at NBI and is acknowledged by all. There is an urgent need for a lead gender expert (estimated at US\$240,000, for three years) to drive this Action Plan and lead the two Gender Working Groups that meet twice a year (estimated at \$110,000 over three years), who would monitor the Action Plan themselves. This could allow for systematic reporting on the results of the Gender Action Plan 2009-2011, and provide on-the-ground support as well as evidence of concrete results required to ensure gender mainstreaming practices are in place at NBI.**

<b>Summary of Action Plan for Gender Mainstreaming at NBI</b>
<b>Strategic Orientation One: Legitimizing Gender Mainstreaming as a Priority at NBI</b>
1.1. To develop a shared vision of gender equality strategic orientations and foster ownership among NBI staff and constituents.
1.2. To develop a gender structure for gender mainstreaming at NBI that includes a designated Gender Specialist to lead this plan.
1.3. To institutionalise the Gender Working Group (GWG) as a recognized Technical Committee in NBI's operations with regular meetings (twice a year) to monitor progress on gender mainstreaming; provide regular reporting on GE advances; and identify constraints to share lessons learned and good practice.
1.4. To adopt Gender budgeting as a principle at NBI with a coding system prepared to track allocations of NBI funds within programmes and project that support gender equality and in the participation by gender in NBI workshops and training .
1.5. To ensure all written and visual communications from NBI integrate gender sensitivity or highlight gender issues.
1.6. To mobilize a NBI Grassroots Women's Network to interact with NBI programmes and projects.
<b>Strategic Orientation Two: Creating an Enabling Environment at NBI</b>
2.1. To promote commitment of senior management to actions that address gender issues in the workplace and sensitize NBI staff to them through internal HR dialogue, workshops and training.
2.2. To create a workplace that is gender sensitive for men and women at NBI through a new "engendered" Human Resource Policy that directly addresses gender issues.
<b>Strategic Orientation Three: Engendering Programming and Building Staff Capacity</b>
3.1. a) To promote conceptual clarity among staff and constituents about gender issues in integrated water resource management (IWRM) and integrated water resource development (IWRD); and b) To develop staff capacity to integrate knowledge about gender analysis and gender equality (GE) into programming as well as support other constituents in integrating these into thier programmes.
3.2. To circulate existing tools for the GE Policy and Strategy implementation and develop tailored tools when required for GE integration within NBI projects.
3.3. To mandate Gender Action Plans within all NBI projects with planned actions and budget allocated.
3.4. To monitor and evaluate the gender action plans in programmes and projects as well as at corporate level.
3.5. To maintain staff knowledge and participation in cutting-edge and emerging GE issues such as climate change.

#### **IV. IMMEDIATE ACTION NEEDS TO BE TAKEN**

##### **1. There is political will from Senior Management at NBI to take this forward.**

NBI has shown its political will to include gender mainstreaming as a guiding principle at NBI. In the recent draft of the Institutional Strengthening Project (ISP), NBI has committed to the development of a Gender Policy that will ensure all staff take gender mainstreaming forward both as individuals and as an institutional principle. Considerable advances have been made since the first GEARI mission, most notably in staffing areas, that have now placed women in senior positions in the NBI Secretariat. A new, fully engendered Human Resource Plan is being drawn up. Some Structural Adjustment Programmes (SAPs) have developed

gender strategies. However, coordinated actions are still required. These are detailed in the Action Plan that need full support to go forward.

**2. A lead Gender Specialist is to be designated as the key driver of these actions, supported by a Gender Working Group that meets regularly to report on advances.**

It has been agreed that very little will happen at NBI without a designated lead Gender Specialist to act as a focal point with terms of reference to exclusively drive this initiative in gender mainstreaming forward. The Confidence-Building and Stakeholder Involvement project (CBSI) has been mandated to oversee the process, but they have no current staff available and only short term consultancy fees that could be tapped. **Experience has shown that unless this gender mainstreaming initiative is driven by a designated staff person, not a contracted one, and at a senior enough level that demonstrates the technical capacity required, the institution is not demonstrating enough real commitment** and only very motivated staff will address gender issues. Others will see it as optional and ignore it. Therefore, in this case NBI will probably not succeed in embedding gender mainstreaming, despite its policy.

**3. Timing:**

NBI has already lost momentum on this issue in the past year as they were fully involved in a re-organization process, which delayed a second GEARI Mission to help develop this Action Plan. **NBI needs a lead gender specialist to be in place in January 2009** so that this process can begin. The ISP should provide an occasion to raise this issue and ensure that NBI goes forward with the financial capacity to make it happen. A Budget of \$US240,000 is required over three years to find this position.

**4. Within this GWG structure, ideally automatic results-tracking is possible.**

Funds of \$110,000 would allow for the GWG to meet two times a year for three years, drawing in GWG staff from the other entities for monitoring and reporting purposes. Each GWG representative would come to each meeting with an updated monitoring report complete with “lessons learned” and “good practice” examples for each of their designated areas/entities. This could then be rolled up into suitable reporting for GEARI results-tracking.

## **Gender Equality and African Regional Institution Project (GEARI)**

### ***Backgrounder: The Gender Equality and African Regional Institution Project***

#### ***Description***

CIDA's Pan-Africa Program supports the development of institutions in Africa to address shared development challenges in areas such as agriculture, environmental sustainability, governance, etc. In keeping with the principles of international best practices and CIDA's own policy directives, developing the capacities of Pan-African institutions to mainstream gender equality imperatives in their policies and programs is an integral component of the Program's approach to institutional capacity development. Accordingly, CIDA is initiating the Gender Equality and African Institutions Project (GEARI) to assist its key Pan-African partner organizations - between them, the Nile Basin Initiative (NBI) – to integrate gender equality results into their analysis, planning, implementation and monitoring of their policies and programs.

To this end, the Pan-Africa Program is offering partner institutions technical support and expertise to assist them with their gender equality mainstreaming goals and the GEARI Project aims to support them in the development of their strategies to institutionalize gender based analysis and gender equality results within the institution. This would include: gender needs assessments throughout the organization; capacity development/training; continuous learning and gender equality capacity building; the development of gender equality action plans for each institution based upon their perceptions and needs; gender equality monitoring; and evaluation services as required by the institutions. Under this Project, a team of Canadian and African gender specialists will assist these institutions to develop this capacity for gender mainstreaming.

This team of international gender specialists will follow a participatory approach in all stages of the intervention by ensuring involvement of the institutions' representatives including heads of the institutions; senior management; staff; and internal gender specialists, facilitators and trainers (if applicable). At the beginning of the project, the International gender team will consult with the heads of the institutions to establish a gender working group or task force in each institution. This gender working group will serve as a task force for the implementation of the project's activities.

The overall *expected results* of the *Gender Equality and African Regional Institutions Project* are:

- A gender audit and/or needs assessment of the four organisations supported by the Pan-Africa Program;
- **Gender equality action plans for the four institutions, including gender equality results statements and gender equality capacity development plans;**
- Continuous learning and mainstreaming tools for achieving gender equality;
- Gender equality training and capacity building programs; and
- Monitor, follow-up and evaluation of gender equality plans.

## Detailed Terms of Reference for the Nile Basin Initiative GEARI Mission Two

### 1. CONTEXT

#### GEARI MISSION ONE REVISITED

In September 2007 an inception mission was carried out for the Gender Equality and African Regional Institution Project (GEARI). During this mission the GEARI team focused on presenting the GEARI project to the senior management and on preparing the Participatory Gender Audit. Our main concern was to ensure ownership of the process by the participants in the preparatory phase. During this first GEARI mission, the GEARI team worked with NBI in setting up a Gender Working Group (GWG) and gathered – with the GWG – initial information about NBI's structure, style, system, staff, policies, programs and programmes to gain a clearer understanding of its nature, and to select the most appropriate approach for gender mainstreaming.

The methods used for the Gender Audit were agreed on by the Gender Working Group (GWG), set up for this purpose and composed by NBI representatives. These included questionnaires, semi-structured interviews, focus groups, basic training sessions on audits and gender mainstreaming, and a documentation and policy review.

To support and accompany the setting up and the work of a Gender Working Group (GWG):

- We **developed a training session** (for the GWG) in order to build a common vision of gender mainstreaming);
- We discussed the **gender needs assessment process** (goal, objectives, methodology, tools, etc.);
- **We agreed on the tools** needed to facilitate a participatory approach to the gender audit throughout the institution (questionnaire, number of focus groups and with whom, management, program, support staff, and selected NBI women's conference representatives as a focus group);
- We prepared a document on the **GWG's roles and responsibilities**, mechanisms of participation, mandate, accountability and implementation steps.
- We developed an **agreed upon work plan** for the first year with expected results and indicators, specific steps and activities for the in-between-missions-period.

Several individual interviews were also carried out during the inception mission, with management, program and support staff to have an initial sense of the organization, its structure and challenges. A questionnaire was revised and finalised with the GWG to be more relevant to the NBI context. This survey was distributed, completed and collected in November 2007. It was distributed to all NBI staff and answered by staff themselves, for confidentiality.

## 2. GEARI MISSION TWO OBJECTIVES

### 2.1 General objective

- To share audit report findings with management and NBI staff and to achieve consensus on priorities for action planning.

### 2.2 Specific objectives

- To meet with the CIDA Representative in Nairobi en-route to brief about the objectives of the mission.
- To hold a day working session with the African gender consultant to finalize plans for the mission.
- To meet with NBI's new Executive Director and senior management in order to share Gender Audit findings and to discuss plausible next steps/recommendations.
- To meet with senior management and be briefed on the ISP progress and *the plans for institutionalizing gender machinery/resources planned in the new ISP structure*
- To meet with the GWG and discuss the agenda, making any revisions
- To meet with the GWG to validate the findings of the audit
- To work with the GWG to complete and finalise the recommendations for an **action plan** and a **capacity building plan** for future training needs planned for GEARI Mission Three.
- To plan the next steps at the end of the mission for sustainability.

## 3. EXPECTED RESULTS

- A validation workshop with the GWG members is carried out.
- Priorities for action are agreed upon.
- An action plan including a capacity building segment is revised. The plan is to be finalized by the GWG.

## 4. SCOPE OF WORK AND ACTIVITIES

The assignment for the International Gender Team includes but is not necessarily limited to the following tasks:

### 4.1 In Canada and Entebbe prior to the field visit

*With the African Gender specialist:*

- The Gender Audit/Assessment Report reviewed.
- The detailed TORs elaboration of Mission two shared.
- Prepare the Validation workshop of the Gender Audit/Assessment (preparation and methodology established).
- Be updated with NBI plans for gender in ISP process.

- Communication and liaison with FIT and with CIDA.
- Mission logistics preparation & completed.

#### **4.2 In the field**

- Meeting with CIDA’s representative en-route in Nairobi to share mission’s objectives.
- Coordination and preparation with the African Gender Specialist at the beginning of the mission.
- Meetings with NBI’s contact person for the project to plan the logistics and the carrying out of the mission.
- Pre-planning day with African Gender Specialist.
- Meetings with NBI’s new Executive Director and key senior management staff to share mission’s objectives and share audit report findings and recommendations and ascertain their progress on gender in the ISP process (Day One).
- Finalization of the participatory validation workshop’s planning with the GWG in order to share with NBI’s staff the gender report findings and create *consensus on priorities for action* (Day Two).
- Action Plan and Capacity Action Plan formulation with the GWG and presentation of results to senior management (Days Three and Four).
- Follow-up on next steps with NBI and the African Gender Specialist at the end of the mission

#### **4.3 Back in Canada**

- Electronic debriefing with CIDA Representative in NBI and headquarters at the end of the mission.
- Briefing with FIT and CIDA (conference calls).
- Finalization of the Mission Report.

### **5. METHODOLOGY**

Following meeting senior management staff at NBI (Day One of Mission, October 02), a validation workshop of the gender audit/assessment (Day Two of the Mission) was held with relevant NBI staff and the GWG in order to create a common vision regarding priorities for action in gender mainstreaming in NBI. The Gender Working Group’s members were invited to discuss the findings during the workshop and to participate in finalizing of the validation workshop programme, leading to action planning and training capacity strengthening (Day Three of Mission).

### **6. THE WORKSHOP PROCEEDINGS**

#### **6.1 THE OPENING REMARKS BY THE EXECUTIVE DIRECTOR NBI**

The workshop was opened by the Executive Director of NBI, Ms. Henrietta Ndombe, who thanked CIDA for the support extended towards NBI in its gender mainstreaming projects. She noted that it was an excellent opportunity for NBI to be a part of the GEARI project. She

informed the participants that the focus of the workshop was to validate the outcomes of the audit and to develop an action plan.

She summarized the gender mainstreaming undertakings in NBI to date, which include a Women's Forum held in Addis Ababa in 2006. She said that the Eastern Nile Technical Regional Office's (ENTRO's) 2006 – 2010 strategy included gender concerns and the Nile Equatorial Lakes Subsidiary Programme (NELSAP) has a gender strategy that was approved by Nile-COM in April 2008. In addition to this, NBI has a GWG with 12 members. She reminded the workshop participants that gender mainstreaming is *not Women in Development but women and men for equality for a better life*. She requested that the GWG should prepare a strategy for both men and women to benefit.

The Executive Director pledged all her support to the GWG and wished them the best in their deliberations. In the same opening ceremony, the former Executive Director (now the Senior Planning Specialist) requested that CIDA consider funding a full-time position of a gender lead expert specialist in NBI.

## **6.2 GWG ATTENDS AN EXPERT GROUP MEETING ON GENDER AND WATER**

GWG Members attended an Expert Group Meeting on Gender and Water held nearby NBI. The meeting was organized by the Gender and Water Group (GWP) housed in NBI, the African Minister's Council on Water (AMCOW) and Gesellschaft für Technische Zusammenarbeit (GTZ). Its major focus was knowledge and experience-sharing with drawing up a gender strategy for the trans-boundary water resources programmes pertinent to all three groups.

The Expert Group Meeting was officially opened by Maria Mutagambwa, the Ugandan Minister for Water and Environment. She observed that in Africa gender is understood to be about women. To this regard, she observed that all three Deputy Ministers in her Ministry are women. She stressed that; "When everything is said and done, women are in charge of development. The question, though, is are women *really* in charge?" She noted that the critical things that can enable women to be in charge are: education, leadership and role modeling for young women.

In the opening remarks for the NBI, the representative for the Executive Director of NBI noted that there is a price for neglecting the gender dimensions of development. Women are an important resource in all countries. Women make up over 50% of the Nile's population. She said that NBI has elaborated a strategy for gender mainstreaming focusing on the institution especially in the human resources area of recruitment, and in more gender-sensitive programming. She observed that the complexity of the NBI institutional framework poses an acknowledged challenge for gender mainstreaming.

The Ugandan Permanent Ambassador to the UN noted that more needs to be done in gender mainstreaming at the UN with regards to IWRM. The problem is partly linked to the inability of technocrats and specialists to appreciate gender mainstreaming. Action Aid observed that lack of land security affects women's participation in water decision-making bodies and thus invokes the need to diversify the strategies to gender mainstreaming in IWRM. Another issue that was raised was the concerns of governance and how these have affected women's water security. Water and trade privatization was another concern for women. An excellent

presentation was made by the Executive Director of Gender and Water Alliance pointing out the key issues of gender in IWRM/IWRD.

After good networking opportunities, the GWG members then returned to NBI for the Action Planning.

## **7. GWG VALIDATION AND ACTION PLANNING BEGINS**

### **7.1 OVERVIEW OF WORKSHOP OBJECTIVES**

Nancy Spence, the Canadian Gender Specialist from the GEARI team, recapped the gender project including the Audit Methodology: This part consisted of a short power point presentation on the audit /methodology works. She then introduced the general objectives of the workshop, which were threefold:

1. To establish the advances made since GEARI Mission One.
2. To share findings from the Gender Assessment of NBI.
3. To validate findings and recommendations related to priorities for action in gender mainstreaming in NBI.

### **7.2 UPDATE ON NBI ADVANCEMENTS IN GENDER MAINSTREAMING SINCE GEARI MISSION ONE**

The Executive Director's opening remarks were echoed by the GWG members. They specifically highlighted advancements in a number of projects including ENTRO, Nile Transboundary Environmental Action Project (NTEAP), NELSAP and the NBI Secretariat itself as summarized in the following sub-sections.

#### **7.2.1 ENTRO**

- a) Emerging indicators are gender desegregated – e.g. participants in training workshops.
- b) Up to 50% of the micro-grants go to women.
- c) In the criteria used for selecting projects for funding, the projects must address gender issues.

#### **7.2.2 NTEAP**

- a) The mid-term review indicated that the participation of women in NTEAP programmes was not as high as expected.
- b) A regional workshop was held June 2008, and it was attended by about 30 leaders of women's organizations.
- c) As a follow-up at country level, 9 workshops were held in the 9 countries.
- d) Some of the NTEAP staff were trained in gender mainstreaming and fundraising so as to facilitate the empowering of women's organizations.
- e) Projects to be funded must address gender issues.
- f) At the higher decision-making levels of the project there are gaps. The lead specialists have not been trained in gender mainstreaming. If those in management are not gender sensitized, it becomes too difficult.

#### **7.2.3 CBSI**

- a) Data is beginning to be gender-disaggregated but mainly at the level of participation rates at workshops.

- b) CBSI is undertaking sensitizing on gender issues.
- c) The NBI Women Network is still functional but lacks resources. In spite of this, at least 4 national level workshops were organized.

#### **7.2.4 NELSAP**

- a) NELSAP has a Gender Strategy Framework, approved by the Nile Equatorial Lakes Council of Ministers (NELCOM) with a budget and a time table for implementation, but no policy. The policy has to be created at the Secretariat level at NBI.
- b) Gender sensitization has been on-going and the managers of the investment projects try to be gender sensitive but limitations are due to lack of human and financial resources as well as staff capacity to undertake them.
- c) The cooperative frameworks are being concluded (e.g the Kagera River Basin) with the inclusion of gender strategies. There is some staff commitment but this is again from individual levels rather than an institutional policy framework.

#### **7.2.5 ISP**

- a) The ISP represents a good opportunity to make sure that gender features in it and in future investment projects. This commitment needs to be translated into a budget line.
- b) Though not specific, gender is also broadly considered under the social sectors. However there is need for more specificity on gender issues in the ISP. The ISP should explore ways of demarking resources for this.
- c) Gender mainstreaming is high on priority lists and has been scored highly on the social development issues, but then resources or means have not been provided for action.
- d) Component four of the ISP provides for the development and operationalisation of a gender policy and a small budget has been allocated to this.

#### **7.2.6 NBI SECRETARIAT**

- a) There is a marked improvement in gender balance in decision-making bodies with the addition of a woman Executive Director and Head of Finance/Administration. This brings to the number of women at the Nile Basin Secretariat in senior decision-making levels to 80%.
- b) As for monitoring and evaluation, the NBI Secretariat requested the engendering of log frames. The NBI logframe operates at a higher level of results and thus it is difficult to engender at that level. At the output level, the indicators have been made gender sensitive. Formats have been developed to assist gender sensitivity.
- c) The Human Resources policy has not yet been developed but there is opportunity to improve on the TORs so as to make them gender sensitive. The GEARI team left considerable materials with the new Head of Human Resources and Finance Administration for this purpose.
- d) There are still challenges in the linkages between the NBI Secretariat at the regional level and national offices. Gender issues can vary for each and priorities differ. Therefore, there is need of an overall NBI generic policy that allows for coordination at the Secretariat level but is flexible enough to allow flexibility and adaptation at the different national levels.

#### **7.2.7 NILE-COM**

Political will differs greatly between the people appointed to the Council of Ministers of Water Affairs of the Nile Basin Countries (Nile-COM). This seems to be mostly due to

political forces beyond the scope of NBI. However, they are generally supportive of gender issues.

### 7.3 GWG VALIDATION OF THE AUDIT FINDINGS

The Validation Workshop with the GWG members was attended by 10 members including representatives from finance and administration, programming and monitoring and evaluation. Mary Ssonko presented the findings using a power point presentation. See Annex 10. The staff engaged with the validation report and they felt that it generally presented the situation at NBI at that point of time.

#### 7.3.1 MAIN PRIORITIES FOR ACTION

The main Priorities for Action were identified using the Tool Findings chart. The Findings chart accumulated the recommendations of the gender assessment/audit and the Women’s Forum and suggested entry points to the ISP. Priorities were identified in three strategic orientation areas. These were then prioritised for use in the NBI Action Planning Exercise. See Annex One for this chart.

### 7.4 TRAINING DEVELOPMENT MATERIALS

Nancy Spence walked the GWG members through an array of training materials that were specifically devoted to gender and IWRM. This was to familiarize the GWG with the many aspects of training that may be required in Action Planning, including human resources, policy and conceptual frameworks and project integration resources. See Annex 3.



CD-ROMs for Training on “Why Gender Matters in IWRM”



Training Materials on Gender Equality and Gender Mainstreaming in IWRM

The GEARI team and the GWG discussed the range of training materials available in the gender and water sector. Each GWG member got a copy of the CD-ROM and these tools that also will be electronically available to all GWG members and distributed on a CD-ROM of the GEARI Two Mission. These training materials will form part of the continuous learning loop at NBI. Many were identified for use in training during GEARI Mission Three.

CD-ROMs could be particularly useful as self-learning tools and self-help tutorials for water managers. They could also be useful for sensitivity training for Nile-COM and Nile Technical Advisory Committee as they illustrate the benefits of addressing gender in water programmes and projects.

## 7.5 ACTION PLANNING EXERCISE

The third day was devoted to working on the **NBI Action Planning**, based on the priorities that were identified in the validation and ISP process and on consultations with senior management on the first day of the mission. GWG members took responsibility for the development of this Action Plan. While certain activities may need to be contracted out, such as the design of a gender policy for NBI, the GEARI project is predicated upon internal responsibilities for the enactment of gender mainstreaming for long term sustainability. Activities that are charted in the Action Plan have timelines and lead responsibilities assigned to them, as well as a robust monitoring system for gathering data for evaluation, including lessons learned and the collection of best practices. This will be the focus of the final GEARI Mission Four.

Along with this Action Plan, training and capacity-strengthening needs of staff and others were identified so that GEARI can plan appropriately for its Third Mission which is designed to ensure there is staff capacity throughout NBI to enact its gender mainstreaming. A process of continuous learning is to be gathered and maintained at NBI within in knowledge management and library systems. It was strongly felt that NBI could benefit from the additional training services of a sectoral trainer from the Gender and Water Alliance based in Nairobi Kenya. Nancy Spence is to explore the feasibility of hiring this consultant to join as the African Gender consultant for GEARI Mission Three set for Training NBI Staff.

## **7.6 COSTING THE ACTION PLAN**

Core members of the GWG returned the fourth day to cost activities and allow senior managers at NBI to assess what the gender mainstreaming initiatives might cost and ways of seeking appropriate sources of funding. These amount to \$US 240,000 for a lead gender expert and \$US 110,000 for six GWG meetings over three years. This was included in the Action Plan.

## **7.7 DEBRIEF WITH NBI SENIOR MANAGEMENT**

The debrief with Senior Management consisted of the new Executive Director, Henrietta Ndombe; Hamere Wondimu, the Senior Programme Officer and coordinator of the SVP; Beatrice Adongakulu, Pamela Lakidi Achan; and Mary Ssonka and Nancy Spence of GEARI. This meeting highlighted two issues:

- a) Implications for NBI arising from the Action Plan: The urgent need for a lead gender expert to drive this initiative, fully staffed by NBI.
- b) Next steps -- for GEARI Mission Three: Training. The advantages of combined with the Gender and Water Alliance, an NGO with headquarters in Nairobi for the third GEARI mission focused on training was eagerly approved.

***The GEARI team sincerely thanks the NBI staff for their always strong cooperation and support, despite obvious hectic schedules! We look forward to GEARI Mission Three.***



OBJECTIVES	RESULTS What do we hope to accomplish?	INDICATORS How do we know when we are successful?	ACTIVITIES What steps need to be taken to accomplish this?	BUDGET	DATES 2009-2011	RESPONSIBILITY (including Monitoring)	CAPACITY BUILDING PLAN
<b>1.2</b> <b>To Develop a system of gender structure for NBI</b>	A lead gender specialist is hired as a focal person with responsibilities only for gender integration is identified and created with full support from senior management  Focal points within NBI are the existing GWG members	A lead specialist position is created  Location and modus operandi identified  Funding is secured  Lead Gender Specialist identified	TORs prepared  Justification for TAC prepared  Interim funding sought by CBSI from CIDA, SIDA, GTZ and DFID  Long term fund sought by NBI Secretariat possibly through NBTF with support sought from donors (CIDA, GTZ, DFID, SIDA)  Recruitment of Lead Gender Specialist	Level= Lead Specialist at UN rates	Early 2009  January 2009	CBSI	

OBJECTIVES	RESULTS What do we hope to accomplish?	INDICATORS How do we know when we are successful?	ACTIVITIES What steps need to be taken to accomplish this?	BUDGET	DATES 2009-2011	RESPONSIBILITY (including Monitoring)	CAPACITY BUILDING PLAN
<b>1.3</b> <b>To set up the GWG committee as a Technical Committee on Gender in NBI's operations</b>	GWG is formalised in NBI's operations with regular meetings Official representation from each of NBI's units with time spent on GWG work recognised GWG assignment is formalised in TORS Resources made available to attend meetings	Official mandate to GWG as a technical committee to prepare situational analysis; monitor and share best practices Meetings twice a year Official appointment of GWG reported in Nile news TORS for GWG inserted in staffing agreements	TORs for GWG prepared and inserted in staff agreements as part of job description GWG as a technical committee prepares its operational programme and guidelines Meetings organised twice a year to report on a rotational basis Members assigned a role to prepare an updated gender situational analysis; raise constraints in GE in their areas; complete monitoring of gender advances and share best practices on GM in NBI Funds for meetings to be ensured through NBI	NBI to fund Each Meeting costs estimated at \$6,836 Total meetings estimated at \$13,000	January and July 2009	CBSI manages process	

OBJECTIVES	RESULTS What do we hope to accomplish?	INDICATORS How do we know when we are successful?	ACTIVITIES What steps need to be taken to accomplish this?	BUDGET	DATES 2009-2011	RESPONSIBILITY (including Monitoring)	CAPACITY BUILDING PLAN
<b>1.4 To adopt Gender budgeting as a principle at NBI</b>	Gender Budgeting Monitoring system put in place (GBMs)  NBI Activities monitored for budgets accorded to their gender activities	GBMS in place to capture degree of activities that support gender  Projects have budgets lines for gender activities  Level of utilisation of the gender component of the budget monitored regularly and reported upon	Samples of coding collected (such as those from ADB and Commonwealth Secretariat)  Coding system identified for degree of gender mainstreaming within projects and budget lines of funds allocated for gender activities established as part of NBI financial and M & E systems  New SAP projects have budgets lines for gender activities  Ongoing SVP projects address gender issues within their work plans and budgets  Nile Secretariat/ ENTRO/ NELSAP CU budget and Institutional budgets should include support for gender mainstreaming	Internal - No costs	January 2009	Finance, Monitoring and evaluation	Targeted training for finance staff to identify Gender Budget project categories for financial coding.
<b>1.5 To ensure all of NBI's written and visual communication stress gender issues or integrate GE</b>	Resource centre within Library set up  Gender on NBI website	Resource centre used by staff  All NBI public discourse reflects gender sensitivity	Gender specialist works with communications division to ensure all public material reflects gender sensitivity	Within CBSI budget	Ongoing	Communications – CBSI	

<b>OBJECTIVES</b>	<b>RESULTS What do we hope to accomplish?</b>	<b>INDICATORS How do we know when we are successful?</b>	<b>ACTIVITIES What steps need to be taken to accomplish this?</b>	<b>BUDGET</b>	<b>DATES 2009-2011</b>	<b>RESPONSIBILITY (including Monitoring)</b>	<b>CAPACITY BUILDING PLAN</b>
<b>1.6 To mobilise NBI Women's Network to interact with NBI projects and programmes</b>	Advocacy group formed to ensure NBI initiates project activities that impact on grassroots women  Enhanced communication and increased channels of communication with NBI women	Grassroots women issues more visible  More grassroots advocacy felt	Induction meeting held with NBI Women's Network catalysed by GWG members in respective countries of NBI and to orient them with project activities	\$10,000  CBSI Budget for stakeholder participation	CBSI and GWG members		Women network members trained in capacity development to interact with NBI projects

OBJECTIVES	RESULTS What do we hope to accomplish?	INDICATORS How do we know when we are successful?	ACTIVITIES What steps need to be taken to accomplish this?	BUDGET	DATES 2009-2011	RESPONSIBILITY (including Monitoring)	CAPACITY BUILDING PLAN
<b>Strategic Orientation 2 : Creating an Enabling Environment for Gender Equality at NBI in its organizational culture</b>							
<b>2.1 To promote commitment of senior management to actions that address gender issues in the workplace and sensitise NBI staff to them</b>	<p>Raised awareness of the importance of GE issues in the workplace</p> <p>Understanding of how management at NBI can support staff and constituents to integrate GE into their workplace and initiatives</p> <p>Staff can identify ways they can promote GE in the workplace</p>	<p>Number of NBI staff who attend training</p> <p>Degree and quality of participation of staff by sex</p> <p>Number of actions by management to address GE issues in NBI identified</p>	<p>Establish a continuous dialogue with senior management (NBI Sec/NELSAP – CU and ENTRO) on gender issues and concerns</p> <p>Using the data from baseline plan, implement and coordinate activities that improve gender awareness in the organisation</p> <p>Continuously highlight actions needed to promote GE to affect HR and gender policies</p> <p>Conduct a Gender Equality Orientation Session with senior managers and Nile Secretariat staff:</p> <ul style="list-style-type: none"> <li>• Piggy-backing the Nile-TAC meeting</li> <li>• Drawing from findings from Audit</li> <li>• Planning and coordination of delivery, evaluation and monitoring</li> </ul>	Fees & travel of consultant = \$2000	<p>2009</p> <p>Ongoing</p> <p>March 2009</p>	<p>HR Unit &amp; Gender Focal point &amp; GWG</p> <p>GWG's focal point contact person</p> <p>Gender sensitive external consultant in HR</p>	<p>An interactive training course on gender equality orientation and a session on gender issues in the workplace is prepared for NBI</p>

OBJECTIVES	RESULTS What do we hope to accomplish?	INDICATORS How do we know when we are successful?	ACTIVITIES What steps need to be taken to accomplish this?	BUDGET	DATES 2009-2011	RESPONSIBILITY (including Monitoring)	CAPACITY BUILDING PLAN
<p><b>2.2</b> <b>To create a gender-sensitive workplace for men and women at NBI</b></p>	<p>NBI HR policy engendered</p> <p>Guidelines for staff engendered</p> <p>NBI's workforce engendered</p>	<p>Policy in place</p> <p>Percentage of men and women in decision-making positions and bodies at all levels is tracked and reported</p>	<p>Pro-active actions to promote GE policies and measures in NBI highlighted to create an engendered HR policy</p> <p>Establish checklist on minimum requirements for gender and diversity in the work place</p> <p>Engendered HR policy takes consideration of:</p> <ul style="list-style-type: none"> <li>• Equal Opportunity policy</li> <li>• Affirmative Action policy</li> <li>• Harassment policy</li> <li>• Appraisals process</li> <li>• Mentoring system</li> <li>• HIV/AIDS in the workplace</li> </ul> <p>HR policy is reviewed and updated</p>	<p>Under HR budget</p>	<p>2009</p>		<p>Training tools developed specific to gender issues in workplace (Internal)</p>

OBJECTIVES	RESULTS What do we hope to accomplish?	INDICATORS How do we know when we are successful?	ACTIVITIES What steps need to be taken to accomplish this?	BUDGET	DATES 2009-2011	RESPONSIBILITY (including Monitoring)	CAPACITY BUILDING PLAN
<b>Strategic Orientation 3 : Engendering Programming and Building Staff Capacity</b>							
<b>3.1</b> <b>A) To promote conceptual clarity for staff and constituents about GE in IWRM and IWRD</b>  <b>B) To develop the capacity of staff to integrate knowledge of GE and gender analysis into programming as well as capacity to support others in GE integration</b>	NBI Staff have a better understanding of basic GE concepts, of the dynamic process of gender analysis and its usefulness in IWRM/IWRD  NBI's staff understand the importance of strategic planning for GE results and understand their responsibilities	Quality of materials  Number of participants attending training  Participants' perception of the training's usefulness (evaluation)	Coordination and preparation by GEARI project of a 2- 3 day Technical training initially targeted to the GWG as a TOT and if possible include Senior management (including Regional Programme Managers )involved in programming and project level activities  As gender mainstreaming comes on at NBI, engenderise all NBI workshops and trainings  As proposals and development plans come into NBI, they should be reviewed to ensure equitable distribution of the benefits of resources and project activities  Gender Specialist will address long term, ongoing, and evolving NBI staff capacity needs in gender integration	GEARI to cover trainer costs and NBI to cover travel of GWG (est. at \$7000)	2009	GEARI and GWG	2 day Technical Training programme on: <ul style="list-style-type: none"> <li>• GE issues in IWRM and IWRD</li> <li>• Benefit to addressing GE issues in IWRM and IWRD</li> <li>• Integrate GE analysis within IWRM and IWRD policies and practices</li> <li>• Integrating GE analysis into the programme and project cycles</li> <li>• Gender budgeting</li> <li>• Monitoring for GE results and emerging issues</li> </ul>

<b>OBJECTIVES</b>	<b>RESULTS What do we hope to accomplish?</b>	<b>INDICATORS How do we know when we are successful?</b>	<b>ACTIVITIES What steps need to be taken to accomplish this?</b>	<b>BUDGET</b>	<b>DATES 2009-2011</b>	<b>RESPONSIBILITY (including Monitoring)</b>	<b>CAPACITY BUILDING PLAN</b>
<b>3.1 To circulate existing tools for the GE policy and strategy and develop tools when required for integration of GE</b>	Facilitation of NBI staff and constituents' access to GE resources focusing on key issues Resources available for new tools	Number of tools circulated Number of new tools created Number of gender reference materials on NBI website	Collect and review existing UN and multilateral models to inform the GE policy Collect and review existing NBI policies when Gender specialist is on board as part of TORs to develop and circulate the tools and models	nil nil \$5000	On-going	Gender Specialist with HR as appropriate	Development of NBI training tools in GE
<b>3.2 To have mandated Gender Action Plans within all NBI projects</b>	Practices for GE in programming is made mandatory All NBI projects identify, implement and monitor gender action plans	GE performance at NBI is reported on in annual monitoring practices	All proposals and development plans incorporate a gender action plan, supported with allocated resources and monitored for their effectiveness	Monitoring and evaluation budget	On-going	Monitoring and evaluation section	Gender specialist to prepare a training module to assist staff in integrating gender into NBI project as gender action plans and develop monitoring system
<b>3.4 To monitor and evaluate the gender action plans in projects and programmes and at the corporate level</b>	More GE issues reflected as a priority at corporate level More GE issues reflected in NBI projects & programmes	Lessons learned shared by NBI staff Level of activity and funding of gender issues at output level Level of benefits for men and women	Develop gender specific indicators Collecting gender-desegregated data within NBI projects and programmes Track analysis implementation, and reporting to GWG		On-going	Monitoring and evaluation section, PMU, NELSAP, ENTRO, and Project staff	Gender specialist and monitoring and evaluation team develop and undertake internal training of project staff for gender monitoring indicators

<b>OBJECTIVES</b>	<b>RESULTS What do we hope to accomplish?</b>	<b>INDICATORS How do we know when we are successful?</b>	<b>ACTIVITIES What steps need to be taken to accomplish this?</b>	<b>BUDGET</b>	<b>DATES 2009-2011</b>	<b>RESPONSIBILITY (including Monitoring)</b>	<b>CAPACITY BUILDING PLAN</b>
<b>3.5 To maintain staff in cutting edge GE issues</b>	Have NBI staff keep up to date and be enabled to better programme for GE issues	One event is carried out annually- could be a workshop within an NBI event.	Annual event is carried out addressing emerging issues in GE		Annual	Gender specialist	Gender specialist develops modules in emerging gender issues

### **TOTAL ESTIMATED BUDGET FOR GENDER**

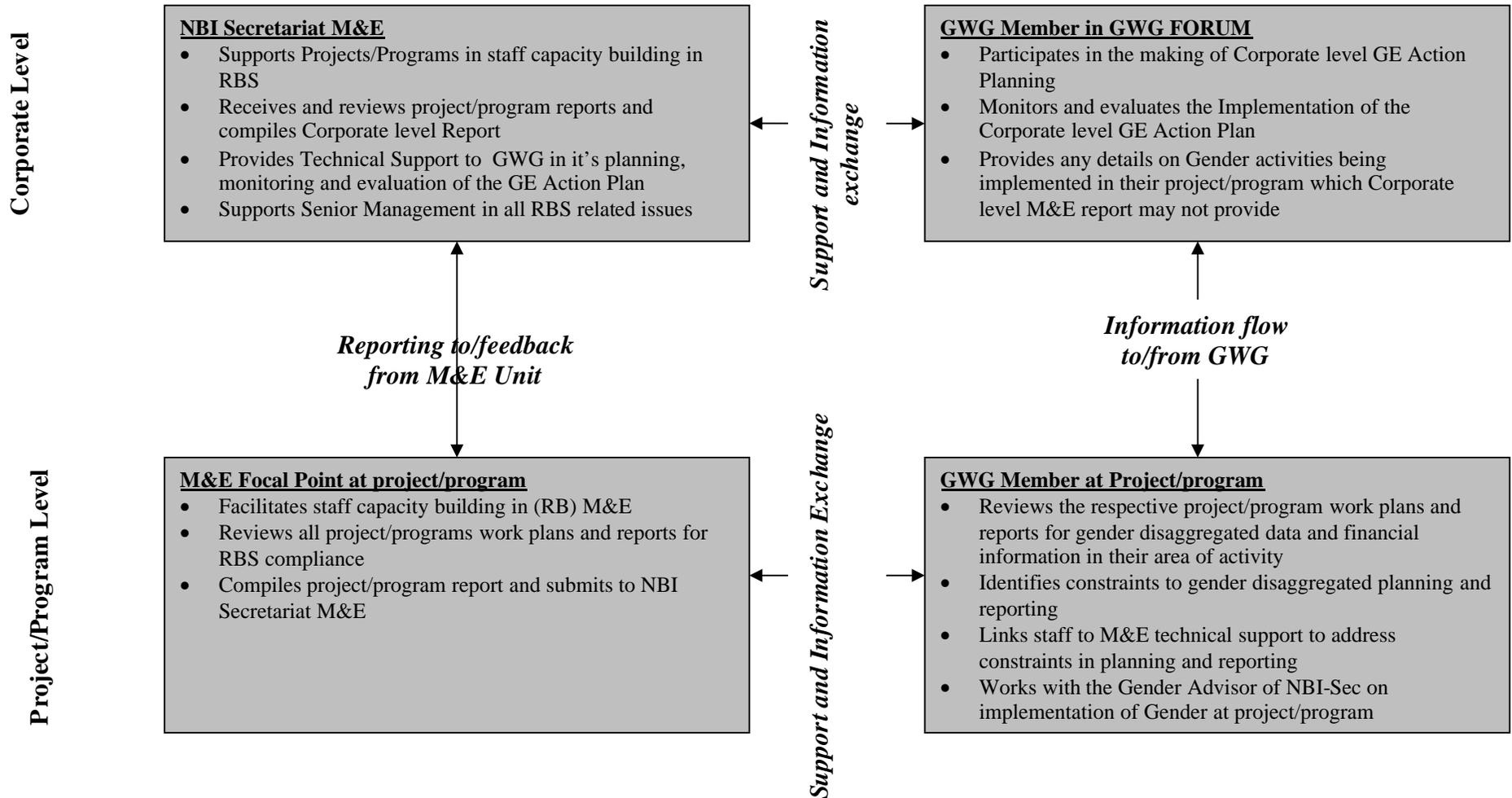
1. Activities for 2009 to 2011 = \$US 110,000 to cover GM training, four GWG meetings (2 time per year for 3 years), Grassroots NBI Women's Network and training materials development.
2. Gender Specialist Position at \$US 80,000 x 3 years = \$US 240,000

Grand total= \$US 350,000

### **NEXT STEPS**

- Approval from Senior Management at NBI
- Circulate to all GWG members for feedback

**ANNEX TWO: SUGGESTED LINKAGES BETWEEN MONITORING AND EVALUATION (M&E) AND GWG**



**ANNEX THREE: REVISED AGENDA FOR NBI GWG ACTION PLANNING MISSION  
OCTOBER 02-06 2008**

<b>Day One: October 2nd – NBI Secretariat GWG meeting (NBI Secretariat, GWG Members)</b>	
8:00	Official Opening: ED Henrietta Ndombe -Meet and greet GWG members at NBI -Review proposed agenda
9:00	GWG members attend one half day of Day One of the Expert Group Meeting on Gender and Water: Gender Mainstreaming in IWRM -Objectives of Expert Group meeting on gender Mainstreaming in IWRM (Water Management):  <ol style="list-style-type: none"> <li>1. Sharing knowledge and experience of gender mainstreaming in water in poverty reduction and development</li> <li>2. Identifying and agreeing on strategies for mainstreaming gender and on mechanisms for its coordinated follow-up in trans-boundary water resources programmes</li> </ol>
<b>Day One: October 2<sup>nd</sup> – Gender and Water Workshop (Nancy Spence, Mary Ssonko, Ministers)</b>	
9:00 – 9:15	Session 1: Opening remarks  <ol style="list-style-type: none"> <li>1. Hon. Ndayiragije, Minister for Water, Energy and Mines, Burundi</li> <li>2. Hon. Maria Mutagamba, Minister of Water and Environment, Uganda</li> <li>3. Hon. Rukia Nakadama, Minister of State for Gender, Uganda</li> <li>4. Chair, Parliamentary Committee on Gender, Uganda</li> <li>5. GTZ</li> <li>6. WSP Africa</li> <li>7. Global Water Partnership, Eastern Africa</li> </ol>
9:15 – 10:45	Session 1: Introductions and background  <ol style="list-style-type: none"> <li>1. Outcome of the gender meeting at 1<sup>st</sup> AWW</li> <li>2. AMCOW vision and strategic direction</li> <li>3. Workshop objectives and agenda</li> </ol>
10:45 – 11:00	Break/NETWORKING for NBI GWG members
11:00 – 12:30	Session 2: Reaching a common understanding on the concept and role of gender mainstreaming and water in poverty reduction and development  <ol style="list-style-type: none"> <li>1. Perspectives of gender mainstreaming in water resources management services, and sanitation Presentation and discussion</li> <li>2. The politics of Water: Governance challenges for gender and water.</li> <li>3. Economic efficiency, Equity and Environment - Tools to integrate gender in sustainable development. Presentation and discussion</li> </ol>
12:30 – 1:00	Session 3: Sharing lessons on practices in mainstreaming gender in IWRM  Case studies from institutions at local, and regional levels in:

	<ol style="list-style-type: none"> <li>1. water for agriculture and production</li> <li>2. water supply and sanitation</li> <li>3. environmental conservation</li> <li>4. water governance - policy and legislation</li> </ol> <p>Discussions and recommendations</p>
1:00 – 2:00	Lunch/NETWORKING` for NBI GWG members
3:00	<p>RESUMPTION OF GWG MEETING</p> <p>-Updates since last meeting          -Overview Review of GEARI Mission and objectives: N Spence (TOOL: Power point)          -Validation of Audit Findings - Mary Ssonko ( TOOL: power point)</p> <p>-Discussion of findings to identify priority actions emanating from audit, women of the NBI forum, and gender entry points in the ISP. (Tool: Findings Chart for prioritizing Action Plan. GWG to circle priorities in three areas. GWG to select the action they feel are “doable” in NBI Action Planning)</p>

<b>Day Two: October 3rd – Meeting of NBI GWG members for NBI Action Planning</b>	
8:00- 10:00	<p>ACTION PLANNING &amp; TRAINING DEVELOPMENT PLAN</p> <p>-What is available to assist NBI? ( brainstorm with GWG)</p> <p>Tool: Display of materials by N Spence: ( All members to receive electronically)          Annex A: Summary of HR engendering models          Annex B Summary of GENDER AND IWRM training materials available to assist</p>
10:00-10:15	Break/NETWORKING for NBI GWG members
10:15-1:00	GWG Members prepare Action Plan
12:30-2:00	Lunch/NETWORKING` for NBI GWG members
2:00 –4:30	Continued Action Plan Summary Chart: Annex C Action Planning Chart – N Spence

<b>Day Three: October 4<sup>th</sup> – Review of Action Planning</b>	
9:00 – 12:30	GWG core members completed Action Planning Chart with budget
3:00-5:00	Review of Action Plan with CBSI senior management & discuss next steps

<b>Day Four: October 6<sup>th</sup> – Debrief senior management at NBI</b>	
11:00-1:00	Discuss findings and next steps with Executive Director
2:00	Human Resources briefing with Head of Administration

## ANNEX FOUR: ANNOTATED TRAINING MATERIALS ON GENDER AND IWRM

The GEARI team delivered Gender Training Materials to NBI related to gender and IWRM to promote a continuous learning loop (as per GEARI's TORs). These resources were all copied for the NBI resource library and copies were all put on display. The GWG was walked through each of these resources. Most were made electronically available to them. GEARI delivered these to the library at NBI for gender resources.

### \*\*\*\*\***Gender and Water Reference Materials:** June 2006

A series of website sources on gender and water from UN, UNDP, UNEP, UNIFEM, FAO, WSSCC, GWA, WEDO, and others. Very helpful.

### \*\*\*\*\* **Why Gender Matters:**

A Tutorial for Water Managers CAP NET and GWA on CD-Rom. This is an excellent resource for senior managers to understand why gender matters in IWRM. It begins with general concepts, and linkages into IWRM goals and linkages to environmental, economic efficiency and social equity linkages. It outlines Gender Barriers and how to get environmental economic and social equity benefits from gender. It takes 5 sectors in detail, each outlining the gender perspectives And benefits gained form a gender approach. These are Water supply; Sanitation; Agriculture and Environment. It lists resources and training tools available.

**Part two: Resource Guide:** Outlines a reference set for Why gender Matters, By same authors, a detailed synopsis of Gender and IWRM in Chapter One; Chapter two is a Guide to Resources on gender and Water Sectors including privatization and gender budgeting. Chapter 3 gives resources for GM in project cycleand Chapter 4 illustrates GM in water sector policies and institutions. Plus, there is an Annex of over 30 case studies.

### **Gender Mainstreaming Policy Brief. GM: An essential component of sustainable water management.**

This 8-page brief encapsulates why gender is gradually being incorporated into water policy; definitions for technocrats; describes an enabling environment in terms of policies, ;egislation and financing; illustrates a gender analysis framework for water technicians including budgeting; speaks to organizational roles and frameworks; from local to national level and describes management instruments. Sums up key lessons learned and highlights further resources.

### \*\*\*\*\***Mainstreaming Gender in Water Resources Management: How and Why. Background paper for World Vision Process:**

This is a very readable intro and good for initial sensitivity training. It centers in the importance of a gendered approach to IWRM. It speaks of before and after to show gender benefits. It describes a gendered approach from the field with good illustrations. It centres on the benefits of a gender approach and details a gender mainstreaming perspective in water management.

### **FACT SHEET Water governance: The Gender dimension:**

A one page summary of highlights of a gender approach. Good for sensitivity training.

### **Practical Guide to Mainstream in Gender in Water Projects: WEDC 2000.**

This is an actual training session for water engineers and technicians. It starts with what does gender mean to you and then goes into each stage of the project cycle, where It speaks to key issues and actions that should be taken within the project cycle ( how to adapt a project ) and how to know if a project is gender sensitive.

\*\*\*\***FOR HER ITS THE BIG ISSUE: Putting women at the Centre of water supply and management, sanitation and hygiene. WASH Evidence Report.**

Part One looks at how the Community benefits from including women into water and sanitation projects. Part Two looks at how women benefit-- with three big issues identified: girls education; women's status and income generating.

\*\*\*\* **Gender checklist: Water Supply and Sanitation, ADB 2003.**

This resource addresses gender in the project cycle, key questions for the action cycle, case studies, methodologies, data to be collected, project design, overall project framework, policy dialogue; and TORs for a gender specialist.

**The Gender and Water Development Report 2003: Gender Perspectives in the Water Sector: Gender and Water Alliance.**

Focus is on a Policy approach . Looks at gender perspectives in policies in the water sector starting with water for nature; sanitation for people; water for people; Water for food. Chapter six looks at cases studies. Annexes describe water commitment to 2002. Tables show gender perspectives by issues area (above) and features a gender approach to water for food.

See gender in key sector issues chart on pg 32-35; See gender budgets on pg 43; See gender in water for food on pg 39.

**FAO: People-centred Climate change Adaptation: Integrating Gender Issues: FAO 2007.**

Good for outlining linkages between gender issues and climate change. Recommended ways of integrating gender into climate change strategies, policies and activities. Hard copy only.

**Gender and Water: Securing water for Improved rural livelihoods – Multiple Uses system approach: IFAD.**

A *series of case studies* addressing different aspects of gender and water. Irrigation, decision-making, land and labour issues. Good for brief highlighted African case studies.

**The Water and Poverty Initiative: What we can learn and what we must do. ADB Series 3: 2004.**

This reviews lessons learned from gender and water, new ideas that are challenged, research questions raised and recommendations for action for pro-poor water governance. Broader than just gender.

**Integrating indigenous and gender aspects in Natural Resource Management Guidelines for Practitioners: IGNARM Guidelines, 2005.** Part One looks at case studies and arguments for gender. Part two looks at key issues and questions for gender in the project cycle: identification, pre-planning, design, implementation and monitoring and evaluation. All related to natural resource management. Annexes contain guidelines.

\*\*\*\* **Gender disaggregated Data for Agriculture and Rural Development: FAO, 2003.** Guide for facilitators, Socio Economic and Gender Analysis programme (SEAGA).

**Women and Natural Resource Management: A manual for the African region: Commonwealth Secretariat 1996.**

Outdated but still good on rural women's views; their networks; conservation techniques and case studies of workloads etc

**Energy and Gender: FAO, 2006.**

Energy, gender and sustainable development agenda; energy poverty trap; and energy policies and planning through a gender lens.

See pages 15 and 16 for photographs of these materials.

**ANNEX FIVE: GEARI – GWG – NBI WORKSHOP MISSION TWO  
OCTOBER 2-4, 2008  
NBI SECRETARIAT – ENTEBBE – UGANDA**

**LIST OF PARTICIPANTS**

<b>NILE BASIN INITIATIVE SECRETARIAT</b>	
<p><b>HENRIETTE NDOMBE</b> Executive Director Nile Basin Initiative Secretariat P. O. Box 192 Entebbe, Uganda. Tel: Dir. 00-256-41-321329 Alt.: 00-256-41-321424 Ext. 111 Fax: 00-256-41-320971 E-mail : hndombe@nilebasin.org</p>	<p><b>AUDACE NDAYIZEYE</b> Executive Director Nile Basin Initiative Secretariat P. O. Box 192 Entebbe, Uganda. Tel: Dir. 00-256-41-321329 Alt.: 00-256-41-321424 Ext. 111 Fax: 00-256-41-320971 E-mail : andayizeye@nilebasin.org</p>
<p><b>ELIZEBETH MUSYOKA</b> Head Finance and Administration Nile Basin Initiative Secretariat P. O. Box 192 Entebbe, Uganda. Tel: Dir. 00-256-41-321329 Alt.: 00-256-41-321424 Ext. 111 Fax: 00-256-41-320971 E-mail: emusyoka@nilebasin.org</p>	<p><b>HAMERE WONDIMU</b> Senior Program Officer SVP Coordinator Nile Basin Initiative Secretariat P. O. Box 192 Entebbe, Uganda. Dir. 00-256-41-323474 Alt: 00-256-41-321424 /321329 Fax: 00-256 41 320183 /320971 E-mail : hwondimu@nilebasin.org</p>
<p><b>HELLEN NATU</b> Regional Project Manager Socio-economic Development and Benefit Sharing (SDBS) Project Nile Basin Initiative Plot 12 Mpigi road, P. O. Box 192 Entebbe, Uganda. Tel: 00-256-41-321424 Fax: 00-256-41-320971 Cell : +256-752-860 602 E-mail: hnatu@nilebasin.org</p>	<p><b>JOHN KOKAS OGWANG</b> Regional Monitoring &amp; Evaluation Specialist Nile Basin Initiative Secretariat P. O. Box 192 Mpigi road, Plot no. 12 Entebbe, Uganda. Tel: 00-256-41-321424 Fax: 00-256-41-320971 /320183 E-mail: jogwang@nilebasin.org</p>
<p><b>EMERITA MUGOREWICYEZA</b> Social Development Officer Nile Basin Initiative CBSI/NELSAP P. O. Box 6759 Kigali. Rwanda. Tel: 00-250-08429917 E-mail: emugorewiyeza@nilebasin.org</p>	<p><b>PAMELLA LAKIDI ACHAN</b> Assistant Monitoring &amp; Evaluation Specialist Nile Basin Initiative Secretariat P. O. Box 192 Mpigi road, Plot no. 12 Entebbe, Uganda. Tel: 00-256-41-321424 Fax: 00-256-41-320971 /320183 E-mail : plakidi@nilebasin.org</p>

<p><b>JANE NABUNNYA</b>  NPC – CBSI Uganda  Transboundary Water Office  Directorate of Water Resources  P. O. Box 19  Entebbe,  Uganda.  Tel: 00-256-0312-269555  Cell phone: 00-256-772-569546  E-mail: jnabunya@nilebasin.org</p>	<p><b>JANE KISAKYE</b>  Micro-grant Coordinator  National Transboundary Environment Action  Program (NTEAP)  Shimon road, Plot 18 Flat A2  P. O. Box 1190  Kampala,  Uganda  Tel: 256-312-264815  Cell phone: 256-772-419771  E-mail: jkiskeye@nilebasin.org</p>
<p><b>JOSEPHINE LWASA</b>  Accountant  Nile Basin Initiative Secretariat  P. O. Box 192  Entebbe,  Uganda.  Tel: Dir. 00-256-41-321329  Alt.: 00-256-41-321424 Ext 113  E-mail : jlwasa@nilebasin.org</p>	<p><b>BEATRICE ADONGAKULU</b>  Bi-lingual Secretary  Nile Basin Initiative Secretariat  Shared Vision Program  P. O. Box 192  Entebbe,  Uganda.  Tel: Dir: 00-256-414-320183  Alt Tel: +256-414-321424 /321329 Ext 125  E-mail: badongakulu@nilebasin.org</p>
<b>DEVELOPMENT PARTNERS</b>	
<p><b>CIDA</b>  NANCY SPENCE  International Consultant  8 Annex Lane  Toronto  Canada.  Tel : 00-1-416-926 9185  Cell Phone : 00-1-416-826 0047  E-mail: nancy.spence@gmail.com</p>	<p><b>DR. MARY SSONKO NABACWA</b>  GEARI  Senior Lecturer – Development Studies,  Uganda Chrsitian University - Mukono  Tel : +256-774-23-45-03  E-mail : maryssonko@yahoo.co.uk</p>

## ANNEX SIX: SPEAKING NOTES OF NBI'S EXECUTIVE DIRECTOR FOR THE OPENING OF THE GWG

October 2, 2008: Entebbe, Uganda



- *Head of NBI Strategic Planning,*
- *Senior Programme officer,*
- *Members of the NBI Gender Working Group,*
  
- *Dear Colleagues,*

It is with honour and pleasure that I address all of you at this occasion of the Gender Equality for African Regional Institutions (GEARI). We are all aware that this meeting brings together Colleagues with interests in NBI gender mainstreaming processes. As you know CIDA has initiated GEARI to assist its key Pan-African partner organizations and one of them is NBI. Its goal is to integrate gender equality results into NBI analysis, planning, implementation and monitoring of their policies and programs.

Women make up 52 % of the population of the nine countries of the NBI. Yet more often than not, they are left out of our NBI programmes. They should be more included not only in the benefits of our programming but also in decision-making for NBI as an organization.

Following the concept note on NBI gender mainstreaming strategy elaborated by CBSI, at the Addis Ababa meeting for Women of the NBI and Women in the NBI met in November 2006 and prepared a number of excellent recommendations for us to take forward, NBI has achieved important milestones since then.

CBSI has been engaged in devising further strategies for gender mainstreaming in the NBI at two other levels: of the NBI as an organization, and at individual NBI programs and projects.

The first level concerns strategies by which the NBI adopts and implements gender-aware and sensitive internal policies, procedures and practices in relation to its own employees and at corporate level.

The second level concerns the integration of gender issues in the design, implementation and management of NBI programs and projects so that their respective impacts are more gender-sensitive and aware.

The two levels of gender mainstreaming are both linked and mutually reinforcing, yet they require different strategies, for this reason they are discussed separately.

The complexity of NBI programs and projects poses a challenge in its endeavor to mainstream NBI impacts. Mainstreaming obviously cannot be achieved through a single monolithic strategy or approach. The overall NBI strategy for mainstreaming impacts is

thus to be further refined and adapted to address specificities of the individual NBI programs and projects.

Fortunately so far, ENTRO has institutionalized gender mainstreaming when formulating its Strategic Action Plan 2006-2010. It adopted 'Gender Balance, Equity and Respect for Diversity' among its Core Values. Whereas NELSAP went ahead to elaborate a gender mainstreaming strategy for its investment projects, which was approved by NELTAC/NELCOM meeting last April 2008 in Bujumbura.

In addition to the processes initiated by NBI and the SAPS, the CIDA-funded Gender Equality for African Regional Institutions (GEARI) project, come on board to provide technical assistance to support gender mainstreaming throughout the Nile Basin Initiative (NBI), including in its policies and processes. This process will involve five complementary phases

A Gender Working Group was formed here at NBI to advance the agenda of gender equality, it is composed of twelve Members, both male and female from the Nile Basin Secretariat, the NELSAP and ENTRO.

Together they undertook gender assessment of the NBI to act as our baseline data. This has been prepared along with future recommendations for change and transformation within the new Institutional Strengthening Project 2008-2010.

Today, tomorrow and Saturday, the Gender Working Group will work together to validate the assessment results. It was a highly participatory process designed to ensure ownership by NBI, staff members, to facilitate the development of the Gender Equality Action Plan for NBI to better address gender equality issues at NBI. The Plan of Action will involve responsiveness to the needs of both men and women of the NBI. I wish you the best in your deliberations, and I look forward to receiving the Action Plan. This is important to ensure that women and men benefit equally from our Shared Vision of the Nile Basin :

“To achieve sustainable socio-economic development through the equitable utilization of, and benefit from the common Nile Basin water resources.”

I pledge my total support to all efforts aimed at taking the process forward in all NBI's future development programmes. Let me now, Ladies and Gentlemen, declare the Gender Working Group meeting officially open and wish you fruitful deliberations.

Thank you.

**ANNEX SEVEN: CLOSING REMARKS BY EXECUTIVE DIRECTOR DURING  
MEETING OF NBI GENDER WORKING GROUP**

Friday October 3<sup>rd</sup>, 2008

Dear Colleagues,

It gives me pleasure to be with you this afternoon at the closure of our GWG meeting. I am sure you have accomplished a good job with enthusiasm, as we say when you have a good cause the result can not be deceiving.

Is it necessary to recall to our colleagues that NBI is playing a crucial role in addressing the objectives of improving the welfare of the people, alleviating poverty among the population and contributing to the achievement of the Millennium Development Goals.

I am particularly pleased that gender mainstreaming as NBI commitment but also as a process has become a core and shared value. I take this opportunity for thanking my predecessors in the job for the understanding and dedication to put gender on a high agenda in NBI and supported various initiatives which took place. I wish to mention the Addis Ababa Women meeting, various strategies which have been elaborated to promote gender in NBI activities, and the GEARI project which conducted a gender audit which helped us as a baseline for future planning

I understand also there are windows of opportunity with the up coming ISP. We need to prepare ourselves to make use of them through the four components of the ISP for the benefit of the majority of our population.

I am understand also that you have worked on a **PLAN OF ACTION**, I will be happy to examine it attentively and I intend to facilitate its integration at all the levels of the IBN activities in terms of:

- The shared vision in terms of equity and equality and ownership by NBI Staff and NBI Governance structures.
- A capacity building program for NBI Staff and stakeholders
- An organizational culture, which is gender sensitive.

I wish to thank the members of the working group for their commitment and interest . My special thanks go to CIDA Canada and their consultant for the support they extended to NBI in carrying out this task. I encourage the members of the working group to seriously continue the follow up. I wish also to assure you about my commitment to this undertaking. It is now my pleasure to declare the meeting officially closed and I wish all of you safe journey home.

Thank you for your attention

The Executive Director

## **ANNEX EIGHT: BRIEFING NOTE TO SENIOR MANAGEMENT AT TAC**

### **BRIEFING ON GEARI MISSION TWO at the NILE BASIN INITIATIVE OCT 2008**

The CIDA funded Gender Equality in Regional African Institutions (GEARI) project works the Nile Basin Initiative to help NBI develop gender mainstreaming within its programmes, projects and work place. It consists of four missions to the NBI to (1) to undertake a gender assessment for valuable baseline data on gender mainstreaming to date; (2) to develop with NBI staff a Gender Action Plan for taking recommendations identified in the assessment forward, (2) to undertake technical training to ensure all NBI staff have the capacity to integrate gender within future programming/ projects and (4) monitoring for gender results and ensuring a sharing of good practise to assist all. The ISP calls for a Gender Policy to be enacted as part of gender mainstreaming in NBI. A Gender Action plan is required to catalyze the process.

For three days from October 02-04, the GEARI Team worked with the NBI Gender Working Group members to formulate a corporate **NBI Action Plan for Advancing Gender Mainstreaming** principles and actions within the NBI drawn from recommendations made by NBI staff in the assessment, and recommendations made previously by a Nile Basin Women's Forum in 2006. This results-based corporate **Gender Action Plan 2009-2011**, presented to Senior Management at NBI on 06 October 2008, details proposed gender mainstreaming objectives; their expected results, indicators to measure progress; activities to be undertaken; a budget; timelines, and training required for capacity strengthening of NBI staff to meet these objectives and results.

#### **The Gender Action Plan at NBI 2009-2011 covers three strategic orientations:**

**(1) Recommendations that are required for legitimizing gender mainstreaming at a corporate level include:** A Gender policy for NBI; designating a lead gender specialist to be responsible for gender mainstreaming results at NBI; an officially recognized Gender Working Group (GWG) representing staff drawn from all NBI entities that meets regularly to assist and monitor progress; developing gender action plans within all NBI future projects; gender budgeting to track the allocations of financial resources to gender; and engendering all corporate communication.

**(2) Recommendations for engendering the NBI workplace include:** actions that address gender issues in the workplace and sensitize NBI staff to them through internal HR dialogue, workshops and training and to create a workplace that is gender sensitive for men and women at NBI. A new "engendered" Human Resource Policy is being developed that addresses directly gender issues in the workplace.

**(3) Recommendations for engendering programming and projects include:** developing staff capacity to integrate knowledge about gender analysis and GE integration into programming and projects; developing tailored tools and training required for gender integration within projects; mandating all new projects at NBI to include Gender Action Plans with identified budgets allocated; and monitoring and evaluating the results of gender mainstreaming at both the corporate level and within programmes and projects.

#### **THE WAY FORWARD: FINANCIAL RESOURCES REQUIRED**

There is a **total of \$US \$110,000** required to allow **activities** for this Action Plan to be delivered for three years. A **total of \$US80,000 (x 3) = \$US 240,000** is required for a **lead specialist** for three years to drive it. Therefore a combined total of **\$US 350,000** will ensure that NBI has committed the resources required to enact this Gender Plan of Action 2009-2011.

**ANNEX NINE: VALIDATION OF GEARI MISSION TWO AND VALIDATION / ACTION  
PLANNING WORKSHOP**

Position in the organization: MANAGEMENT/PROGRAMME STAFF

Department/Sector:

Female.....5.      Male: .....1

	1	2	3	4	5
<p><b>1. Evaluation of the workshop methodology</b> Please use the rating of 1 – 5 to answer the following questions of which 1 = Unsatisfactory 2 = Fairly satisfactory 3 = Satisfactory 4 = Very Satisfactory 5 = Excellent</p> <p>a) Relevance of the written materials and visual presentations? b) The workshop encouraged and allowed participation? c) Your overall evaluation of the workshop?</p>				2 2 3	4 4 3
<p><b>2. Audit Workshop Results Evaluation October 02</b> Please use the rating of 1- 5 of which 1= to a very small extent 2 = to a small extent 3 = to an extent 4= to a big extent 5 = to a very big extent</p> <p>a) The outcomes of the Audit report represent the current gender situation in NBI? b) There is a better understanding of the need for promoting gender mainstreaming in NBI? c) There has been a clear consensus on the priorities for action for gender mainstreaming?</p>		1		3 3 2	1 2 3
<p><b>3. Action Planning Workshop October 3-04</b> Please use the rating of 1- 5 of which 1= to a very small extent 2 = to a small extent 3 = to an extent 4= to a big extent 5 = to a very big extent</p> <p>a) The consultants were well prepared and organized in Action Planning? b) Were the consultants knowledgeable of the material presented? The consultants were helpful and flexible to GWG needs?</p>				2 1 2	4 5 4
<p><b>4. Consultants Team Evaluation</b></p> <p>a) What was the most useful aspect of this GEARI mission? Development of gender Action Plan; participation aspects; Expert Group Meeting; Acknowledgement and promo of GM in NBI</p> <p>b) What was the least useful aspect of this mission? Only partial attendance ; time management;</p> <p>c) What is your overall evaluation of the consultants? Good; consultants did an excellent job; very knowledgeable; easily understood; very satisfactory; very helpful</p> <p>d) What suggestion would you offer for the same kind of mission?</p> <p>Better prior confirmation by all participants; wants a planning and training session; gender mainstreaming should, continue so not seen as only women’s issue but includes youth and men. Venue away from office so senior management participates; proper timing; improved coordination of GWG members for better attendance next mission.</p>					

## Part 3:

# Participatory Gender Assessment of NBI Programming and Organizational Structure

## Programme Planning and Design

### Programming

- program design and planning
- program implementation
- technical expertise
- monitoring and evaluation
- partner organizations

### Two Dimensions of the Gender Assessment

### Organizational Structure

- gender policies
- staffing
- human resources
- marketing
- financial resources
- organizational culture

## PROGRAMS

- Program Planning and Design
- Program Implementation
- Monitoring and Evaluation
- Technical expertise
- Partnership and national affiliates

## Subsidiary Action Programmes (SAP)

- Neither of the Eastern Nile Subsidiary Action Programme (ESNAP) nor the Nile Equatorial Lakes Subsidiary Action Programme (NELSAP) have defined gender dimensions,
- Gender and women's issues are only addressed by default as opposed to design, and highly dependent on the willingness of the Project Managers.
- Therefore gender strategies have been created.
- The NELSAP Gender Mainstreaming Strategy provides a background on gender issues within the region, including goals, objectives, and outputs to be achieved.

### However...

- It lacks clear interventions and timelines for achievements of objectives.
- More effort can be made in ensuring that the strategy is implemented through regional programmes and projects.

## Shared Vision Programme (SVP)

- Two of its eight projects (CBSI and SDBS) have consciously promoted gender equality and women's empowerment.
- The Confidence Building and Stakeholders Involvement Project (CBSI) is sensitizing women stakeholders and NBI staff to gender issues regarding natural resource management at the national and regional levels.
- Lead to the creation of the NBI Women's Forum as a platform to address gender issues in programming.
- Efforts are underway to develop a Gender Strategy.

### However...

- There is an absence of a policy framework on gender mainstreaming to guide the process of programme and project planning and implementation.
- There is no specific unit responsible for gender mainstreaming.
- The staff have limited technical skills to implement gender mainstreaming.

## NBI Proposed Institutional Strengthening Project (ISP) 2008-2010

- Created to address stakeholder-identified challenges in implementing the SVP.
- The ISP identifies institutional strengthening needs of NBI, including adapting policies, procedures, and practices for gender mainstreaming.
- A great entry point for gender mainstreaming into overall NBI programmes.

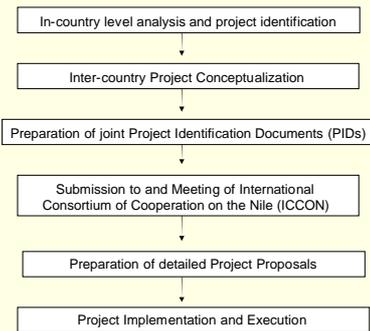
### However...

- The ISP does not define critical gender issues that will be focused on or the strategies it will take to do so.

## Gender Issues for the ISP

- Under-representation and participation of women in NBI decision-making bodies;
- Lack of staff capacity to undertake gender analysis of their projects and programmes;
- Lack of institutional responsibility for gender mainstreaming;
- No policy framework for gender mainstreaming and implementation.

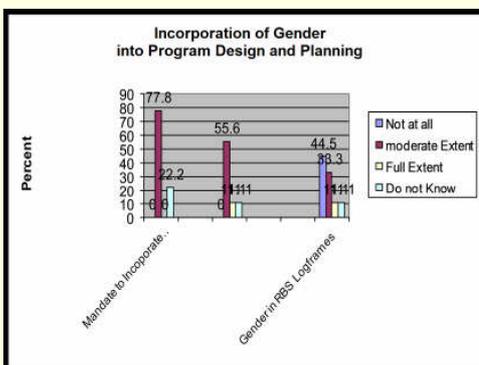
## NBI Programme Planning and Design Process



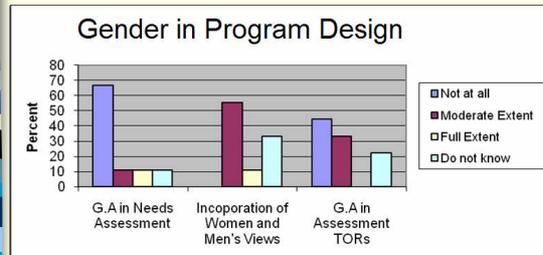
## Gender and Program Planning and Design

- Although the planning process is participatory, it lacks a mechanism to ensure gender mainstreaming.
- Thus, NBI project identification documents do not define specific gender issues and concerns.
- The key reason noted for the lack of gender focus in programme planning and design is the absence of a policy framework on gender to guide planning and design of programmes within NBI.

## Holding Up the Mirror



## Holding Up the Mirror



## Staff Quotation:

“The need for a clear cut gender policy for NBI is crucial to any improvements. Such a policy need to be developed in a participatory manner, and must include **all staff** and not just a selected few. Once a policy is in place rigorous planning, implementation and monitoring has to be pursued with specific targets to be met within specified time frame for each project and programme.”

## As We Can See...

There is opportunity for:

- The creation of a Nile Basin Gender Equality Policy by NILE-COM, through the Nile Secretariat, that provides a framework for gender mainstreaming in NBI policies, programmes and projects.
- The policy to recognize gender as a cross cutting issue, with responsibility and accountability clearly assigned for close follow-up in the organizational programmes and projects.
- Integration of gender equality indicators into the tools and checklists used during project identification, prioritization and approval.
- Strengthening of the gender analysis skills of program and project teams.

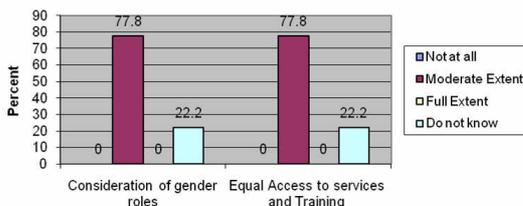
## Programme Implementation

## Gender and Programme Implementation

- Limited level of gender mainstreaming during program and project implementation.
- It is dependent on the level of commitment by the individual project managers and the level of gender sensitivity achieved in their respective countries.
- There are some efforts to address gender issues in CBSI and SDBS during implementation, even when they are not considered in the project's design.

## Holding Up the Mirror

Incorporation of Gender into Programme Implementation



## Staff Quotation:

There is need for “some kind of a guideline and or directives that emphasize staff and management to be responsible and accountable for gender mainstreaming right from the beginning of programme and project planning and design. IF gender is left out during the planning and design stage, *it is difficult to integrate it at other stages.* Skills have to be built to this effect thus the need for continuous capacity building for all staff members.”

## As We Can See...

There is opportunity for NBI to provide mechanisms to enable sharing of gender perspectives between member states, such as:

- documentation and dissemination of good practices on gender mainstreaming;
- involvement of gender experts during implementation; and
- capacity building for staff members and other stakeholders on gender mainstreaming.

## Technical Expertise

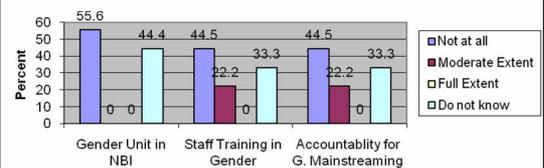
## Building Capacity for Gender Mainstreaming

NBI's technical capacity for gender mainstreaming among NBI members was assessed. It was found that:

- NBI has **no programme** institutional mechanism responsible for promoting gender equality and female empowerment.
- Some staff members have acquired gender analysis skills from their previous places of employment and interactions with other stakeholders.
- The existing expertise can be used to support capacity building among staff and other stakeholders.
- There are **no customized tools** and resources on gender to guide staff members and other stakeholders who may be interested in mainstreaming gender in their programmes.

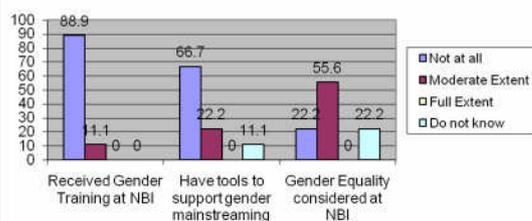
## Holding Up the Mirror

Technical Expertise on Gender Mainstreaming in NBI



## Holding Up the Mirror

Technical Expertise in Gender Mainstreaming



## Staff Quotation:

"... without a proper gender policy, it is difficult to start speaking about technical capacity. Capacity for what? Therefore we need to do first things first, define where NBI wants to go with respect to gender equality and other considerations, and then build commensurate capacity to achieve specified goals, objectives and targets. This is absolutely necessary to avoid the usual lip service given to this matter by most organizations."

## As We Can See...

There is opportunity for the NBI to:

- Support the Gender Working Group (GWG), which was created through the Gender Assessment Process, through institutionalizing it and supporting its knowledge of gender mainstreaming so that it can assist others.
- through the ISP, plan interventions that will strengthen the capacity of staff on gender mainstreaming;
- undertake gender data collection and analysis of programme and project interventions already implemented for purposes of learning and documenting good practices; and
- train the PSCs and PMU teams in gender analysis as part of program implementation.

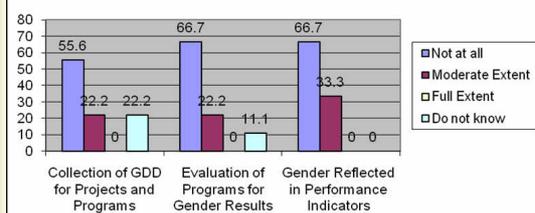
## Monitoring and Evaluation

## Gender and M & E

- NBI has developed a comprehensive resource called, "Results Based System (RBS): Core Planning and M&E Tools," for all the on-going programmes and projects.
- The RBS defines the long-term, medium-term and short-term outcomes as well as specific project impacts.
- However, gender-related results and indicators are only defined under CBSI projects.
- Gender-disaggregated data, results, and indicators have not been considered during NBI evaluation processes, and there are no tools developed for this purpose.

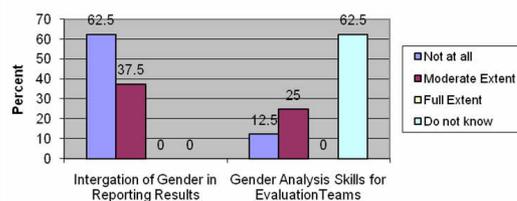
## Holding Up the Mirror

Gender in Monitoring and Evaluation



## Holding Up the Mirror

Incorporation of Gender in M & E



## Staff Quotation:

"...the weakness in M&E derives from the lack of a policy and planning geared to gender and development. Without a foundation, there is hardly anything to seriously monitor and evaluate. It thus a call for the basics to be laid down."

## As We Can See...

There is opportunity for:

- NBI to mainstream gender into its policies, programmes and processes, upon which gender responsive M&E processes, tools and teams can be based.
- Project Managers to define gender-related results and indicators to include in RBS.

## Organizational Structure

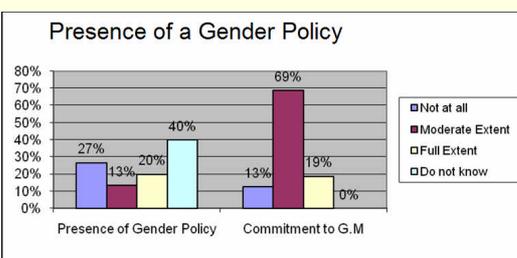
## Organizational Structure

- Gender Policy
- Human Resources
- Institutional Framework and Decisions
- Advocacy and Communications
- Financial Resources
- Organizational Culture

## Gender Policy

- NBI has not yet developed a gender policy to guide its efforts on gender equality and empowerment of women.
- On the contrary, results of the self-administered questionnaire show otherwise (See next slide), which reflects differences in the level of understanding of gender analysis as well as gender mainstreaming and the institutionalization of a gender policy.
- However, there is a lot of willingness on behalf of senior management to formulate a gender policy.

## Holding Up the Mirror



## Staff Quotation:

“NBI needs to have a gender policy and the timing is just perfect because the process can be facilitated in such a way that it is highly participatory. The gender audit can be used to generate ideas. The policy should not be developed by consultants but NBI staff. The gender policy should recommend strategies to improve the representation and participation of women in decision-making. Once the policy is in place, a gender mainstreaming strategy should also be developed.”

## As We Can See...

- There is opportunity for NBI to develop a formulate a gender policy as one of its interventions on gender mainstreaming, which includes, for example, policy briefs that illustrate strong linkages to gender issues in specific NBI technical areas.
- This will enable staff to appreciate gender in their work and see the merit of it being mainstreamed.

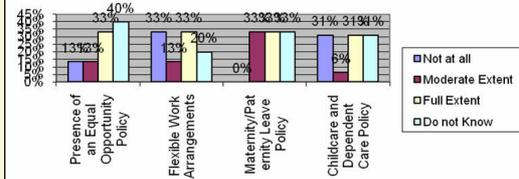
## Human Resources

## Human Resources

- NBI's human resources are guided by the NBI Terms and Conditions of Service, which was developed in 2000. A review of the Conditions and Terms of Service illustrated that their gender responsiveness is limited. For example, while they do not provide for paternity leave, flexibility for employees with young babies or children, and/or childcare arrangement.
- However, because most of the staff are employed by UNOPS on behalf of NBI, UN terms and conditions of employment, which are gender responsive, apply.
- NBI is in the process of developing a comprehensive human resources policy; this offers an opportunity for gender mainstreaming.

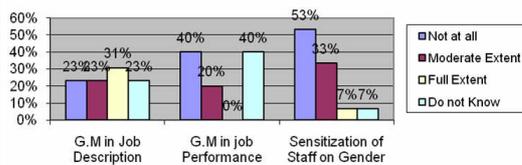
## Holding Up the Mirror

Gender Mainstreaming in Human Resources



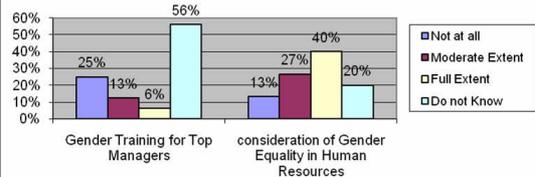
## Holding Up the Mirror

Gender Mainstreaming in Human Resources



## Holding Up the Mirror

Gender Mainstreaming in Human Resources



## Staff Quotation:

“It is best to be honest. There is very little consideration or attention paid to issues of gender and so I think the audit has come at an appropriate time. In fact the whole organization needs to be trained and sensitized.”

## As We Can See...

There is opportunity for NBI to:

- ensure that the Human Resource Policy is gender sensitive to provide a good working environment for female and male employees;
- engage a gender expert in human resources management who can develop a Human Resources Policy
- design and undertake a capacity development plan for its staff members and other stakeholders
- Include training and other support services on gender mainstreaming.

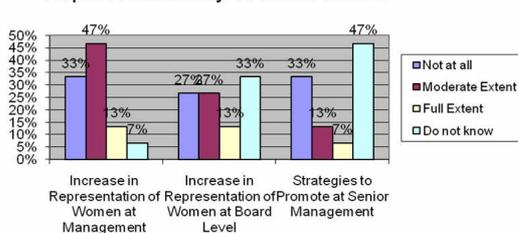
## Institutional Framework and Decision-making

### Representation and Participation of Men and Women in Institutional Framework and Decision-making

- Considering the current membership of NBI organs, in particular the NILE-COM and NILE-TAC, it is clear that women are still underrepresented in key decision-making in NBI. NBI is still predominantly male and reflects the wider issue of the marginalisation of women in decision-making at regional national, sub-national, and regional levels.

## Holding Up the Mirror

Representation by Women at NBI



## Staff Quotation:

“...TAC is a male affair and the reasons advanced are that the governments are the ones that choose. I think NBI is in a position to ask member states to choose both male and female members as TAC. Like Kenya all the four TAC members including alternates are men. This is a gross misrepresentation of women’s presence and ability.”

## As We Can See...

There is opportunity for NBI to:

- undertake interventions that will bring about qualitative and quantitative representation and participation of women at all levels of decision-making;
- in the short-term, undertake gender sensitization for its decision-making organs, in particular the Nile-TAC, PSCs, PMUs and Secretariats to improve the level of gender awareness;
- in the long-term, call for equality in appointment and promotion of women in policy-making positions within the member states; and
- adopt and implement an equal opportunity principle into all its programmes and projects.

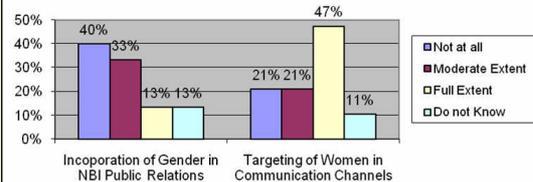
## Advocacy and Communications

## Advocacy and Communications

- Both men and women are targeted and reached in NBI advocacy interventions.
- HOWEVER, a review of selected NBI advocacy and communications materials (Annual Reports, Nile News, NBI Project briefs and NBI Project documents) shows that NBI is weak in the production of gender sensitive content.

## Holding Up the Mirror

Gender Mainstreaming in NBI Advocacy, Public Relations, and Communication



## Staff Quotation:

“Gender mainstreaming in advocacy and public relations is left to individual project coordinators and some are not well informed on gender issues, staff need serious training on gender in their respective areas.”

## As We Can See...

- There is opportunity for NBI to take advantage of its existing advocacy and communication channels to share and disseminate vital information gender issues and concerns in all program areas.

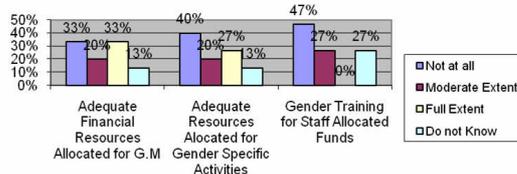
## Financial Resources

## Gender and Financial Resources

- Without the articulation of gender issues and concerns in NBI policies, programmes and projects, there are no resources allocated for gender mainstreaming.
- Even in CBSI projects, that have initiated gender related activities, it was not in the design but in fact a subsequent decision to include a regional workshop for Women of the Nile in 2006.
- However, the fact that stakeholders believe that there are any financial resources allocated to gender mainstreaming (see next slide) shows that there is a lack of information on this issue.
- The shortage of financial resources is hindering the integration of gender.

## Holding Up the Mirror

Allocation of Finances for Gender Mainstreaming



## Staff Quotation:

"There is no specific budget for gender, apart from convincing the projects managers to put aside a budget for gender activities, which rests on the prioritization of the activities by the managers. Due to an absence of a gender policy, limited funds are allocated for few gender activities such as the orientation workshops at the national and once at regional level (case of CBSI). In spite of this there is no systematic staff training that has been undertaken on gender so that they are able to develop gender sensitive plans."

## As We Can See...

There is opportunity for NBI to:

- plan and budget for interventions that address gender analysis under each programme and project including planning for gender specific activities; and
- formulate a gender policy as one of the key interventions that will form the basis for programming and allocation of resources on gender mainstreaming.

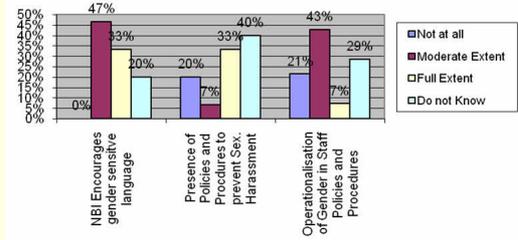
## Organizational Culture

## Gender and Organizational Culture

- Gender sensitivity was assessed from four perspectives: language and behavior, policies and procedures on sexual harassment, male or female inter-relationships, and interventions for promoting a numerical gender balance.
- While organizational culture was deemed to sometimes be gender sensitive, it must be noted that there are inherent social ideas about acceptable behavior that are not at all acceptable.
- Male dominance was cited in NBI, arising mainly from the under representation of women in decision-making at all levels.

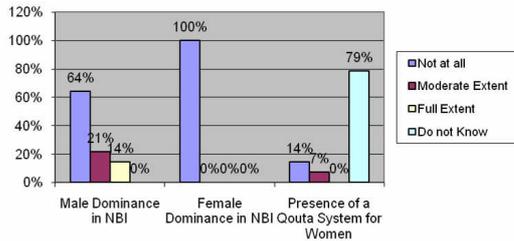
## Holding Up the Mirror

Gender and NBI Organizational Culture



## Holding Up the Mirror

Gender and NBI Organizational Culture



## As We Can See...

There is opportunity for NBI to:

- invest in a gender and human resources expert for the development of a human resources policy; and
- plan and undertake interventions to improve the representation and participation of women as members of staff to reduce the existing male dominance (for example, implement a quota system).

## Part 4:

# Challenges and Recommendations

## Challenges to Gender Mainstreaming in NBI Programmes, Projects, Policies and Organizational Processes

- Differing levels of gender sensitivity and diverse cultural norms among riparian states.
- The absence of a policy or legal instrument on gender equality and women's empowerment in NBI undermines its capacity to engage in meaningful gender mainstreaming as well as demanding accountability from staff and other key stakeholders.
- The institutional arrangement with autonomous ENSAP and NELSAP with weak linkages within programmes or projects means that these key implementing institutions do not have strong obligations to take on the recommendations, interests and priorities of the NBI Secretariat including gender mainstreaming.

## Strategic Orientation

- The assessment points to many opportunities for NBI to further internalized issues of gender and women's empowerment systematically in its policies, programmes, projects and institutional procedures.
- References were made to the emerging efforts and strong political will of senior management at the Secretariat.
- The ISP offers an excellent opportunity for NBI to embark on a targeted gender equality plan of action that builds shared vision of **sustainable socio-economic development through equitable utilization of and benefits from the common Nile Basin water resources.**

## Staff Recommendations

- Through the gender equality self-assessment, NBI staff identified a number of areas to consider in a gender equality action plan. These were ranked according to the current priorities of the institution...

## Gender Policy

- The ISP presents an opportunity for NBI to make gender a priority in the organization with a policy and a budget to support gender activities
- Dedicated resources, such as a gender unit/division, would help to focus NBI's efforts to mainstream gender in its programs and policies
- Encourage and recruit more women in leadership and decision-making positions
- Provide staff education on gender policy and its benefits to all
- Provide adequate recognition for staff responsible for gender programmes

## Technical Capacity

- Organize sector-specific workshops on gender issues more frequently
- Provide capacity development in gender mainstreaming for all members of staff
- Develop and utilize gender mainstreaming tools such as manuals and guidelines
- Provide stronger encouragement to staff to attend seminars on gender
- Create awareness among staff of the importance of gender disaggregated data

## Organizational Culture

- Staff education on gender policy and what it means to each individual
- Reward staff that demonstrate commitment to gender mainstreaming
- Constantly talk about gender, constantly work on it, promote it but in a way that no one feels sidelined
- Men should be more involved in gender discussions
- Hold mandatory staff orientation workshop for all staff to get to know their views, with explicit explanations of gender equality to enable them to understand and lend support to gender mainstreaming

## Accountability

- Ensure implementation of gender in all programmes through application of gender analysis in planning, implementation and monitoring and evaluation
- Ensure equal opportunities for men and women for training and promotions
- Strive for a gender balance at all levels of staffing with no sacrifice to quality
- Place high value on staff performance on gender mainstreaming through staff performance appraisals
- Make available to all staff gender-related policies in proactive and positive way

## Next Steps . . .

**A**doption of a Gender action plan, including the development of a Gender Strategy.

**A**nd a capacity building plan.

**A**llocate additional financial resources for gender integration.

**C**reate an enabling environment and a gender sensitive organizational culture

**T**rain staff in the usefulness of collecting gender-disaggregated data and recruit and train qualified women to assume leadership positions..

**What should be done to take on Gender Integration?**

**I**ntegrate a gender analysis in all phases of a project/program.

**O**rganize workshops on gender equality in strategic meetings.

**N**eed to implement change, building on lessons learned.

# ACTION!

**Thank You!**

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