



# NBI Gender Mainstreaming Policy and Strategy

**JULY 2012**







# The Solemn Declaration on Gender Equality in Africa

We, Heads of States and Government of Member States of the African Union, meeting in the Third Ordinary Session in Addis Ababa, Ethiopia, from July 6-8, 2004/ Reaffirm our commitment to the principle of Gender Equality, as enshrined in Article 4(1), of the Constitutive Act of the African Union, as well as other existing commitments, principles and goals in the various regional, continental and international instruments on human and women rights, including the Dakar Platform of Action (1994) the Beijing Platform of Action (1995) the Convention on the Elimination of all forms of Discrimination against Women (CEDAW 1979), the African Plan of Action to Accelerate the Dakar and Beijing Platforms for Action for the Advancement of Women (1999), the Outcome document of the 23rd Special Session of the United Nations General Assembly Special Session on the Implementation of the Beijing Platform of Action (2000), UN resolution 1325 on Women, Peace and Security (2000), and the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa (2003),... Commit ourselves to report annually on progress made in terms of gender mainstreaming, and to support and champion all issues raised in this Declaration, both at the national and regional levels and regularly provide each other with updates during our ordinary sessions.

(Source: Assembly of the African Union, Third Ordinary Session, July 6-8, 2004 Addis Ababa, Ethiopia.)

# Foreword



**T**he Nile Basin Initiative (NBI) is unique and innovative in that it has taken an original path in the effort towards contributing to poverty reduction. It seeks to accommodate the local, national, sub-regional and regional interests of Member States through a cooperative process and considers, as a matter of priority, to address interplay between poverty and environmental degradation. NBI is one of the lead organizations, in the region, that builds ownership in Integrated Water Resources Management (IWRM) and initiates strategies and approaches that are pro-poor and inclusive.

The quest for development has led to a consensus that participation by both men and women - not as objects of development but as equal partners - is essential for sustained interventions. NBI has encouraged the promotion and use of gender-sensitive approaches in IWRM programs, and has developed a Policy and Strategy, linked to Nile Basin Initiative (NBI) vision: "To achieve sustainable socio-economic development through the equitable utilization of and benefit from, the common Nile Basin water resources."

As part of its ongoing efforts to support gender mainstreaming strategies, as well as contribute to more effective integrated water resources management initiatives, since years, substantial resources have been invested in developing Gender Mainstreaming Policy and Strategy, and adapting them to NBI specific context, building the necessary capacities to internalize them and developing specific materials and tools to support the processes.

Through advocacy, research, documentation and dissemination of information, NBI at large has been able to influence a number of policy discussions and to contribute towards the recognition and incorporation of gender concerns in the Nile Basin Initiative activities. NBI has worked towards attaining equitable and sustainable social development; policy for gender advocacy has thus grown in popularity, although the skills are still lacking to enable effective people participation in gender mainstreaming work on the ground. The Gender Mainstreaming Policy and Strategy represents a step further towards enshrining the commitment of NBI to consolidate the achievements and to systematically tackle gender imbalances in all areas towards the promotion of gender equality and equity, for the women and men, girls and boys without any form of discrimination.

Adoption of an NBI Gender Mainstreaming Policy and Strategy is a practical journey towards attaining sustainability of NBI programs and projects. The Gender Mainstreaming Policy and Strategy will be useful not only to NBI as an institution, but also to its key stakeholders; gender and water specialists, project managers, researchers and scholars concerned with gender and water aspects.

Let us work jointly for sustainable water resource management and development durable.

A handwritten signature in black ink that reads "Wael Khairy".

Dr. Wael Khairy (PhD)  
NBI Executive Director



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# Acronyms and Abbreviations

AMCOW	African Minister's Council on Water
AU	African Union
CECI	Centre d'Etudes et de Coopération Internationale
CIDA	Canadian International Development Agency
DFID	British Department for International Development
DRC	Democratic Republic of Congo
GDI	Gender Related Development Index
GE	Gender Equality
GEARI	Gender Equality Project for African Regional Institutions
GEM	Gender Empowerment Measure
GM	Gender Mainstreaming
GWA	Gender and Water Alliance
GWG	Gender Working Group
HR	Human Resource
IRC	International Water and Sanitation Centre
ISP	Institutional Strengthening Project
IWRM	Integrated Water Resource Management
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
NBI	Nile Basin Initiative
NBD	Nile Basin Discourse
NBTF	Nile Basin Trust Fund
NILE SEC	Nile Secretariat
NGO	Non-Governmental Organizations
RBS	Result Based Systems
SAPs	Strategic Action Programs
SVP	Shared Vision Program
TAC	Technical Advisory Committee
TOR	Terms of Reference
TNA	Training Needs Assessment

# Executive Summary



**S**everal reports provide strong empirical evidence that gender based division of labor and the inequalities to which it gives rise tend to slow development, economic growth and poverty reduction. Gender inequalities often lower the productivity of labor, in both the short and the long term, and create inefficiencies in labor allocation for households and in general economy. They also contribute to poverty and reduce human wellbeing. These findings make it clear that gender issues are an important dimension of the fight against poverty, since they are also central to the commitments made by NBI countries at the UN Millennium Summit and at the Fourth Conference on Women in Beijing in 1995. Although the nature and importance of gender issues for poverty reduction vary from country to country, region to region, society to society, significant gender disparities are found in all countries. The incorporation of gender issues into development actions needs to be sensitive to the specific conditions and culture of countries.

NBI has made progress in integrating gender issues in its programs and projects. Despite the progress made to date in gender mainstreaming, the effective-

ness can be improved by paying more systematic and widespread attention to gender issues, and some organizational changes designed to facilitate greater attention to gender and development issues are still needed. The opportunities for improving the programs and projects' impact through gender mainstreaming include project responsiveness to gender issues and the alignment of NBI policies, processes, and resources to support such interventions. NBI will work with governments and civil society, to diagnose the gender related barriers to and opportunities for poverty reduction within its activities and thus contributing to sustainable development. NBI will then identify and support appropriate actions to reduce these barriers and capitalize on the opportunities.

The Policy and Strategy are intended to establish an enabling environment that will foster specific strategies for changing the gender patterns in the NBI activities that are aimed at tackling poverty reduction issues, promoting the wellbeing of everyone in the NBI. The Policy and Strategy are tagged to a basic process that involves working with partners to:

- Prepare an assessment that analyzes the gender

dimensions of development and identify gender responsive priority actions, which the programs and projects could address in the short and medium term,

- Develop and implement priority operational interventions that respond to the proposed needs assessment analysis to be carried out,
- Monitor the implementation activities and results of interventions and feed back to the subsequent planning processes.

An understanding of a gender dimension is a prelude to gender responsive project intervention. Tracking whether analytical work has been conducted with a cognizance of key gender issues is important for improving performance. The NBI Gender Policy and Strategy recommend seven forms of support of interventions:

- The gender focal point will work with NBI Human Resources Units to add the gender dimensions within the institution and have gender sensitive wide HR policy.
- Sensitization and training of managerial staff in mainstreaming gender issues into interventions.
- Production of operational tools and dissemination of tools adaptable to context and good practice examples for use.
- Building capacity and providing technical advices

to main stakeholders. Selected modules for training will be availed and shared.

- Awareness raising activities among key stakeholders taking in account their particularities.
- Aligning resources elements of the strategy with three types of resources:
  - Avail the budget to make gender mainstreaming and gender analysis a corporate priority.
  - Accountabilities and responsibilities have to be clarified and the Nile Secretariat will be the ultimate responsible for the outputs/results.
  - Partnerships with the governmental and non-governmental organizations are to be fostered in order to share resources and encourage the potential synergies.
- Monitoring and evaluation, finally track progress and enhance learning and quality work, an effective system that includes assessment of on ground results has to be developed and reported against regularly.

This policy and strategy is intended to support Nile Basin programs and projects to successfully implement the commitments made , the policies aimed at promoting gender equality in all activities and sustaining socio-economic development into organizational transformation” (UNDP learning and information pack, 2000).

# Glossary of Key Gender Concepts and Terms



## **GENDER**

Gender attributes are socially assigned roles and relations between men and women. Gender relationship relates to arrangement of institutional and social issues rather than specific relationship between a certain male and female individuals. Gender characteristics are not natural or biological, we are not born with. Societies create and assign gender attributes to girls and boys, men and women and there is often considerable pressure to conform to these ideas about behavior.

## **SEX**

The biological differences between men and women that we are born with and that are universal.

## **GENDER ROLES**

What women and men are expected to do and to behave towards each other. Gender roles are different across the communities and the world; they change over time in response to changing circumstances and changing ideas about what is acceptable or not acceptable behaviors and roles. Gender roles and characteristics affect power relations between men and women at all levels and can result in inequality in opportunities and outcomes for some groups.

## **DIVISION OF LABOUR**

This concept looks at the different tasks and responsibilities undertaken by either women or men. The allocation of activities on the basis of sex is learned



and clearly understood by all members of a given community/society. The triple role of women includes: Productive work (production of goods and services for consumption by the household or for income), Reproductive work (bearing and rearing children, domestic work and maintenance of the household) and Community work (provision and maintenance of resources used by everyone – water, health care, education, leadership). Men tend to be more involved in Community and Productive work.

### **GENDER RELATIONS**

Social relations between women and men, in particular how power is distributed between them. They impact on men's and women's position in society and tend to disadvantage women. Gender hierarchies are often accepted as 'natural' but they are socially determined relations that are culturally based and subject to change over time.

### **GENDER EQUALITY**

Women and men's similarities and differences are recognized and equally valued. Men and women enjoy equal status, recognition and consideration.

Women and men enjoy:

- Equal conditions to realize their full potential and ambitions;
- Equal opportunities to participate in, contribute to, and benefit from society's resources and development;
- Equal freedoms and quality of life;
- Equal outcomes in all aspects of life

### **GENDER EQUITY**

The process of being fair to men and women – such as equitable allocation of resources and opportunities. Equity can be seen to be the means and gender equality as the end. Equity contributes to equality.

### **GENDER DISPARITY**

A specific difference or inequality between girls and boys, or men and women in relation to their conditions, or how they access or benefit from a resource (e.g. men's and women's access to health services, school drop-out rates of girls and boys).

### **GENDER STEREOTYPES**

A set of characteristics that a particular group assigns to women or men (e.g. domestic work does not belong to men's responsibilities). Gender stereotypes are often incorrect (do not reflect an individual's actual capacity) and usually limit what a person is permitted and expected to do by others in the society.

### **GENDER DISCRIMINATION**

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

Men and women are treated differently (restricted or excluded or violated) in the family, the workplace or society due gender stereotypes. For example, when a woman is not promoted to a leadership position (even when she has suitable qualifications and experience) because a society believes that only men can make important decisions.

### **GENDER BLIND**

Unaware of gender concepts and the impact that they have on life experiences and outcomes for girls and boys, men and women.

### **GENDER SENSITIVE**

Properly aware of the different needs, roles, responsibilities of men and women. Understands that these differences can result in difference for women and men in: Access to and control over resources; Level of participation in and benefit from resources and development.

Actively seeks to understand the underlying causes of gender inequalities and takes effective action to transform the unequal power relations between men and women, resulting in improved status of women and gender equality.

### **GENDER RESPONSIVE**

Aware of gender concepts, disparities and their causes, and takes action to address and overcome gender-based inequalities

### **THE MAINSTREAMING**

The dominant set of ideas, values, beliefs and attitudes, relationships and practices within the mainstream of society. Includes all of society's main institutions (families, schools, government, mass organizations) which determines who is valued and how resources are allocated, who can do what, and who gets what in society. Ultimately, the mainstream affects the quality of life outcomes for all of society.

### **GENDER MAINSTREAMING**

Gender mainstreaming denotes an approach or a strategy to achieving broad-based gender equality



throughout society – by getting gender issues into the mainstream, broadening of responsibility for achieving gender equality. Essentially involves acceptance by the mainstream of gender equality as a worthy goal, and acceptance of responsibility by the mainstream to actively address the gender issues relevant to them, their relationships, and work with the aim of achieving gender equality throughout society. Gender mainstreaming can be viewed as a tool in achieving good governance because it seeks to ensure that the needs and priorities of all members of a society are considered and met, that all members of society participate and contribute to the process of governance, and that the benefits of development are distributed equitably amongst all members of society.

Gender mainstreaming is not an end in itself – it is an ongoing approach to the way we think, relate to each other, and do our work.

### **GENDER PRACTICAL NEEDS**

Practical needs are concrete immediate needs that are often essential for human survival such as food, water, shelter, money, security. Action to address practical needs can relieve immediate disadvantage but tends not to change underlying causes of gender inequality

### **GENDER STRATEGIC NEEDS**

Strategic interests are longer term and less visible issues that relate to the underlying causes of gender inequality. When strategic interests are met for women, there will be changes and improvements in power relations between men and women (e.g. removal of legal barriers, sharing of domestic work, equal decision-making in the household).

### **GENDER RESPONSIVE**

A systematic ongoing to checking if interventions are on track to achieving their goals, specifically design to reveal the differences in experiences and impact on women and men.

### **GENDER RESPONSIVE EVALUATION MONITORING**

A systematic approach to assessing the policy intervention, program or project (from a gender perspective) whether it achieved its objectives, what the broad impact was and why it was successful or unsuccessful. While monitoring is at the implementation (more micro) level and ongoing, evaluation occurs at the strategic (more macro) level and less frequently – typically mid-term and completion.

Gender-responsive evaluations are designed to capture the impact on the entire group of stakeholders or beneficiaries, and show clearly the different outcomes for women and men. Evaluations should provide us with important information to inform future policies, programs and projects. Evaluation results must therefore be documented, communicated effectively and made available to relevant policy, program and project designers.

### **SEX-DISAGGREGATED DATA**

It is quantitative statistical information on the differences between men and women, and boys and girls for a particular issue or in a specific area. Looking at data for individuals and breaking it down by the sex of the individuals (e.g. data of life expectancy, school enrolment, smoking prevalence divided by men and women). Sex-disaggregated data shows us if there is a difference in a given situation for women and men, girls and boys, but it doesn't tell us why the difference exists.

### **GENDER ANALYSIS**

Gender analysis provides a deeper understanding of the situation of and between men and women, their constraints, needs, priorities, and interests. Gender analytical information (results of gender analysis) is essential in designing good policies – because it tells us why the differences exist – the causes. Gender analysis is an important part of policy analysis that identifies how public policies (or programs/projects) affect men and women differently. Conducting gender analysis requires well-developed social and gender analytical skills and is usually carried out by appropriately trained and experienced social researchers or gender experts.

### **GENDER STATISTICS**

Gender statistics focuses on specific known gender-related issues such as hours of sleep and leisure, and violence against women.

### **GENDER-RESPONSIVE GOVERNANCE**

Gender-responsive governance is an important step in achieving good governance. Gender-responsive governance seeks to ensure that institutions, policies, programs and projects:

- Involve women and men equally in government processes;
- Learn about, take seriously, and respond to the needs, interests and priorities of all members of society;



- Distribute resources and benefits of development equally between women and men;
- Ensure that men and women, girls and boys enjoy equal quality of life.

#### **WOMEN IN DEVELOPMENT (WID) APPROACH**

The WID approach which emerged in the 1970s began with an uncritical acceptance of existing social structures and focused on how women could be better integrated into existing development initiatives. It included strategies such as women-only projects, focusing on training, and women's productive work – often credit and income generation projects. WID treated women as passive recipients of development: women's concerns

were viewed in isolation as separate issues. WID failed to address the systematic causes of gender inequality.

#### **GENDER AND DEVELOPMENT (GAD) APPROACH**

The GAD was developed in the 1980s in response to the perceived failures of WID. Instead of focusing only on women, GAD is concerned with the relations between women and men; it challenges unequal decision-making and power relations. GAD seeks to address the underlying causes of gender inequality by addressing the different life experiences for men and women through mainstreaming gender into planning at all levels and in all sectors and focusing on whatever steps are necessary to ensure equal outcomes.

# Background



River Nile waters constitute one of the world's greatest water resources. The Nile basin extends for more than three million square kilometers - one tenth of Africa's total land mass, the river is 6,695 km long. About 300 million people live within the basin countries. The Nile has always played an essential role in securing the livelihoods of the populations, expected to double within the next 25 years, adding to the ever increasing demand for water, which is already exacerbated by the growth of the region's industries and agriculture. Less than 10% of basin residents have access to electricity. They face increasing water scarcity, deteriorating water quality and have uneven levels of economic development.

Eight out of ten riparian states are classified as least developed countries by the UN and almost 100 million people live on a daily income of less than one dollar. The River Nile contributes to 30-50% to the overall GDP of the Nile basin countries and provides employment to 60-90% of the population. Despite the basin's natural and environmental endowments, its people face considerable challenges, in terms of

vulnerability to famine and diseases. The water quality of the river is under poor conditions because of the pollution caused by agricultural and industrial activities which expose them to different diseases.

In addition, climate change affects the weather patterns in the basin and reduces the amount of available water for development projects. The amount of rainfall is decreasing whereas the temperatures are rising. Moreover, climate change impacts will be more severe as a result of the low socioeconomic status of the Nile Basin region. The development risks will worsen ecological and social crises like drought, famine and environmental degradation which all make already the competition over water resources even more acute. To these severe conditions is added the problem of evaporation and soil erosion, at least five nations in the Nile basin are suffering from the water stress, which entails nations having less than 2000 cubic meters per person of renewable water supplies. The primary water uses in the basin are water supply (agricultural, industrial and urban) and energy generation. The major determinant of the Nile



basin water balance remains the agricultural sector.

The Nile Basin Initiative (NBI) is a partnership of the riparian states of the Nile<sup>1</sup> which seeks to develop the river basin in a cooperative manner, to share substantial socioeconomic benefits, and promote regional peace and security to achieve its shared vision of “sustainable socioeconomic development through the equitable utilization of, and benefit from, the common Nile Basin water resources”. The NBI’s Strategic Action Program is made up of two complementary programs: The Basin Wide Shared Vision Program to build confidence and capacity across the basin, and Subsidiary Action Programs to initiate concrete investments and actions on the ground in the Eastern Nile and Nile Equatorial Lakes Sub-Basins. The programs are reinforcing to each other in nature. The Shared Vision Program focuses on building regional institutions capacity and trust, laying the foundation for unlocking the development potential of the Nile River, which can be realized through concrete investments carried out under the Subsidiary Action Programs.

The NBI seeks to develop the river basin in a cooperative manner, share substantial socio-economic benefits, and promote regional peace and security. The NBI started with a participatory process of dialogue amongst the riparian States that resulted in an agreement on a shared vision—to “achieve sustainable socio-economic development through the equitable utilization of, and benefit from, the common Nile Basin water resources.

In accord with the policy of its owners and its development partners, NBI embraces the international policy of social development both as a prime objective and as modality. Poverty reduction, social inclusion, stakeholder participation in options assessment and decision making, gender balance and equity, are some of the salient objectives of social development that the NBI seeks to achieve and promote. The NBI has adopted stakeholder participation and engagement as a priority in the implementation of all programs and projects. The decision to use a participatory format is expected to expand cooperation and partnership across the basin and benefit to both governments and the people.

The NBI gender mainstreaming strategy and policy has been designed to provide a framework for the implementation and monitoring of a gender sensitive and responsive NBI institution. It is expected that by 2016 the major policy objectives will have been achieved. The NBI Gender Mainstreaming Policy and Strategy presents a situation analysis, guides effective gender mainstreaming and addresses gender issues throughout NBI institutions and departments. As such it is not a stand-alone document but one that links with each and every policy and programme of NBI. The successful implementation of the NBI Gender Mainstreaming Policy and Strategy will depend on synergetic actions of other NBI stakeholders and partners and of the women, men, boys and girls within the Nile Basin area in all countries.

<sup>1</sup>Burundi, Democratic Republic of Congo, Egypt, Ethiopia, Kenya, Rwanda, Sudan, Tanzania and Uganda. Eritrea is participating as the NBI as an observer, while South Sudan is yet to become a member of the NBI.

# The Legal and Policy Contexts: International, Regional (Africa and Basin), National Institutional Policies and Frameworks



## International and Regional Policies and Commitments

Governments and development agencies in the Nile Basin have made commitments to support equality and equity between women and men and to use a gender perspective in all programs and projects, including those related to water and the environment. Specific commitments include:

- The results of and follow-up to the International Drinking Water Supply and Sanitation Decade (1981-1990), The Dublin Statement (1992), Principle 20 of the Rio Declaration (1992), The Beijing Platform for Action (1995) and the post Beijing initiatives (Beijing +), The Johannesburg Plan of Implementation of the 2002 World Summit on Sustainable Development (WSSD), the General Assembly proclaimed (resolution 58/217), the period 2005 to 2015 on ensuring women's participation and involvement in water-related development efforts ...", The Millennium Development Goals (1, 3, and 7), etc.
- The African Water Vision 2025, the Pan-African Implementation and Partnership Conference on Water (PANAFCON), held in December 2003, The AMCOW Policy/Strategy to Mainstream Gender in the Water Sector in Africa 2010, etc

The NBI Gender mainstreaming policy and strategy is therefore anchored in international and regional policies and will enhance the implementation of the above policies to ensure equality and equity for all men, women, boys and girls.

## National Policies and Commitments

The national legal framework and institutional arrangements of the ten riparian states with regard to gender mainstreaming implementation and water resource management indicate that Government

water policies in the 10 countries vary in their gender perspectives. An assessment that was carried out in 2009 found that most national water policies and legislation use a pro-poor approach but do not explicitly seek to undertake an analysis of the different roles and responsibilities of women and men in water resources management and development - whether the water sector is considered as a whole, or in its various sub-sectors of drinking water and sanitation, irrigated agriculture, hydro-power infrastructure development projects, wetlands development, fisheries, transport, etc

Gender principles are yet to permeate the water policies and legislation in the Nile Basin countries and few have gone beyond high-level endorsement of international and regional statements. All countries in the Nile Basin have established government structures which are responsible to facilitate, coordinate and monitor the implementation of national gender policies and other regional and global gender equality instruments which their countries are party to. The nature of the structures, positioning and location within the overall government machinery vary from one country to another, ranging from desks or units, which have evolved with time into bigger structures such as departments or divisions and fully fledged ministries for some countries.

The NBI Gender Mainstreaming policy and strategy will act as a guide for the implementation of the national gender policies and will contribute to the achievement of the Millennium Development Goals. The policy will sustain achievements in gender equality and mainstreaming and will provide the legal strength for further implementation of all other country level gender policies

# Gender and The Nile Basin



## Gender situation analysis in Nile Basin Countries

The exclusion of women from participating actively in water related issues is largely due to the ideology of patriarchy which must be clearly highlighted because it is on the basis of this ideology that women discriminatory practices, policies and laws are crafted. The social gender power imbalances lead to discrimination against women in the modern management of water resources. A literature review of gender issues in the Nile Basin yielded some information, therefore seeks to undertake a general gender analysis of the issues that are most likely to have an impact on women and men within the Nile Basin Initiative activities.

Acknowledgement of the role of women in the management and development of water resources can be traced to the International Drinking Water Supply and Sanitation Decade (IDWSSD) 1980-1990 (also known as the Water Decade) proclaimed on November 10, 1980, which provides a framework for a massive effort to bring safe water to half of the world's population, (Vijita, 1996). The special relationship between women and water was emphasized when the UN General Assembly reaffirmed Resolution 25 adopted by the 1980 World Conference of the UN Decade for Women, which recommended

the promotion of the goals of the Water Decade at all levels. The Resolution advocates the full promotion of women in water supply, planning, implementation, and technology. It offered an opportunity for planners and policy makers to involve women in setting their own goals. This was reinforced in 1992 when the UNDP and World Bank's Water and Sanitation Program adopted the Dublin Rio Principles. The principles advocate for a holistic management of water as an essential finite resource of socio-economic value. They stress that the water resources should be managed in a participatory way and at the lowest appropriate level, with women playing a pivotal role in water projects since they are the main providers and users of water.

A quick analysis shows that women because of their social roles are a mainstream interest group in water management. This is both as beneficiaries to lessen their burden supply to their families and being a prerequisite for contributing to other development activities; and as partners whose involvement is critical to the success of programs and projects. Women play a key role with regard to the multiple uses of water in and around households, in the use and management of water, in agriculture, and in small-scale activities that allow both men and women to grow more crops, to rear



**Table 1 Gender Index related indicators in NBI Countries**

Country	Gender Inequality index	Share of women in parliament(2011) (% of total)
Burundi	0.478	36
D.R Congo	0.710	8
Egypt	-	13
Eritrea	-	22
Ethiopia	-	26
Kenya	0.627	10
Rwanda	0.453	51
Sudan	0.611	24
Tanzania,	0.590	-
Uganda	0.577	31

Source: UNDP Human Development Report, 2011

livestock and undertake informal micro-enterprises. Without access to sufficient and reliable water for productive uses in and around the household, women and men are excluded from a range of options that would otherwise enable them to secure their sources of food and income.

This gender division of roles analysis shows that there are more men than women in the public sphere because women are mostly in the private/domestic sphere. This division in gender roles means that most women are managers of water supply only at household level. Women tend to be exclusively responsible for the health and nutrition of their families and communities. As domestic managers, women have an intimate knowledge of water sources, quality; reliability of their own uses of, and need for, improved water supply facilities. Women have been defined/ perceived in a particular way in society that led to being assigned the role of water hauling. As argued by Venkateswaran (1995), women need to be perceived as managers who have traditionally managed natural resources through informal systems rather than as victims.

Since women themselves often feel a strong need for improved water management and development for their benefit and that of their families, they are known for organizing, lobbying and protesting in order to effect change in water management. This motivation and self-organization is a vital community resource in the development and implementation of water supply projects and programs in the Nile Basin. However women in the Nile Basin countries still face barriers to participate in community development activities including water projects. These barriers include refusal to attend meetings that address issues of water resources management and development,

discrimination, subordinate roles, weak leadership, lack of mobilization, lack of time and failure to see the benefit of their participation. Their participation in water projects is largely centered on the provision of their labor for unskilled work, often adding to their already heavy workload.

The multiple use of water with the community and the differential access according to the issues of power is largely ignored. This limits the motivation of women to use the resource, and is partly due to the difficulty project organizers have in reaching women. This tends to threaten the sustainability of the projects and as such the expected benefits in terms of income generation, participation, skills development never materialize as envisaged by the water resources project organizers.

Cultural constraints also make it difficult for women to be active trainers or promoters of Nile Basin water resources programs and processes, despite the fact that they may be the only ones who can actually reach out and respond to the needs of women. There is still a lack of gender sensitivity in recognizing women as participants, change agents and beneficiaries. However, there have been positive changes in law relating to gender mainstreaming at Nile Basin national levels. But, policy and practice seem to be operating in isolation with each other. Practicing the concept prior to gender mainstreaming is necessary for the concept to take root in the Nile Basin activities by intensive capacity building programs, gender budgeting, monitoring and reporting.

The NBI countries are endowed with a wealth of resources. NBI countries have been profiled with baseline data indicating their water and land area,



demographics, economic overview, policies on water and environmental issues among others. Table 1 shows selected indicators of women empowerment in the ten NBI countries. It is noteworthy that disaggregated data is not always readily available for all countries, through the years to make comparisons.

### Gender mainstreaming in NBI

The NBI gender mainstreaming need assessment was clear that NBI has not yet internalized issues of gender and women's empowerment systematically in its policies, programs, projects and institutional procedures. Note is made to the emerging efforts and strong will of senior management levels, but NBI therefore will have to undertake some of the suggested interventions highlighted in the assessment, in the recommended areas as a basis for achieving the shared vision of sustainable socio-economic development through equitable utilization of and benefits from the common Nile Basin water resources.

In 2006, NBI organized a landmark workshop on gender mainstreaming: "Women of and Women in NBI" "as a vital category of stakeholders to ensure access to safe and adequate water, sanitation and food for every woman, man and child as a priority. The workshop identified recommendations towards gender mainstreaming in NBI programs, projects and activities. The workshop recommendations are in line with the international pronouncements that urge Governments at all levels to involve the participation of women at all levels of decision and policy-making and to establish and strengthen mechanisms for this purpose.

Since then, NBI has made commendable steps to integrate gender in the NBI projects and programs. In September 2007, the CIDA-funded Gender Equality and African Regional Institution Project (GEARI) carried out an assessment to establish the extent of gender mainstreaming at NBI. Its aim was to provide technical assistance to support gender mainstreaming throughout the NBI, including in and within its policies and processes. As a result of the assessment, a gender equality action plan was developed and some parts of the action plan were implemented: the establishment of a gender working group that met regularly and recommended the development of this NBI gender policy and strategy as well as gender mainstreaming trainings for staff of NBI at all levels and its organs as a result.

### Rationale for institutionalizing Gender Mainstreaming in NBI

Water is probably the most vital natural resource that sustains humanity. The bonds between people and water are primal and have a long history that spans both ancient and contemporary cultures. Bonds with water reflect the cultural values and social differences embedded in societies including gender differences. Gender discrimination limits the women's and men's chances to access vital water resources, by placing restriction on their autonomy. Attitudes such as, "Women should – or should not – do this and that" or "Men are supposed to do this –but not that", may prevent either women or men action regarding water use, access or management.

These practices often result in unfair and self-perpetuating impacts on the lives of both women and men as it reduces the benefits of development among disadvantaged groups and marginalizes their contribution to society—"no water, no wealth, no well-being". This also explains why some people obtain more benefits or are more impacted from water policies.

Addressing gender and water issues together acknowledges these imbalances and seeks to ensure that the contributions of both men and women are recognized. To manage water effectively and sustainably, it is important to understand the different roles of men and women and to target action appropriately. Re-examining how women and men manage water in the NBI will enable the organization to:

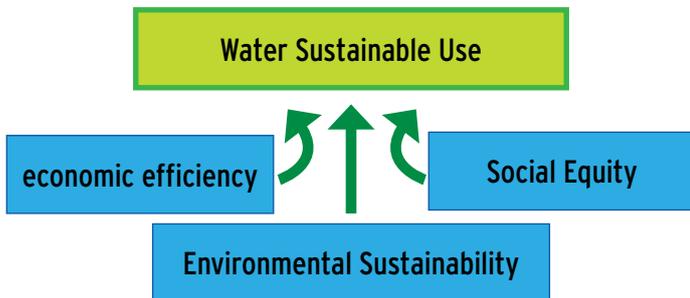
- Share benefits from use of water
- Make progress towards more sustainable use of water; and
- Maximize social and economic benefits from sustainable use of water.

This is important because water is gradually becoming scarce and a commodity to be competed for not only in the NBI but also in the world.

### Gender linkages to Integrated Water Resources Management (IWRM):

In dealing with water scarcity and competition for water, the best way to fulfill the needs and reduce the impacts, is to date through integrated water resources management (IWRM). There are 3 elements contributing to the sustainable use of water resources: Economic Efficiency in water use, Social Equity and Environmental Sustainability.

In compliance with the directives, manuals and guidelines for 'gender mainstreaming in integrated



water resource management' were issued by ministries responsible for water affairs in virtually all NB countries. However, the translation of the abstract concepts and conceptual frameworks into action on the ground has not yet been fully achieved. A major factor is inadequate capacity to internalize and implement the policies, but it is also the case that many individual professionals lack commitment to the mainstreaming objective.

This situation presents NBI with a challenge in its pursuit of gender mainstreaming on two grounds. Firstly, the water ministries are the focal government institutions to which the NBI owes its initial establishment and current governance. Secondly, they are responsible of the NBI National Offices that facilitate and coordinate NBI in-country operations. A requisite task for the effective pursuit of gender mainstreaming by the NBI is thus building the capacities to integrate into their respective operations issues of social development in general and of gender in particular.

The SAPs have mainstreamed gender in investment projects through adoption of strategies and core values to guide their staff. NBI has identified two levels of gender mainstreaming: at the NBI as an organization and at the 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. The second level concerns the integration of gender issues in the design, implementation and monitoring of NBI programs and projects so that their respective impacts are more gender-sensitive. The two levels of gender mainstreaming are linked and mutually reinforcing, and yet they require different strategies and for this reason they are elaborated separately.

**Institutionalization of Gender Mainstreaming** requires

to be progressively taken up in the NBI operations through steps. Five conditions are required to achieve this:

- An understanding of the objective and a commitment to achieve gender mainstreaming in the organization's structures and programs
- Structures and mechanisms to promote gender issues
- Access to relevant information, data research related to gender aspects
- Adequate capabilities in terms of analysis, planning and personnel management
- Mechanisms for participation of women and men in decision-making within the organization, programs, and projects
- Partnership relations that facilitate dialogue with the organization and key stakeholders that are mandated to promote gender mainstreaming.

#### MANAGING NILE BASIN RESOURCES FROM A GENDER PERSPECTIVE - CHALLENGES AND OPPORTUNITIES

##### Challenges

- **Sectoral approach to gender issues in the Nile Basin**  
In the Nile Basin countries, there is a sectoral approach to water resources management, which has resulted in environmental degradation from overexploitation of water resources, inappropriate allocations among competing uses, inequitable distribution of benefits and burdens, and inadequate operation and maintenance of infrastructure. Ignoring gender disparities comes at great cost to people's well-being and to countries' abilities to grow sustainably, to govern effectively, and thus to reduce poverty. Lack of a gender analysis in transboundary water resource management in the Nile Basin has also led to an inadequate involvement of both women and men, and has hindered programs and projects that are aimed at addressing sustainability in water resources management.
- **Differing Policy Landscape**  
From the analysis of the water policy landscape in the Nile basin countries reveals, a wide variety of policy types. Associated with these different types are widely differing support needs—and demands. Nevertheless, there are some common features that are worth highlighting. The literature review indicates that the water policy landscape in the Nile Basin relatively discrete areas, that are neither linked together by common goal



nor by a shared sense of the benefits that could be gained through greater commonality. With regard to gender mainstreaming, there is hardly any mention of gender issues in water policies.

- **Fragmented approach to water in the Nile Basin**

The Integrated Water Resources Management (IWRM) approach recognizes that water is an economic, social, and environmental good that should be equally distributed to both men and women. Water supply services and infrastructure are economic activities; women's lack of rights to land and water, as well as on development efforts, often negatively affects their livelihoods. An IWRM approach requires consensus on policies, procedures and processes and setting up joint management systems to deal with competitive and conflicting uses of water as a resource for human and natural development.

- **The Implementation Gap**

Even though there are some strong commitments and some resources to enable gender mainstreaming in the water sector, actual implementation and impact on the "ground" appears to be limited. The term "resources" refers to enabling materials such as guidebooks, checklists, "how-to" books, policy guidelines, etc. Much of the evidence on mainstreaming gender issues in the water sector in the basin is anecdotal. There is a need to identify, analyze and or create empirical data that can allow clarification and demonstration of the problem and identify steps to remove the bottlenecks between commitments and action. There is need to translate water action plans into reality by developing gender strategies that are specific to water sector, generating and collating evidence-based data to guide in decision making, involving women and men at the onset of projects to strengthen ownership and sustainability, expanding gender mainstreaming training to include utilities and rural water resources managers and developers, and encouraging women to take up technical watercourses.

- **Equity in Decision Making**

In the Nile Basin countries, women are under-represented, with careers and training in water management dominated by men. If water management is to be democratic and transparent -- and represent the needs of the people -- both men and women must have an equal say. There has been a slight increase in the number of women serving as ministers of water and environment but the empowerment of women as water managers must also be felt at the grassroots level. While it may be hard to imagine a change in orientation of water policy

in many countries in the near future, affirmative action policies such as 'women in water' awards and a bursary for young women to take up careers in the water sector in South Africa have proved to be a successful means of empowering women.

- **Participation**

It is critical that fundamental aspects of gender are incorporated in water policies and strategies. This can only be achieved after an extensive process of public consultation and negotiations with representatives of various categories of water users including poor women and men in the Nile Basin with limited access to water. Non-involvement of civil society is likely to threaten the sustainability of collaborative management initiatives in the Nile Basin, particularly in terms of how they impact women and vulnerable groups. While projects may be initiated and completed, to resolve challenges, all actors in society, including business, government, civil society, academics, and individuals, should assume a common responsibility: to promote gender mainstreaming actions at each level and educate the masses, to facilitate discourse, and to broaden the consultative role of NGOs and civil organizations on gender and water issues.

- **Lack of Sex-Disaggregated and Gender Responsive Data**

Sex-disaggregated data enables decision-makers, research institutes, and development agencies to better understand who is using the Nile Basin resources, in what ways, the results of their actions, and any differences in the roles of women and men. Such understanding is critical to assessing needs, examining policy alternatives, formulating effective policies and programs, monitoring progress, and evaluating results. However, sex-disaggregated data and information from gender-sensitive indicators are often not collected, lost in aggregation of published data, or not used. Gender responsive data would help in tracking the progress made towards achievement of gender equality. Coupled with this is the lack of good monitoring and evaluation systems to monitor the impact and results of the gender mainstreaming initiatives.

### Opportunities

- **Political Commitment**

Existence of the African Union (AU) Gender Policy, the AMCOW Gender Mainstreaming Policy and the East African Community Gender Policy demonstrate political commitments on the part of governments in the Nile Basin. The policies provide



guidance and highlight existing opportunities to mainstream gender at the regional level. Furthermore, ongoing efforts to develop an NBI policy show additional commitment to address gender issues with regard to trans-boundary waters. The level of awareness and extent of gender mainstreaming in the water sector in the riparian countries varies greatly. Some countries are considered to be much further ahead on gender issues than others. This can be considered an opportunity in that countries with the requisite capacity and knowledge can be put at the disposal of others. The need for basic knowledge, capacity and skills development is paralleled by greater cooperation and sharing over policy development, research, and monitoring and evaluation. Although gender mainstreaming is highly contextual, and is based on a country situation, lessons learned can be disseminated for countries that have been successful in implementing gender strategies in the water sector. As such, this provides an opportunity for the NBI to provide support and guidance in the sharing of lessons learned and best practices.

- **Existence of Gender Policies and National Gender Machinery**

Most countries in the Nile Basin have national gender policies, which guide the implementation of the gender equality agenda. Few countries are in the process of finalizing their national Gender Policies. Among the functions of the national gender machineries is to facilitate the promotion of gender mainstreaming, development and coordination of national programs on gender equality and women's empowerment processes. The establishment of the Gender Focal Points, is a

crucial entry strategy in achieving and accelerating the implementation of gender equality.. As a long-term strategy, resources should be allocated for capacity building and sustainability of gender skills in structures that are involved in the development, implementation, management, monitoring and evaluation of NBI programs and projects.

- **Civil Society Engagement**

Stakeholder engagement is vitally important in the development of Nile Basin resources. Given that the NBD represents civil society interests drawn from across the basin; this presents an opportunity to ensure open dialogue and the involvement of diverse entities and meaningfully putting in place an agenda that captures the interests of everyone.

- **Capacity Development**

Building capacity means bringing together more resources, more people (both women and men) and more skills. Yet, when one looks closely at capacity building in the NBI activities, it is clear that most of the training is aimed at water resources specialists. Very few programs and projects are aimed at expertise in social development that emphasizes a gradual scaling down to those responsible for operation and maintenance of water supply, who are primarily women. Targeting women and men for training and capacity building is critical to the sustainability of water and sanitation initiatives, particularly in technical and managerial roles to ensure their presence in decision-making processes. Good practices exist in some NB countries, as a result gender mainstreaming activities are underway within a range of institutions across, and substantial progress has been recorded since.

# NBI Gender Mainstreaming Policy



**B**eyond the explicit institutionalization of gender mainstreaming among Core Values, NBI has identified further strategies for two lower levels: of the NBI as an organization, and in the 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. 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 linked and mutually reinforcing, yet they require different strategies and for this reason they are elaborated separately.

## **Policy Vision, Mission, Principles and Objectives**

The NBI Gender Mainstreaming Policy is developed to support gender mainstreaming activities within the organization and investment programs and projects of the NBI. The policy serves as a framework for NBI and other stakeholders on mainstreaming gender into policies, programs, actions and investments. It provides stakeholders with support on actions and approaches that incorporate the diverse needs and concerns of

women and men, and thereby lead to equitable access, use and management of water resources in the Nile Basin. The gender policy is based on international regional and national commitments to achieve gender equality and equity.

## **Policy Vision**

The vision of the NBI Policy for mainstreaming Gender is “a Basin where the principles of gender equality and women’s empowerment underpin sustainable human development, through equitable and sustainable use and management of water resources for poverty reduction.

## **Policy Purpose**

The purpose of the NBI gender mainstreaming Policy and Strategy is to achieve gender equality and women’s empowerment in all NBI policies, strategies, processes, programs and projects through capacity building, rationalization and harmonization, research, resource mobilization, partnership development and advocacy.

## **Policy Goal**

The Goal of the NBI Gender Mainstreaming Policy and



Strategy is to achieve gender equity as an integral part of NBI's socioeconomic development and environmental sustainability goals in terms of access, control and use of water resources, enjoyment of rights, availability of opportunities and decision making

### Policy Objectives

The overall objective of the NBI gender mainstreaming policy and strategy is to establish mechanisms to eliminate all gender disparities in NBI and the specific objectives are;

1. To enhance efficiency, effectiveness and sustainability intrans-boundary water resources management in the Nile Basin through a gender perspective.
2. To ensure that NBI creates a gender sensitive working environment and equal employment opportunities for men and women
3. To ensure that NBI Staff are capacitated to mainstream gender considerations in their daily work.
4. To promote organizational policies and practices that meet the specific needs of all women and men
5. To build the principles of equal employment opportunities and create an enabling environment that will ensure gender equality
6. To strengthen gender mainstreaming interventions at the NBI institutional/organizational level, including policies, programs, and management systems.
7. To garner support for political will for gender focused decision making that might enable gender equality and empowerment of women to become priorities in policies and programs of the Nile Basin Initiative.
8. To enhance gender responsive actions in management of Nile water resources that support the

principles of integrated water resources management and transboundary water resources management.

9. To develop empowering approaches that facilitate gender focused planning, implementation and monitoring of actions in sustainable management of the environmental and water-related resources of the Nile Basin.
10. To enhance gender responsive actions in climate change, climate variability and energy related interventions which facilitate adaptation and mitigation measures in the development and management of the Nile water resources.

### Guiding principles for the implementation of the NBI Gender mainstreaming Policy and Strategy

- a) **Gender Equality and Non- discrimination:** Working towards equity and justice by ensuring that everyone irrespective of sex, age, race, color, ethnicity, class and religion has an equal opportunity to express and utilize her/his potential
- b) **Gender mainstreaming:** Taking into account gender concerns systematically from planning through implementation strategies and programmes to outcomes
- c) **Inclusiveness:** this policy stresses paying attention to special needs and the disadvantaged groups
- d) **Partnership and collaboration of all stakeholders at all levels:** The policy recognizes that NBI is a regional institution and that the Nile Basin issues are not only fulfilled by them but by many other partners and sectors whose actions create an enabling environment for NBI work.
- e) **Sensitivity** to socio-cultural diversity in the Nile Basin region.

# NBI Gender Mainstreaming Strategy



**G**ender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels (global, national, institutional, community, household). It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality by transforming the mainstream, and improving water management by tapping women's specialized knowledge.

This strategy sets out the guiding parameters for stakeholders within the water sector in Africa. It allows stakeholders to design their own gender priorities based on existing strategies and action plans to meet the overall objective of the strategy. It is expected that this strategy will catalyse improved gender responsive water governance in three broad areas: strengthened and more gender sensitive government policy and planning systems and financial frameworks, including

social delivery in the water sector; strengthened capacities of women and men to participate in policy planning, reporting, monitoring and evaluation of water sector programmes and projects and lastly, promote greater availability and use of gender relevant data to achieve the above.

## Strategies for NBI Gender mainstreaming

At the regional level; NBI will prioritise the following interventions in the implementation of the Gender Policy

- a) **Sensitisation** on Gender issues in all NBI institutions and promoting country level dialogues at all levels of NBI structures
- b) **Collaboration**: with all stakeholders in the water sector and other ministries and departments within countries to take action and eliminate/mitigate vulnerabilities that cause gender imbalances in the water sector and in NBI
- c) **Gender Responsive planning, Implementation, budgeting and reporting** at all levels
- d) **Gender responsive monitoring and evaluation** at all levels



- e) **Capacity building** in gender mainstreaming in NBI and in the water sector
- f) Carry out **research** on gender and Water resources in order to identify inequalities and disparities in the sector
- g) **Advocate** for Gender equity at all levels
- h) Ensure the **collection, analysis and dissemination** of gender disaggregated data in NBI and the sector
- i) **Ensure Gender equality** in the NBI working environment
- j) **Ensure Gender-disaggregated Beneficiary Assessments** Beneficiary assessments promote the collection and analyses of opinions of women and men on how current public service delivery meets their needs and how current patterns of public expenditure match their priorities and impact gender relations.

#### **Policy Objective 1: Engender Policy, Legal and Administrative frameworks**

##### Strategies

- a) Secure high level commitments to gender equality and water at all levels
  - Provide policy guidelines and legal frameworks to ensure gender responsive management and administration in NBI institutions
  - Build capacity of stakeholders including governments and media to address gender issues
  - Raise awareness of and advocate for gender responsive water management
  - Engender the curricular of in high level natural resource management institutions'
- b) Support a gender responsive policy, legislative and administrative framework for activities in water resource management and development
  - Review policies, legal and institutional frameworks in the water sector to integrate gender issues
  - Develop modalities to ensure participation of disadvantaged groups including women, persons with disabilities, persons from rural areas within countries in the water policy making processes
- c) Promote the participation of women in decision-making positions in the water resource management and development
  - Design programmes that develop women leaders and leadership skills to enhance female participation in water resource management.
- d) Actively engage and coordinate with all stakeholders in the water sector
  - Collaborate with key stakeholders to create linkages that will promote gender responsive activities and programmes in the water sectors

#### **Policy Objective 2: Develop Gender sensitive Human Resources and Gender responsive budgets**

##### Strategies

- Articulate the need for increased resources to create a gender responsive environment and to address gender priorities in this policy.
- Support country, programme and project planning and budgeting processes to advance gender equality in the water sector
- Develop country-specific gender mainstreaming requirements broken down to levels that will enable the development of initial or zero-budgets, to act as a basis for resource mobilisation.
- Undertake participatory and gender inclusive resources mobilisation
- Ensure capacity of stakeholders engaged in gender mainstreaming
- Training on Gender Responsive Budgeting (GRB)

#### **Policy Objective 3: Programme development and implementation**

##### Strategies

- a) Gender analysis (communication and awareness lever)
  - Conduct gender assessments/analyses
  - Conduct baseline surveys to support the development of gender specific indicators
- b) Gender training (awareness level)
  - Develop and implement programmes that address the key Gender priorities in this policy
  - Train civil society, media, and other stakeholders on their role in gender mainstreaming in the water management and development
  - Engage children in educational gender activities in the sector.
- c) Economic empowerment (communication and awareness levers)
  - Develop and support programmes for equal access to water for productive purposes
  - Develop pilot projects on equal access to water for productive purposes
  - Document lessons learnt in economic empowerment of women in the water programmes



- Scale-up and institutionalise good practices at all levels
- Develop guidelines for integration of gender in water for production
- c) Develop and implement Gender & Water Action Plans
  - Undertake community action plans on water projects that are gender responsive
  - Mainstream gender in water management and development plans
  - Establish guidelines for mainstreaming gender in water management and development

#### **Policy Objective 4: Research & development**

##### Strategies

- Develop and promote adoption of a research framework to guide water sector stakeholders on generating sex-disaggregated data.
- Develop joint gender research activities within Africa.
- Develop gender responsive tools and methodologies to support strategy implementation
- Undertake in depth analysis to identify specific areas of focus and types of interventions required to address the identified gender gaps in the water sector
- Disseminate and share knowledge on mainstreaming gender in the water sector

#### **Policy Objective 5: Capacity Strengthening:**

##### Strategies

- a) Collaborate with lead agencies, gender management team, gender focal points/ inter-ministerial steering committee, parliamentary gender caucus and

gender equality commission/council to:

- Advocate for establishment of structures and mechanism for coordinating, monitoring reporting on progress of implementation of the gender strategy
  - Recruit male and female eminent persons / champions to advance the gender strategy.
- b) Set up gender mainstreaming structures and mechanisms

#### **Policy Objective 6: Partnerships & networking**

##### Strategies

- Establish strategic partnerships for gender strategy implementation.
- Develop gender mainstreaming learning platforms at regional and national levels

#### **Strategic Objective 7: Monitoring and Reporting**

##### Strategies

- a) Gender Management Information System (communication lever)
  - Improve existing databases
  - Develop an effective communication system at all levels
  - Develop and maintain a gender disaggregated database
- b) Performance Appraisal System (incentive/boundary lever)
  - Develop checklist of tools
  - Engender the existing M and E frameworks
  - Identify key indicators and develop minimum standards for gender mainstreaming in the water sector.
  - Training on M&E and report writing.

# Institutional/ Implementation Framework of The NBI Gender Mainstreaming Policy and Strategy



NBI Gender mainstreaming policy and strategy implies that gender as a cross cutting concern will be integrated and considered in all NBI policy making processes, implementation plans, programmes and monitoring exercises of NBI.

The success of this policy will be dependent on the commitment of NBI top management and the collaborative efforts of all staff, stakeholders, and partners, communities supported and benefiting from NBI work. It should however be noted that the primary responsibility and accountability for the success of the policy lies on the shoulders of NBI. NBI will therefore ensure that all NBI staff (men and women at all levels) have the basic understanding of key gender concepts and issues and are able to utilise and apply them to their areas of jurisdiction.

It is recommended therefore that NBI develops the Gender Specialist position as the gender coordinating point of NBI. The gender coordinating point will ensure systematic and coherent gender analysis, mainstreaming and monitoring across the board. The coordinating point will be the secretariat for coordination and implementation of the policy, coordination for partners and stakeholders implementing gender programmes and capacity building for gender activities within NBI.

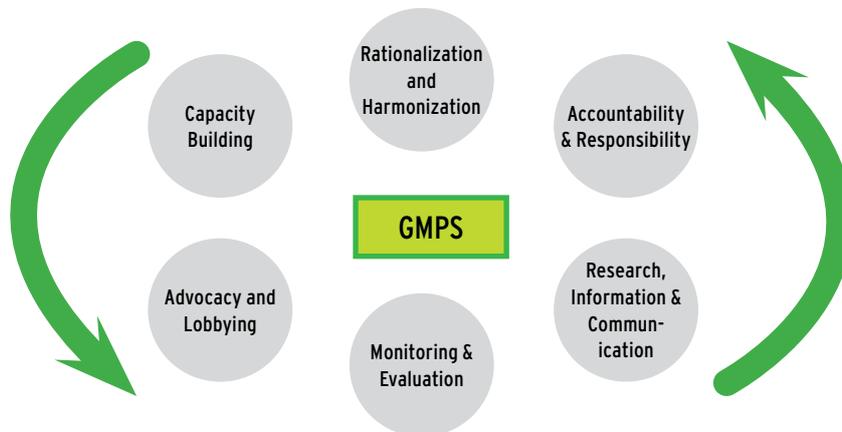
The implementation of the NBI Gender mainstreaming policy and strategy will be done at four levels;

- 1) **Level 1** will involve the creation of regional Gender Task Force working group comprising of all thematic focal points (Planning, participation and selected technical personnel), CSO partner,



Private sector partner, academia and the Nile Basin Discourse.

- 2) **Level 2** will involve the strengthening of the Gender coordinating point as elaborated above i.e. strengthening the stakeholder participation and gender position with the following elaborate functions;
    - i) Train and sensitise key stakeholders
    - ii) Engender the NBI information management system
    - iii) Support affirmative action where necessary to address inequalities
    - iv) Develop and institutionalise gender and equity budgeting guidelines
    - v) Ensure gender responsive governance and legislation in NBI
    - vi) Promote gender sensitive community participation
    - vii) Carry out relevant research and regular monitoring and evaluation
  - viii) Ensure all NBI publications and reports are engendered and all are disseminated to relevant stakeholders
  - ix) Influence laws and policies that impact on NBI and create a gender enabling environment
  - x) Asses NBI formulation and review processes in the sector to strengthen gender mainstreaming
- 3) **Level 3** will involve the creation of and capacity building for departmental Gender focal points at each centre to focus on gender mainstreaming in all programme planning, implementation, budgeting and monitoring and evaluation of all investment projects
  - 4) **Level 4** will ensure collection, analysis, and dissemination of data on gender outcomes in NBI to determine progress on implementation. Data collection and management will be through already established periodic surveys, studies, annual evaluations and monitoring processes.





# Monitoring and Evaluation



Gender issues cut across the delivery of the water management and development activities in the Nile Basin participating countries at all levels. Thus assessment of any progress towards gender equality and gender mainstreaming is a shared responsibility for all stakeholders and actors in the sector. At the regional level, NBI shall be responsible for monitoring progress through the existing M and E framework and the NBI monitoring processes and structures.

Through the existing M and E framework, NBI regional office will ensure collection, analysis, and dissemination of data on gender outcomes in the sector to determine progress on implementation. Data collection and management will be through already established periodic surveys, studies, annual evaluations and monitoring processes.

NBI shall expand existing indicators to cater for gender equality and equity and periodically review them for implementation of this policy. Consequently gender responsive monitoring and evaluation mechanisms shall be instituted.

The existing Monitoring and Evaluation system will be engendered. This system will include:

- i. The information required to monitor and evaluate the policy at specified intervals
- ii. A comprehensive set of gender specific indicators for measuring progress at different levels and covering a wide variety of aspects at NBI institutional and impacts levels
- iii. Sources and methods of data or information that needs to be gathered
- iv. Roles and responsibilities of the different stakeholders for monitoring and evaluating the strategy process
- v. Nature of reports and reporting arrangements
- vi. Periodic reviews and how the information generated will be used in decision-making and translating the underlying principles into a culture of practice
- vii. Coordinate a mid-term review opinion survey to evaluate the change of attitude towards gender mainstreaming in NBI.

The matrix below presents key issues and indicators for the Monitoring and Evaluation of the NBI gender mainstreaming policy and strategy



### Monitoring and Evaluation Matrix

	Gender strategy aspect to monitor	Indicators	Level at which Monitoring takes place	Time frame of Monitoring	Responsible Institution	Means of Monitoring
1	Policy development	<ul style="list-style-type: none"> <li>Approved policy by the top level governance of NBI</li> </ul>	Institutions and projects levels	During NBI review meetings	Nile-SEC and SAPs	Peer review
2	Resource allocation for gender mainstreaming in NBI programs and projects	<ul style="list-style-type: none"> <li>Percentage of budget allocated to gender specific interventions</li> </ul>	Regional and sub-regional levels	Annually	Nile-SEC and SAPs -TAC, Members	Review annual budgets and work plans , meetings
3	Capacities for gender mainstreaming	<ul style="list-style-type: none"> <li>Number of staff with gender skills</li> </ul>	Regional and sub-regional		Nile-SEC and SAPs	Review of project reports, annual review meetings,
4	Information sharing	<ul style="list-style-type: none"> <li>Gender sensitive information on website</li> <li>Number of bulletins/ newsletters with gender related information</li> </ul>	Regional and country	Continuous	Nile-SEC and SAPs	Monitoring website use, monitoring implementation of communication strategy
5	Strategic partnerships and networks	<ul style="list-style-type: none"> <li>Number of partners working towards gender equality and equity</li> <li>Number Gender networks subscribed to by NBI</li> </ul>	Regional and country	Annually	Nile-SEC and SAPs	Through reports by NBI Centres, Joint programmes.
6	Results Based System framework needs to be engendered including all reporting frameworks	<ul style="list-style-type: none"> <li>NBI periodic reports presenting with gender disaggregated data</li> <li>Gender evidenced based reports</li> <li>Gender analysis in planning and budgeting</li> </ul>	Regional and country	Annually	Nile-SEC and SAPs	Through reports by NBI Centres, Joint programmes.

# Annexes



## Annex 1 - Checklist for Mainstreaming Gender at Policy Level in Nile Basin Countries

### Box 1 - Checklist for Mainstreaming Gender at Policy Level in Nile Basin Countries

#### Checklist 1: Mainstreaming Gender at Policy Level

- Has gender analysis been undertaken to inform policy responses to gender issues at institutional levels
- Has an institutional audit been done to identify gaps in NBI capacity and practice, in responding to gender issues?
- Are specific gender perspectives articulated within NBI policies and strategies?
- Is there an internal work place gender policy and strategy which takes cognizance of gender targets?
- Is there institutional awareness and commitment to promote equality in representation between women and men; and equal opportunities for training
- Do policies address issues in women's participation and representation to promote equity?
- Have the lead structures and institutions allocated resources for gender mainstreaming activities?
- Do NBI policies and strategies address barriers facing both men and women in making productive use their capacities in the institution?
- Do NBI regularly incorporate gender considerations in studies, reviews or research commissioned to progress water management and development goals?
- Are key stakeholders (government, donors, civil society, research institutions) informed about milestones in gender mainstreaming in NBI?

#### Indicators

- The existence of gender specific objectives within NBI policies and strategies.
- The existence of gender policies within agencies and institutions involved in NBI processes.
- Percentage of budget spent in NBI processes on gender mainstreaming activities.

## Annex II - Mainstreaming Gender in Operations

### Box 2 - Mainstreaming Gender in Operations

#### Checklist 2 Mainstreaming Gender in Operations

- Is capacity being built for staff to address gender issues in NBI programs and projects?
- Are performance-based contracts or similar boundaries in place to compel staff to pursue gender mainstreaming objectives and incentives to reward them for doing so?
- Are resources allocated to implement gender strategies (e.g. participatory approaches, gender assessments, specially targeted projects) within NBI projects?
- Have programs and projects in NBI adopted services to the poor as a key corporate objective and employed gender trained staff to address the numerous gender issues in poorer areas?
- Do all NBI institutions have gender strategies to align and inform their investment to support national government to fulfill mainstreaming policy goals?
- Do implementation and communication strategies inform women and men how to participate equitably in all phases of the project cycle management?
- Is there equal participation of men and women at all stages: identification, design, site location, implementation, and management?
- Are there equal economic opportunities from NBI interventions?

#### Indicators

- The impact and effectiveness of activities to promote greater gender equality within the investment projects e.g., the impact of affirmative action policies;
- The impact and effectiveness of activities to develop gender awareness and skills among policy-making, management and implementation staff of projects ;
- Percentage of men and women engaged in initiating, preparing , and implementing NBI programs and projects
- Percentage increase in income for women and men from productive uses of NBI programs and projects.



# Monitoring and Evaluation

## Annex III - Mainstreaming Gender in Monitoring & Evaluation Frameworks

### Box 3 - Mainstreaming Gender in Monitoring & Evaluation Frameworks

#### Checklist 3: Mainstreaming Gender in Monitoring & Evaluation Frameworks

- Have gender sensitive indicators been incorporated within M&E framework to capture inputs, processes, outcomes and impact data?
- Is monitoring data disaggregated by sex and age?
- Have resources been allocated to monitor gender within the project cycle?
- Do indicators exist to monitor not only the existence of facilities and services, but also the usage of services?
- Are lessons learnt regarding implementation of specific gender equality objectives being documented?

#### Indicators

- Percentage and geographical coverage of the population covered by NBI activities.
- Time saved by women using improved water services of NBI projects.
- Percentage of women and men trained in NBI scheme management projects.

## Annex IV: Checklist for engendering other key NBI operations

### Staff development

NBI is committed to the provision of equal opportunities for staff development, and will therefore

- Provide equal opportunities for female and male staff for short-term training. However affirmative action will be taken in favor of female or male staff in situations where the center fails to achieve 50/50 male –female ratio
- Embed peer support and mentoring in management development to enable female and male staff improve their understanding and support in the execution of their responsibilities
- Provide special training for positions that require women members of staff but where relevant skills are not readily available
- Allocate expenditure related to ensuring the balancing of male and female staff levels in the organization to areas such as capacity building, maternity cover, childcare facilities and services

### Program learning and assessment

Learning is vital for the improvement of the current level of gender mainstreaming NBI will therefore:

- Ensure that plans and budgets have objectives with a gender perspective
- Analyze how the targeted women, girls, boys and men are benefiting from the program
- Ensure monitoring and evaluation are done using both qualitative and quantitative indicators , to ascertain how positive are changing the gender relations
- Ascertain that documentation and information sharing of best practices and challenges be done for purposes of improving on the gender mainstream process

### Recruitment

Although NBI recruitment advertisements state that it is an equal opportunity employment and that women are encouraged to apply. Positive discrimination will be accorded to competent women particularly for recruitment infield positions and management positions. NBI will therefore ensure that

- The recruitment committee will include a person with gender expertise for short listing and interviews. The selection committee will have guidelines to ensure gender sensitivity in interviews
- Interview will contain a specific section on attitude, knowledge and practical experience of work on gender equity and equality
- Staff induction and appraisal
- NBI's understanding and commitment to gender will be part of the induction program for new staff. Therefore NBI will ensure that:
- The induction program contains the guiding principles on building gender equity and equality
- The new staff will be required to take cognizance of the NBI's Policy and Strategy on Gender Mainstreaming



- An accountability system for performance management to include gender outputs should be included in the institutional arrangements

### Code of conduct

NBI will not tolerate sexual harassment neither sexual comments to another person. Cases of sexual harassment will be dealt with accordingly. NBI will therefore ensure that:

- It promotes organizational culture that stimulates healthy work relationships
- There are adequate means for handling sexual abuses grievances
- The HR grievance and disciplinary procedures are explored
- A sexual reproductive health specialist for both women and men staff be included in the list of doctors identified by the organization
- Any staff female or male, who will indulge in sexual relations with under-aged boy or girls will be dismissed and reported to police

## Annex V: GENDER MAINSTREAMING ACTION PLAN AND TIMELINES

### CHART SUMMARY: PROPOSED GENDER ACTION PLAN FOR GENDER MAINSTREAMING AT NBI

#### STRATEGIC ORIENTATION ONE: LEGITIMIZING GENDER MAINSTREAMING AS A PRIORITY AT NBI

- 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 the strategy and plan
- 1.3. To institutionalize the Gender Working Group (GWG) as a recognized Technical Committee on gender 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, 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 the participation by gender in NBI workshops and training .
- 1.5 To ensure all written and visual communications from NBI integrate gender sensitivity or gender issues highlighted.
- 1.6 To mobilize a NBI Grassroots Women's Networks to interact with NBI programmes and projects.

#### STRATEGIC ORIENTATION TWO: CREATING AN ENABLING ENVIRONMENT TO NBI AS A WORKPLACE/ORGANIZATIONAL CULTURE

- 2.1 To promote commitment of 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 addresses directly gender issues.

#### STRATEGIC ORIENTATION THREE: ENGENDERING PROGRAMMING AND BUILDING STAFF CAPACITY

- 3.1 A) To promote conceptual clarity among staff and constituents about gender issues in IWRM/IWRD;
- 3.1 B) To develop staff capacity to integrate knowledge about gender analysis and GE integration into programming as well as their capacity to support other constituents in integrating GE
- 3.2 To circulate existing tools for the GE policy and Strategy implementation and develop tailored tools when required for GE integration
- 3.3 Mandated Gender Action Plans within all NBI projects with identified planned actions and budget allocated



- 3.4 To monitor and evaluate the gender action plans at corporate level and gender action plans in programmes and projects
- 3.5 To maintain staff in cutting edge and emerging GE issues

### **Duration**

To be phased over 2 - 3 years (2013 – 2015):

1. 1st year – Identifying needs and gaps, capacity building implementation capacities at all levels and incorporating processes, as well as setting up functional arrangements.
2. 2nd year – Full re-design of the gender mainstreaming system based on collecting sex disaggregated data, analysis of identified linkage needs, , and building adequate responses at all levels.
3. 3rd year onwards – Monitoring and Reporting on modifications to the system of full implementation after corrective measures are made and disseminate learned lessons for improving processes and procedures.

It will be appropriate to phase its implementation over at least two to three distinct annualised phases as indicated above for adjustable manageability and full realisation of the intended benefits.





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