



DOCUMENTING GENDER MAINSTREAMING GOOD PRACTICES IN NBI PROGRAMS AND PROJECTS

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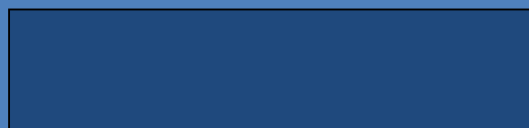


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List of Abbreviations

AMCOW	African Ministers Council on Water
BPFA	Beijing Platform for Action
CCS	Climate Change Strategy
COM	Council of Ministers
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
DRC	Democratic Republic of Congo
DSS	Decision Support System
ENCOM	Eastern Nile Council of Ministers
ENSAPT	Eastern Nile Subsidiary Action Program Team
ENTO	Eastern Nile Technical Office
ESIA	Economic and Social Impact Assessment
ESP	Environment and Social Policy
GEARI	Gender Equality and African Regional Institution Project
IDEN	Integrated Development of Eastern Nile
ISP	Institutional Strengthening Project
IWRM	Integrated Water Resources Management
MDG	Millennium Development Goals
NBI	Nile Basin Initiative
NBSF	Nile Basin Sustainability Framework
Nile-SEC	Nile Secretariat
NELSAP	Nile Equatorial Lakes Subsidiary Action Program
NGO	Non-Governmental Organization
NTEAP	Nile Transboundary Environmental Action Project
SAP	Subsidiary Action Programs
SDBS	Social Economic Development and Benefit Sharing project
SVP	Shared Vision Program
TAC	Technical Advisory Committee
UN	United Nations
WMS	Water Management Strategy

CHAPTER 1 – BACKGROUND

1.0 Introduction

1. The Nile Basin Initiative (NBI) is a partnership of the 10 riparian countries of the Nile basin comprising Burundi, Democratic Republic of Congo, Egypt, Ethiopia, Kenya, Rwanda, Sudan, Tanzania and Uganda, with Eritrea participating as an observer. The NBI was established through a participatory process of dialogue among riparian States, which resulted in an agreement on a shared vision—to “achieve sustainable socio-economic development through equitable utilization of, and benefit from, the common Nile Basin water resources. NBI provides riparian countries with the first and only all- inclusive regional platform for multi stakeholder dialogue, information sharing as well as joint planning and management of water and related resources in the Nile Basin.

2. The NBI maintains a Secretariat: the Nile-SEC in Entebbe, Uganda, which is also the headquarters, responsible for coordinated basin-wide water resources management, cooperation, planning, monitoring, and knowledge and information management. The Nile Council of Ministers (Nile-COM) is the governing body and the supreme policy and decision-making body of the NBI. It is made up of Ministers in charge of Water Affairs in each NBI Member State. The Nile Technical Advisory Committee (Nile-TAC) comprises 20 technical representatives from the member states (two from each country) and is charged with oversight of the NBI on behalf of the Nile-COM. Each NBI country has a national focal point office responsible for liaison between the country and the NBI organs, and for coordinating country level activities.

3. The NBI has three main functions: to facilitate cooperation by promoting and nurturing cooperation among the NB Countries; to provide member countries with analytic tools and a shared knowledge base/information system in water resource management that is capable of monitoring and ensuring sustainable management of the basin’s water resources; and to assists member countries to identify development opportunities in water resource development by preparing projects and seeking investments through Subsidiary Action Programs (SAP).

4. SAPs initiate concrete investments and actions on the ground at sub-basin levels. Each sub-basin is responsible for preparing and implementing investment programs, namely the Eastern Nile Subsidiary Action Program (ENSAP) managed by the Eastern Nile Technical Regional Office (ENTRO) in Addis Ababa, Ethiopia, and the Nile Equatorial Lakes Subsidiary Action Program (NELSAP) managed by its Coordination Unit (NELSAP-CU) located in Kigali, Rwanda. These SAPs facilitate member states in the upstream investment planning, mobilization of investment financing and supervision oversight on implementation of the investment projects at the sub-basin level.

5. The NBI has commissioned a short-term consultancy to identify and document good practices based on the implementation of the Gender Mainstreaming Policy & Strategy in its programs, projects and within the Nile Basin Member States. The study is expected to highlight existing gender mainstreaming processes and promote cross learning for feed back into lessons learned. Ultimately, this information is expected to deepen the implementation of gender mainstreaming interventions to enhance developmental impacts in programs and projects across the basin.

1.1 Historical and current perspectives on gender mainstreaming strategies and approaches in NBI

6. NBI has undertaken several interventions to promote gender equality, including the establishment of the *NBI Women's Forum* that was composed of female NBI employees and other women stakeholders in the basin. Another intervention was the establishment of a *Gender Assessment* in 2009 as the baseline for future gender mainstreaming actions within the NBI. The report findings highlighted gender equality and women's empowerment actions that NBI had implemented and made recommendations on how the NBI could deepen its engagement in this area.

7. More recently, in July 2012, NBI formulated a *Gender Mainstreaming Policy and Strategy*, which is anchored in NBI's vision: "*To achieve sustainable socio-economic development through the equitable utilization of, and benefit from, the common Nile Basin water resources*". Nile Basin member states have also endorsed the NBI Gender Policy and Strategy (2012-2016), which provides a framework that guides NBI programs and projects and countries on how to implement gender actions in the water sector.

8. The NBI Gender Mainstreaming Policy is informed by international, regional, and national commitments to achieve gender equality and equity. The policy provides a framework for NBI and other stakeholders and guides NBI institutions, departments and even member states on how to integrate gender in policies, programs, actions and investments. The policy is not a stand-alone document but is linked to each and every policy and programme of NBI. Hence, the successful implementation of the 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.

1.2 Objectives and Methods

1.2.1 Objectives

9. The review of gender mainstreaming good practices in NBI programs and projects focuses mainly on NBI's progress in implementing the NBI Gender Mainstreaming Policy and Strategy (2013). The review has two-fold objectives:

- i. To undertake a desk review of existing good practices of gender mainstreaming in NBI programs and projects and in NB Member States, drawing on an extensive

- review of official documents and relevant literature and consultations; and
- ii. To highlight good practices, and make recommendations on how the identified good practices can be improved for possible replication in NBI activities, processes, programs and projects.

10. Documenting good practices in mainstreaming gender equality entails recording positive steps made towards achieving this goal. In documenting good practice in on the following:

- Policies; Strategies / approach; advocacy efforts; legislation; Research and other analytical work; statistics on greater sex disaggregation, improved gender analysis of data; Development of indicators and improved monitoring; medium-term plans and budgets; and procedures and processes.

11. Examples of good practice will also document positive organizational changes necessary to promote gender mainstreaming, such as:

- Competence development on mainstreaming; establishment of a gender unit or focal point with a clear mandate and necessary resources to promote and support mainstreaming; indication of management commitment to mainstreaming; establishment of accountability mechanisms; development of guidelines, manuals, and other tools to support mainstreaming; and establishment of a resource base of relevant gender equality expertise for mainstreaming.

1.2.2 Methods

12. The review employed three building blocks to establish credible findings and conclusions and to enable the development of practical recommendations for future gender mainstreaming activities in NBI. These consisted of a i) desk review; and ii) interviews with NBI key staff at different levels.

13. Both primary and secondary data were used in collecting data. Secondary data was gathered and compiled from various sources such as relevant legal instruments, conventions, laws, policies and from studies undertaken on gender mainstreaming in the water sector in NBI programs and projects. Information from NB Member States included information on national gender policies, strategies, machinery, annual reports, as well as relevant studies and reports on institutional mechanisms to address gender. Primary data was gathered through interviews with NBI program/project staff responsible for mainstreaming gender. Secretariat staff also provided significant information on gender work in the organization. The interviews served to identify efforts that have been made to date on integrating gender actions in programs/projects, as well as their responsibilities and activities in this area. However, it was not possible to meet with other relevant stakeholders from other institutions (e.g., Ministries and NBI partners) given the tight deadline of the consultancy

14. Data from interviews was transcribed and analyzed using themes and major issues discerned from the study.

1.3 Limitations of the review

15. Given the limited time provided to undertake the study, it was not possible to carry out an exhaustive document review and interviews. It was a great challenge to meet with NBI project staff responsible for implementing gender actions in their work. For the most part, the low number of interviewees' interviews provided a very limited sample base and was considered a major limitation. In addition, no field visits were undertaken because of the limited time frame. Perhaps the greatest challenge was the paucity of evidence on the extent of good practices in implementing the NBI gender policy in programs and projects as determined in the Terms of Reference. In some cases, projects did not submit all their documentation for purposes of the review, while in other cases, the documents provided did not demonstrate any contributions to gender equality impacts mainly because the interventions did not reflect meaningful gender considerations in their designs; projects did not use sex-disaggregated data or other gender-specific information.

16. The review was unable to conduct detailed analyses of good practice in gender mainstreaming in all the NB countries under study. This gap was influenced largely by the available time to facilitate the study. The conclusions drawn are therefore based on the documents submitted and what was readily available on the Internet and not necessarily provide the complete picture on gender mainstreaming efforts in the Nile Basin countries. This review could have been more effective if complemented with actual project site visits and interviews with stakeholders.

2.0 LITERATURE REVIEW

2.1 International, regional and national commitments on gender

17. All riparian states have ratified international conventions and agreements that promote women's rights, including the *Convention on the Elimination of all forms of Discrimination Against Women* (CEDAW, 1979), *Beijing Declaration and Platform for Action* (United Nations [UN], 1995), and *Millennium Development Goals* (MDG, 2000) with the goal for MDG3 to 'promote gender equality and empower women', among others. At regional level, most riparian states have ratified key instruments such as the *Protocol on the Rights of Women in Africa* (2003), and *Inter Government Authority on Development Gender Policy and Strategy* (2004). Over 40 countries have endorsed the *AMCOW Policy and Strategy for Mainstreaming Gender in the Water Sector in Africa*.

18. At the national level, Governments of riparian countries have made commitments to support equality between men and women and IWRM. Many have established national mechanisms to monitor their implementation, including Ministries in charge of Gender, and Gender Units in technical ministries, such as water, agriculture and energy. Many countries have taken gender and development into consideration and formulated relevant policies.

19. The legal framework and institutional arrangements of the riparian states with regard to gender mainstreaming and natural resources management indicates that government

policies on water, land and environment in the different countries vary in their gender perspectives. In the majority of the countries (less so in Burundi), there is recognition of the importance of women in natural resources management and of the differences between men's and women's access to and use of natural resources. However, most of the policies do not take into consideration the need to question the *status quo* by actively promoting women's access to natural resources in order to improve their economic status, as well as to improve economic development and poverty reduction nation-wide.

2.2 Gender Concepts

20. Gender Equality – The Goal: Gender equality means that women and men experience equal conditions for realizing their full human potential, have the opportunity to participate, contribute to, and benefit equally from national, political, economic, social and cultural development. Most importantly, gender equality means equal outcomes for men and women, and that their similarities and differences are recognized and equally valued. Gender equality is an essential requirement for equitable, efficient, effective and sustainable development.

21. Gender Mainstreaming – The Strategy: Gender mainstreaming essentially means changing the way organizations work so that the complexities and differences between men's and women's experiences, needs and priorities are equally valued, automatically considered and addressed from the outset, at all levels, in all sectors and at all stages of the policy and program cycle.

22. What is the Mainstream: The mainstream is an inter-related set of ideas, values, beliefs, values, attitudes, behavior, relations and practices that are widely accepted by a group or society. It covers all the main institutions such as families, schools, government, religious institutions, media etc. which make decisions about resource allocation, 'who is valued', 'who can do what' and 'who gets what' in societies and ultimately determines the quality of life of all members of society.

23. What being part of the mainstream means: Being members of the mainstream means that women and men have equitable access to resources (including opportunities and rewards). It also implies equal participation in influencing what is valued in shaping opinions within society, e.g., who owns what, who has access to jobs, education and income, who controls societies resource and institutions, and who makes decisions and sets priorities. Therefore, being part of the mainstream means sharing the benefits of development equitably.

2.2.1 Key components of gender mainstreaming

24. There is no blueprint or "right way" to engage in gender mainstreaming. However, key elements have been identified that are required to successfully implement a mainstreaming strategy. These include:

- Collection and analysis of sex disaggregated data and statistics, as well as the skills and opportunities to carry out gender analysis
- Effective monitoring and evaluation systems and tools
- National/sub-national/local structures with clearly defined roles for leadership and support to gender mainstreaming
- Effective communication, networks and linkages
- A skilled human resource base
- Civil society participation

2.3 Documenting Gender Mainstreaming Good Practices

25. Different terms such as ‘good practices’, ‘lessons learned’, and ‘best practices’ are often used interchangeably. In our case, a ‘good practice’ can be broadly defined as a practice that, upon evaluation, demonstrates success at producing an impact, which is reputed as good, and can be replicated. More importantly, there is no one size fits all in documenting “good practices” and each situation will require a different approach. This review has looked at all the positive examples of some practice or approach that produced results that are deemed as valuable in NBI and, therefore, deserving to be disseminated and proposed to other organizational contexts.

26. There are three broad categories of techniques and tools for gender mainstreaming:

- Analytical tools/ techniques, such as statistics, surveys, cost–benefit analyses, guidelines and gender impact assessment methods;
- Educational tools/techniques, such as awareness raising, training courses, manuals and leaflets; and
- Consultative and participatory tools/techniques such as steering groups, databases, conferences, and seminars.

2.3.1 What to Expect in the Way of Success

27. Even when gender mainstreaming is helping to transform society, results can be difficult to identify and track. If the goal of gender mainstreaming is gender equality, some of the long-term changes that mark increases in equality, which can also be defined as developmental results might include:

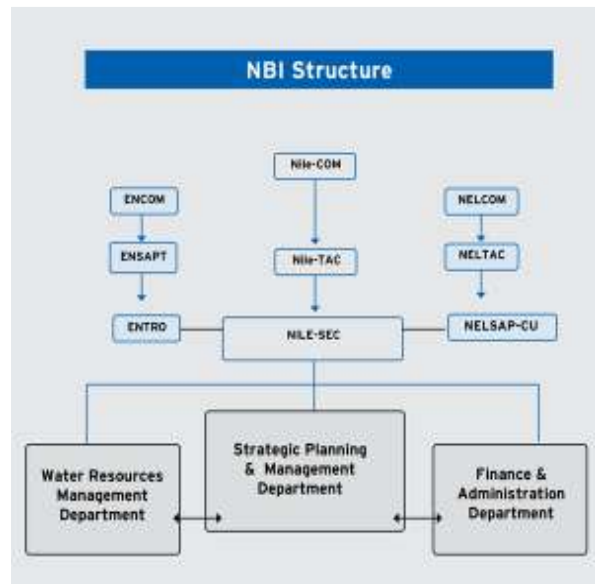
- Women’s increased access to and control over a society’s development resources and opportunities
- Reduction in poverty for both women and men assessed through several different indicators associated with areas where significant gender gaps exist (e.g. health, incomes within households)
- More equitable participation in decision-making concerning allocation of development resources that might produce results such as improved health service delivery or better access to water in urban slum areas
- Improved media images of women's roles in relationships and society, promoting women as individuals with full human rights and discouraging intolerance and violence against women

CHAPTER 2 – CORE FINDINGS

3.0 The Core Functions of the Nile Basin Initiative

NBI has three Core Programs that encompass all of its core functions:

28. Basin Cooperation Program: The objective of the program is to facilitate, support and nurture cooperation amongst the Nile Basin countries so as to promote timely and efficient joint actions required for securing benefit from the common Nile Basin water resources. The NBI actively provides and operates a unique platform for inter country dialogue and negotiation by Nile Basin Ministers of Water Affairs and senior officials on issues of sustainable water management and development. NBI facilitates regional liaison among water-related interests and renders it more effective through the provision of strategic information.



29. Water Resource Management Program: The objective of the program is to assess, manage and safeguard the water resource base that supports the peoples of the Nile Basin through applying the principles of knowledge-based IWRM to water development planning and assessment. The NBI monitors and assesses the water and related natural resources of the Nile Basin so as to provide its member countries with a shared knowledge base and an interactive information system. The NBI maintains and operates analytical and scenario evaluation systems that support sustainable management of the basin's water resources.

30. The Water Resource Development Program: The objective of the program is to identify, prepare and facilitate investment in Regional/trans-boundary water development projects and programs whilst avoiding negative impacts on the health of the Nile Basin's resources through applying the principles of IWRM. The NBI assists its member countries to achieve cooperative/joint water development projects and management programs through supporting the identification of development opportunities, the preparation of projects and facilitation of investment, which then enables member countries to implement the projects.

31. In order to achieve its mission, the NBI has set up two investment programs called the Subsidiary Action Programs (the SAPs) that are mandated to initiate concrete investments

34. **The Eastern Nile Technical Regional Office (ENTRO):** is based in Addis Ababa and is the executive arm of the Eastern Nile Subsidiary Action, which is an investment arm of the Nile Basin Initiative. ENSAP Member States are Egypt, Ethiopia, South Sudan and the Sudan. ENTRO is responsible for facilitating and promoting investment in Water Resource Development in the Eastern Nile sub-basin and has adopted a two track approach: (i) the rapid implementation of a set of ‘fast track’ projects, which would demonstrate the early benefits of cooperation, and (ii) the longer term planning and implementation of a program of more complex, multipurpose regional investments – the ‘multi-purpose track’.

35. **The Eastern Nile Subsidiary Action Program:** ENSAP has been working in three important areas to broaden and deepen cooperation between Sudan, Egypt and Ethiopia and now South Sudan, through preparation of investment projects, institutional development and creation of knowledge/information base, analysis and consultation. ENSAP seeks to initiate a regional, integrated, multipurpose program through a set of investments. The objective of the first ENSAP project (referred to as the Integrated Development of the Eastern Nile -IDEN project) was to initiate a regional, integrated, multipurpose development project that confirms tangible win-win gains and demonstrates joint action for the Eastern Nile countries. Some of the integrated development projects in ENSAP include:

- Eastern Nile Planning Model
- Baro-Akobo Multi-purpose water resources development
- Flood Preparedness and Early Warning
- Ethiopia –Sudan Transmission Interconnection
- Eastern Nile Power Trade Investment Program
- Irrigation and Drainage
- Watershed Management.

3.1 Good practices in mainstreaming gender in NBI programs and projects

3.1.1 Policy Level

Good Practice 1: Gender Mainstreaming in NBI policies

i) Description

36. In 2012, NBI developed a formal gender mainstreaming policy and strategy, which is part of the suite of policies and strategies (along with their anticipated guidelines) that are developed by NBI to provide the necessary conceptual structure and organizational mechanisms for achieving sustainability in the management and development of the Nile Basin water resources, namely the Nile Basin Sustainability Framework.

37. The Nile Basin Gender Mainstreaming Policy and Strategy provides a framework for the implementation and monitoring of a gender-sensitive and gender-responsive institution. It clearly articulates the NBI’s commitment to gender equality and it has identified the broad mechanisms that will be used to achieve this goal. NELSAP has made great strides in

integrating gender issues in its projects with the development of its *Gender Mainstreaming Strategy 2008-2010*, *Gender Mainstreaming Guidelines and Checklists for NELSAP Projects* and the inclusion of *Gender Actions* within project documents and management strategies as well as support to *Capacity Building on Gender Mainstreaming*.

ii) How it works/methodology followed

38. The NBI Gender Mainstreaming Policy and Strategy was developed through a participatory and consultative process. The policy framework has incorporated international, regional and national commitments on gender, such as ratification of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), or commitment to implement the Beijing Platform for Action (BPfA). The gender policy is accompanied by an implementation strategy that is integrated NBI's systems.

iii) Replicability

39. The Gender Mainstreaming policy and strategy was widely disseminated to all NBI staff and Nile Basin countries. The NBI Gender Mainstreaming Policy and Strategy inform NELSAP's current work in gender mainstreaming.

iv) Challenges/Limitations

40. The review found that gender perspectives have not been systematically integrated into all NBI corporate and thematic policies. In the few documents that feature gender, the attention is generally minimal. While the Nile Basin Gender Mainstreaming Policy and Strategy is an important guide for how to integrate gender actions, the SAPs are yet to fully implement it because they perceive the section on the institutional/implementation framework was mainly designed for Nile SEC and not specifically for the SAPs, leading to the low uptake.

v) Lessons learnt

41. There is need for gender training at all levels because project staff lacks a basic understanding of gender concepts, its relevance to their work or how to mainstream gender into their work. Gender training should therefore not be a one off event but ongoing and consistently refreshed. The gender training should also be specific and tailored to operational activities that clearly demonstrate its relevance to the thematic priorities of NBI.

Good practice 2: Allocation of resources for gender related activities

i) Description

42. NELSAP-CU has set aside an allocation of 0.14 percent of its social development budget for gender related activities. The review found that the Swedish International Development Agency (SIDA) funded Bridging phase project 2013-2015 has ear marked about 1.2 percent of the total budget for gender related activities.

ii) How it works/methodology followed

43. By setting aside a percentage of its budget to gender related activities that benefit men and women respectively, NELSAP initiated the process of developing gender-sensitive budgets for some of its projects. Such funds that are allocated can be tracked to show how a project is improving the livelihood of women and thereby contribute to gender equality

iii) Replicability

44. Although NELSAP only set aside a small budget for gender related activities, it is a promising start and more can be done in other programs and projects as well. NBI should consider having a dedicated budget line for gender activities in all its interventions to effectively support its gender mainstreaming work in the organization.

iv) Challenges/Limitations

45. None of the NBI projects has developed gender responsive plans or budgets. Only one project in NBI has undertaken a proper situation analysis (facts and figures) about men and women, boys and girls, to assess their needs/problems, constraints, interventions, hindrances to their benefiting from interventions, including proposed remedies and costs.

v) Lessons learnt

46. Without sufficient allocation of resources, any official commitment to gender mainstreaming in NBI is not likely to amount to more than lip service. Resources must be allocated to support the structures and practices required for mainstreaming activities. NBI programs and projects must allocate sufficient resources to engage in gender analysis and gender responsive planning and implementation.

Good practice 3: Capacity building in mainstreaming gender in NBI

i) Description

- ***NBI proposal to build capacity in gender mainstreaming***

47. The NBI developed a Gender Mainstreaming Project (GEMP) in December 2012, to enhance the implementation of the NBI Gender Policy. The goal of the proposed project is to build capacity of NBI staff to mainstream gender in the i) formulation ii) implementation iii) Monitoring and Evaluation of all NBI policies, plans, programmes, projects, systems and structures in all areas of water resources management and development in the NBI.

- ***Internship program***

48. The NBI internship program seeks to provide interns with exposure in working in a regional institution in order to develop a regional perspective for their work, learn new tools, techniques, and methodologies, interactive with other regional and international staff/consultants/interns. Three batches of Interns joined ENTRO for duration of three months each, starting December 2011. The third batch of interns completed its internship program end of November 2012. To date, the large majority of the interns are female

- ***Training on Dam Safety***

49. ENTRO recruited a consultant to advance work in Dam Safety, who is supported by a multi-country team of four Interns. A Dam Safety Toolkit was developed to create awareness on key issues relating to dam safety and strengthen Eastern Nile capacities on critical dam safety issues. A training session was organized on Potential Failure Mode Analysis and dam safety management practice in Africa. Of the 16 Interns and ENTRO staff that attended the training, 3 were female.

ii) How it works/methodology followed

50. NBI has hitherto undertaken capacity building interventions for staff in gender mainstreaming using both a formal approach and hands on training approaches that suit the need of the staff and the organization. NBI has also utilized training opportunities created through inter-agency mechanisms and other efforts from partners. With regard to the internship program, interns are sourced from universities and research institutes in NB countries, including South Sudan.

iii) Replicability

51. Building the capacity of NBI to mainstream gender through training, internships, discussions and participation in sector specific forums, policy briefs, etc. are demonstrable ways to getting people to understand and integrate gender in their daily work and based on NBI thematic priorities. NBI can proactively utilize training opportunities created through inter-agency mechanisms and the efforts of partners.

iv) Challenges/Limitations

52. The review found that although gender issues are highly relevant in IWRM, it has been relegated to statements of political correctness only, given the paucity of evidence on gender mainstreaming in NBI program and project documents. The in-house staff capacity to mainstream gender (e.g., Networks, Partnerships and Gender Specialists situated in Nile SEC, NELSAP CU and ENTRO) is insufficient. All NBI staff needs to be involved in mainstreaming gender in their work at the policy, institutional and operational levels.

v) Lessons learnt

53. Because of the nature of NBI projects, which are mostly normative (support to policy development, capacity building, scientific research, etc.), it can be challenging to identify what the expected outcomes of gender mainstreaming should be in such projects. However, It should not only be about counting the number of women who participated in NBI supported activities (e.g., training) but could also include specific targeted actions, based on gender analysis, use of sex-disaggregated data to address gender-related vulnerabilities.

3.1.2 Institutional Level

Good practice 4: Knowledge management

i) Description

54. NBI has various knowledge products, valuable experiences and good practices on gender and integrated water resources management developed from various NBI projects and partnerships in its programs and projects. NELSAP has two positive examples:

- The Rusumo Falls RAP for the Hydroelectric Plant, which noted: *“Compensation agreements shall be signed off by both spouses of affected households. For households where partners are not officially married or for polygamous partnerships, the project will request the head of household to sign the agreement together with all partners, so that all partners can document their entitlement to compensation”*.
- A second example is the *‘Integrated Management of Trans-boundary Water Resources of Rweru and Cyohoha Lakes and the Akanyaru Marshlands (GIRET) project’* which has integrated gender activities into the overall project work plan. Although the documents vary from one to another, generally, the ToRs developed by NELSAP include an element of gender analysis or gender assessment with regard to access and control of natural resources.

ii) How it works/methodology followed

55. The development of knowledge products is based on an assessment of needs and demand for the product(s) among targeted users to ensure relevance, effectiveness, usefulness and value of the product(s). NBI publications and reports are usually designed for a specific audience, and they take into consideration the relevant functional needs and technical levels in the organization.

iii) Replicability

56. NBI should assess the information needs of the various groups, including when the information is most needed and is likely to serve as an ‘agent of change’. For example, government counterparts may find certain information from the NELSAP gender audit and the situation report particularly useful in making critical policy decisions. When planning for a monitoring and reporting, NBI should be aware when the ‘window of opportunity’ for decision making arises and make gendered information available in a manner that is appropriate for the technical and functional needs of the target audience.

iv) Challenges/Limitations

57. It was not clear whether NBI analyzes the feedback from its knowledge products or whether any monitoring has been done to assess whether the gender mainstreaming tools are in use or not; whether information provided on gender mainstreaming is made in a timely manner to effectively influence decision-making processes; whether the products reach both direct and indirect audiences in an efficient manner and if they easily accessible; whether the target audience finds the knowledge products useful, and if not, why not? What could be done better next time? It was also not clear whether NBI has established a mechanism to effectively consolidate and share its existing knowledge products to ensure they are easily accessible to NBI staff and partners.

v) Lessons learnt

58. Lessons from gender mainstreaming experiences should be reflected in NBI knowledge products. Such products should be widely shared and disseminated so that the information continues to be relevant and thereby contribute to organizational learning and the enhancement of a global knowledge base in IWRM.

3.1.3 Operations Level

Good Practice 5: Gender Mainstreaming in Programs and projects

i) Description: Gender Audit

59. NELSAP commissioned a gender audit in 2013, which served as a starting point as well as an evaluation and self-assessment of ongoing gender mainstreaming activities. The audit sought to review the extent and level of gender mainstreaming of NELSAP and its River Basin Management (RBM) projects covering Burundi, Kenya, Uganda, Tanzania and Rwanda. The audit identified the specific ways in which gender issues are, or are not, addressed critical gender gaps in NELSAP's policy formulation and implementation and in internal organizational systems. It provided concrete recommendations on how better integrate gender in NELSAP interventions, which resulted in the formulation of gender action plans of three projects.

ii) How it works/methodology followed

60. The approach used was primarily participatory and was led by a team of experts. The gender audit provided in-depth analysis of IWRM planning, budgets, the institutional capacity of NELSAP to implement gender-mainstreaming strategies, the links between gender, IWRM as well as strategies meet development goals and the MDGs.

iii) Replicability

61. The general acceptance of gender mainstreaming in NELSAP is an important element in determining its successes and chances of replicability in NBI as a whole. NELSAP-CU management has shown itself to be gender responsive by developing a management response to the gender audit by prioritizing actions to be taken to implement the recommendations made in the audit report.

iv) Challenges/Limitations

62. Gender audits are comprehensive, but also lengthy and costly. The process can take three to four months, involving one person full-time and a number of others for up to one month for questionnaire collection and data analysis. This excludes the 'participatory' time of organization members, paid for out of the organization budget.

v) Lessons learnt

63: The gender audit was useful in promoting organizational learning on how to effectively integrate gender in policies, programs and structures and assess the extent to which policies have been institutionalized at the level of the organization as well as in NELSAP's thematic

areas. The gender audit report generated a good understanding of the extent to which gender mainstreaming has been internalized and acted upon by staff in NELSAP.

Good Practice 6: Programming Tools

- ***Programming Tool 1: Social and gender Analysis***

64. NELSAP undertaken various sector specific gender analyses of various projects (e.g., water and supply, irrigation and drainage, fisheries development, hydro power development and pooling, regional energy network projects, watershed management, including wetlands management, flood management, river and marine navigation) to guide staff in incorporating specific gender actions in projects they are working on (See Annex 1 as example of thematic brief gender analysis on Hydropower Development and Pooling).

ii) How it works/methodology followed

65. In July 2012, NBI finalized and disseminated its Gender Mainstreaming Policy and Strategy. The following year in July 2013, NELSAP finalized a gender audit of its project operations and processes, which sought to develop project specific gender action plans with the necessary strategies and processes to guide project managers and staff, government officials from regional agencies on the integration of gender into project design and preparation, planning, implementation, monitoring and evaluation. The audit revealed that many guidelines and checklists for mainstreaming gender tend to be generic and are of little use to the thematic priorities at NBI. It became apparent that in order to effectively integrate gender actions in NELSAP projects, it was necessary to develop sector specific guidelines and checklists relevant to the NELSAP projects.

iii) Replicability

66. A gender analysis (which includes collection and use of sex-disaggregated data) is an effective mainstreaming tool as it can significantly increase efficiency, sustainability, and equity in interventions in IWRM. Such gender mainstreaming tools (e.g., gender analysis, guidelines and checklists) that have already been developed should be communicated and disseminated to all staff, partners and stakeholders working on IWRM.

iv) Challenges/Limitations

67. Gender as a cross cutting issue, should be included in all aspects of the NBI project cycle as well as stakeholder structures and procedures. However, the review found that gender and women's issues are usually addressed by chance or by coincidence because staff members are not explicitly mandated to address gender equality and women's empowerment. The translation of abstract gender concepts and conceptual frameworks into action on the ground has not yet been fully achieved. A major factor is inadequate capacity to internalize and integrate gender mainstreaming, but it is also the case that many individual professionals lack commitment to the mainstreaming objective.

v) Lesson learnt

68. NBI should begin to gather evidence to document the differences in circumstances and opportunities between women and men in IWRM order to provide the basis for policy and program development and evaluation. Without such data and information systems, it will be impossible for gender mainstreaming to take root in the organization.

- ***Programming Tool 2(a): Development of gender mainstreaming guidelines and checklists for NELSAP***

69. NELSAP undertook a situation analysis on gender in the NEL region in 2014. As part of the report, guidelines and checklists for various projects were also developed. The guidelines are intended to guide project management units, development practitioners, partners and consultants on how to integrate gender actions in the entire project cycle. The guidelines and checklists are sector specific and are based on the specific priorities and challenges that are likely to be faced when implementing projects undertaken by NELSAP (e.g., in water and supply, irrigation and drainage, fisheries development, hydro power development and pooling, regional energy network projects, watershed management, including wetlands management, flood management, river and marine navigation as well as gender issues in resettlement).

- ***Programming Tool 2(b): Development of Social Assessment Manual and Guidelines for ENSAP***

70. Gender issues in ENSAP are considered under the ambit of social development, which includes other important social issues such as livelihood/poverty, stakeholders, community participation, social cohesion, equity/access to resources, culture and historical heritages, environmental sustainability and community institutions. ENSAP developed a Social Assessment Manual (SAM) to provide technical staff with a checklist on how to meet peoples' needs, expand their opportunities and give them voice in matters that affect their lives. (See Annex 2 for checklist on elaboration of ENSAP Projects and associated key social development issues). The manual takes gender into account and specifically addresses gender issues in watershed management and flood management.

ii) How it works/methodology followed for 2(a) and 2(b)

71. Gender experts were recruited to support the development of the gender guidelines and checklists, which was done in a participatory manner in collaboration with NELSAP and ENSAP staff. Thereafter, project staff is expected to use these tools when planning and designing projects.

iii) Replicability for 2(a) and 2(b)

72. Guidelines and checklists that are sector specific and relevant to NBI's thematic priorities are considered more useful in guiding project staff on how to integrate gender in their day-to-day work. However, there is need to monitor how such tools are used, their efficacy and impact on gender relations on the ground and how best they can improve on their work on gender aspects.

iv) Challenges/Limitations for 2(a) and 2(b)

73. The review found that most NBI programs and projects are more normative than operational, which presents a challenge on 'how to' mainstream gender at this level. Gender mainstreaming in NBI is stagnant due to a lack of tools within the organization and those that have worked well elsewhere on how to integrate gender. There is a lack of effective mechanisms in the organization to share gender knowledge, build on best practices, leverage resources and avoid duplication.

v) Lessons learnt for 2(a) and 2(b)

74. The review found limited methodologies, instruments and tools for mainstreaming gender in NBI's thematic priorities. However, there are many knowledge products and technical guidance for gender analysis focused on specific themes developed by other stakeholders and partners that NBI can tap into. But there is no systematic technical and financial effort to make this thematic guidance widely known and accessible to NBI staff.

• *Programming Tool 3: Mainstreaming Gender throughout the Project Management Cycle*

75. NELSAP has elaborated the process involved in all stages of the project cycle from planning and design stages to implementation, monitoring and evaluation. (See Annex 3 on Gender mainstreaming in the NELSAP project cycle). There is some emphasis on gender considerations in the various stages.

ii) How it works/methodology followed

76. The NELSAP project cycle was first defined in the NBI Policy Document in 1999, which translates the shared vision into actual investments on the ground. A checklist has been developed to guide staff in integrating in their work.

iii) Replicability

77. Most project managers are conversant with the Project Management Cycle (PCM). Mainstreaming gender in the PCM enables water resource managers to identify and incorporate gender and diversity considerations at every stage of planning and implementation. This should be replicated in all NBI interventions.

iv) Challenges/Limitations

78. Although gender mainstreaming is now a mandatory requirement (given the gender policy is now in place), in the development of NBI programs and projects, the review showed that many projects are yet to incorporate gender aspects in project design and formulation. This gap has to do with the capacity (or lack thereof) to adequately integrate gender actions in all aspects of the program cycle management.

v) Lessons Learnt

79. Environmental sustainability is enhanced when the priorities and demands of all stakeholders are addressed. Women should be recognized as central to the provision, management and safeguarding of water and environmental management. Therefore, policies and strategies on water and environmental management need to respect gender

differences. This requires a good understanding of gender equality issues in order to adequately implement NBI policies and strategies.

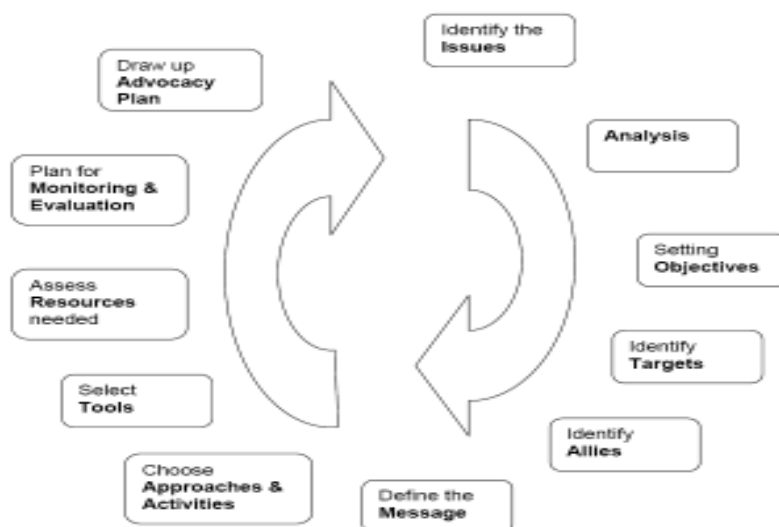
Good practice 7: Stakeholder participation

i) Description

80. Stakeholder participation in NBI refers to the practice of systematically applying the processes, strategies, and principles in order to bring about positive social change and development as a component and methodology for sustainable development. NBI undertook a stakeholder mapping exercise and analyzed issues of stakeholder participation and identified broad NBI stakeholder groups as government policy makers, water related non –governmental organizations at national and regional level, private sector, media, women, children and the youth, academic & research institutions, civil society organisations, development partners & international civil organisations, among others.

ii) How it works/methodology followed:

Figure 1:



iii) Replicability

81. The competing needs of Basin users' should be managed by using local level mechanisms and nationally devised principles, and by eliminating legal and policy conflicts between different states. In NBI, this is done through the Nile Basin Discourse, which was established by a group of civil society organizations across the basin. NBI-SEC is developing an overarching NBI stakeholder participation policy and guidelines for greater engagement of various stakeholders. Invariably, enhanced participation of stakeholders in projects at the SAP level requires a conscious, systematic and planned strategy by the project as a continuum of activities. The Forum is one of the important venue to inform the SH development.

iv) Challenges/Limitations

82. Increasing stakeholder participation through the Nile Basin Discourse will improve the NBI's effectiveness, but establishing the discourse has not been easy. Governments are still wary of engaging civil society due to the fragile state of cooperation in the basin. Open stakeholder participation raises significant questions. For example, given the open nature of the dialogue and the diverse entities involved, particular with regard to how one establishes an agenda that is not dominated by the interests of powerful groups.

v) Lessons learnt

83. Engendering stakeholder participation in transboundary water management is not a smooth process; it is essentially political and easily captured by interest groups. A management regime must endeavor to engage all stakeholders equally – however expensive that may be – to guarantee success.

3.1.4 Case Study: Gender in River Basin Management Projects

i) Project Description

84. NELSAP has developed three river basin management pre-investment projects. These are small-scale livelihood support projects, which provide early benefits to communities and to build confidence in NELSAP projects within the Basin. The projects are the Kagera Transboundary Water Resources Management Project, the Mara trans-boundary Integrated Water Resources Management (IWRM) project, and the Sio-Malaba-Malakisi (SMM) Trans-boundary IWRM project that were targeted towards local communities and women in particular with the intention of addressing poverty in the basin. The highlighted strategies emphasize healthy ecosystems, poverty reduction, and sustainable growth, and they also identify degradation of natural resources as a key impediment to attainment of results.

Good practices:

- ***Gender Action Plan***

85. NELSAP developed a gender action plan (GAP) and strategy for each river basin project. (See Annex 4 for a sample gender action plan). GAPs are effective gender mainstreaming tools that can lead to improved practical benefits for women such as increased income, greater financial security, and more livelihood options; as well as progress toward gender equality, including changing decision making patterns in the household, membership in and leadership of community based organizations, and increased mobility.

- ***The majority of project beneficiaries are women***

86. The Private Public Partnership implemented between a Non-Governmental Organization (NGO) and some districts within the framework of the small-scale investment project in Katuna (Uganda) was considered to be quite successful.

- ***Engendering Sub-Catchment Management Committees***

87. Catchment management planning has been implemented in most riparian states through establishment of sub-catchment committees, which develop catchment plans based on district plans. These sub-catchment plans take gender into account. For example, the sub-catchment plans of Nyangores, Amala and Lwakhakha have included activities in their plan, which support gender equality and women's empowerment. The Lwakhakha sub-catchment management committee, which has 200 members and both men and women, are fairly represented. Three members of the eight-member Executive Committee are women.

- ***Engendering Water Resources User Associations***

88. In Tanzania, Uganda and Kenya, most of the communities have established Water Resources User Associations or Committees (WRUA) composed of selected persons from the local communities who are tasked with the management and maintenance of specific water sources in the local communities (e.g., boreholes and protected springs). WRUAs are responsible for cleaning the water sources, collecting funds from water users for general maintenance and purchase of spare parts in case of repairs. Women make up one-third of the WRUAs (at decision making level mainly as vice-chairperson, secretary or treasurer). Women are frequently elected to the Treasurer's position because they are perceived to be trustworthy with money and other resources.

ii) How it works/methodology followed

89. NELSAP developed several approaches and tools to support the integration of gender into its river basin projects. The gender action plans were developed using participatory approaches and led to the process of identifying gender concerns in local communities as well interventions that would specifically address problems faced by women (e.g., challenges in accessing productive resources) was carried out in a participatory manner and it included all stakeholders at all levels. The selection criterion for identifying community level projects was also done in a participatory manner.

iii) Replicability

90. NBI should support the development of gender action plans in its work, particularly for small-scale livelihood support projects in IWRM by using participatory approaches. Such projects should systematically include the promotion of women specific interventions as well.

iv) Challenges/Limitations

91. The river basin management projects developed by NELSAP are small-scale livelihood support projects, which provide early benefits to communities. However, most projects do not take gender aspects into account yet they can significantly increase efficiency, sustainability, and equity in interventions for rural development. There is a risk that gender-neutral programs can sometimes bypass or be detrimental to women and consequently to the society at large.

v) Lessons learnt

92. A number of small-scale livelihood support projects were implemented to provide early benefits to communities and to build confidence in the project within the Basin. These investments were targeted towards local communities and they proactively took issues of gender (women in particular) with the intention of addressing poverty in the basin.

3.2 Documenting good practice examples of gender mainstreaming in Nile Basin Countries

3.2.1 Country Laws and Policies

93. Governments of the Nile Basin countries have made an effort to develop national policy frameworks and institutional arrangements that promote gender equality and women’s empowerment. In addition, they have specifically put in place policies, strategies and institutional frameworks regarding water resource management, which vary in their gender perspectives. Research shows that most national water policies and legislation use a pro-poor approach but have not explicitly sought 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, hydropower projects, wetlands management and development, fisheries, transport, etc. Table 1 highlights some of the general women’s empowerment and gender equality national frameworks, strategies and action plans for the Nile Basin countries.

Table 1: General gender equality national frameworks, strategies and action plans

Kenya	Uganda
Constitution of Kenya National Policy on Gender and Development Draft Water Policy Ministry of Gender’s Gender Guidelines Vision 2030 Sexual Offences Act Draft Marriage Bill Draft Domestic Violence Bill Draft Matrimonial Property Bill	Constitution of Uganda The National Gender Policy Marriage and Divorce Bill Draft (MAD) Water Sector Gender Policy Draft Domestic Relations Bill Equal Opportunities Policy National Action Plan on Women, 2007 Poverty Eradication Action Plan (PEAP) The National Development Plan 2010-2015 Uganda National Environment Authority, 1994
Tanzania2	Rwanda

<p>Constitution of Tanzania Law of Marriage Act Gender and Development Policy Community Development Policy Women’s Affairs and Management Policy Family Development Policy Water Policy National Environmental Policy 1997 The Agriculture and Livestock Policy of Tanzania 1997 Women Development Policy 2000 Tanzania National Development Vision 2025 Land Act The Village Act Sexual Offences Special Provisions Act</p>	<p>Constitution of Rwanda (2003) National Gender Policy (2004) Water Policy (2010) Economic Development and Poverty Reduction Strategy National Gender Strategy Agriculture Gender Strategy Vision 2020 Law on Matrimonial Regimes Donations, Succession and Liberalities (1999) Organic Land Law Gender Based Violence Law (2008) Family Law Organic Land Law (2005)</p>
Burundi	Democratic Republic of Congo
<p>Constitution of Burundi National Policy on Gender National Strategy on Gender Based Violence Gender Based Violence Law</p>	<p>The 2006 DRC Constitution The 2006 Penal/Criminal Code The 2002 reformed Fair Labor Standards (Code de Travail)</p>
South Sudan	Ethiopia
<p>The Draft National Gender Policy The Constitution of South Sudan (Still under review and approval process) The Draft National Environment Policy The Land Act 2009</p>	<p>The Ethiopian Federal Constitution The National Policy on Women, 1993 National Action Plan for Gender Equality The revised Federal Family Code enacted on 4 July 2000 Labor and Public Service proclamations (Labor Law: Proclamation 377/2003: Art. 87); Land Use Administration Laws (Art. 5 and 10 of Proc. 89/97) Laws on Violence against Women enforced since July 2002 The National Population Policy, 1993 Women and Children’s Plan The Ethiopian Penal Code Land Use Administrative Laws (Art. 5 and 10 of Pro. 89/97 of the Federal Land Administration Laws The HIV/AIDS policy Education policy</p>
Sudan	Egypt

The Interim National Constitution, 2005 Women strategy, 2003-2007 National Policy for Women Empowerment, 2007 National Plan for advancement of women, 1998-2002 Workers Union Act, 2010 National Elections Act, 2008 Political Parties Act, 2007 National Civil Service Act, 2007 Labor Act, 2007, National Public Health Act, 1919 Muslims Personal Status Act, 1991	The Egyptian Constitution Penal Code Personal Status Laws (Law 25, 1920 (amended in 1985 (Law 100) Marriage and Divorce Laws (Law 1 of 2000)
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Source: Situation Analysis Report (Gender Mainstreaming Guidelines and Checklist for NELSAP), August 2014

3.2.2 Institutional Frameworks

94. 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. Table 2 shows the respective national ministries responsible for this task.

Table 2: Nile Basin country institutional frameworks for implementing gender policies

Country	Institutional Frameworks	Responsibility
Kenya	The Ministry of Gender, Children and Social Development National Gender and Equality Commission	To attain gender equality and full participation of men and women, boys and girls in social development. The over-arching goal for National Gender and Equality Commission is to contribute to the reduction of gender inequalities and the discrimination against all; women, men, persons with disabilities, the youth, children, the elderly, minorities and marginalized communities
Uganda	Ministry of Gender, Labour and Social Development	Promotion of gender equality, labour administration, social protection and transformation of communities.
Tanzania	Ministry of Community Development, Gender and Children	To promote community development, gender equality, equity and children rights through formulation of policies, strategies and guidelines in collaboration with

		stakeholders active in the country.
Rwanda	Ministry of Gender and Family Promotion	To promote equality and equity for both men and women and ensure empowerment of women through the national development processes of Rwanda.
Burundi	Ministry of National Solidarity, Human Rights and Gender	
South Sudan	Ministry of Gender, Social Welfare and Religious Affairs	To spearhead and support gender mainstreaming across government policies, programs and budgets
Democratic Republic of Congo	The Ministry of Gender, Family and Children	To Implementation of all strategies to end all forms of discrimination against women in order to ensure gender equality, as well as the effective integration of gender in DRC development policies and programs.
Ethiopia	The Ministry of Women Affairs	Is entrusted with the responsibility of initiating recommendations on the protection of the rights and interest of women at national level and follow-up their implementation. It also ensures the gender sensitivity of policies, legislations development programs of the federal government; ensuring the creation of opportunities for women to take part in development process; identifying discriminatory practices that affect women and submitting recommendation to its effect; submitting recommendations on the application of affirmative measures; among others.
Sudan	General Directorate for Women and Family Affairs (GDWFA)	To empower women, integrate them and deepen their participation in all aspects of sustainable development, through giving them equal opportunities in all spheres of life and to enable them to develop their potentials.
Egypt	The National Council for Women (NCW)	Responsible for promoting women's rights, reviewing legislation and recommending draft laws.

Source: Situation Analysis Report (Gender Mainstreaming Guidelines and Checklist for NELSAP), August 2014

3.2.3 Examples of Nile Basin Countries’ Strategies for NBI Thematic Priority Areas

Water and Sanitation

95. Water is a resource that is central to human development, so access to safe drinking water is a precondition for health and success in the fight against poverty, hunger, child deaths and gender inequality. Sanitation refers to any system that promotes proper disposal of human and animal wastes, proper use of toilets and the avoiding open space defecation. The two are very important constituents that need to be efficiently and effectively managed. Thus, the issue of water and sanitation stands out at the centre of everyone’s priority list. In the context of this project, water is an issue to some people in terms of shortage of clean water while others are bothered about its access. It is sometimes received in excess and people become anxious about floodwater. Yet for sanitation the issues include lack of limited distribution of and use of toilets and the implication to the supply of the clean water. The question of how effectively the water and sanitation resources and associated projects should be managed has been a global concern for some time. Table 3 highlights some of the relevant national legal and policy frameworks related to water and sanitation with a gender perspective or focus on vulnerable social groups (children, women and the elderly).

Table 3: Relevant national policies related to water and sanitation

Country	National policies on water and sanitation
Burundi	Burundi Water Code
Democratic Republic of Congo	Process of developing a national water sector policy is on going
Egypt	
Ethiopia	Ethiopian National Water Resources Management Policy and Strategy
Kenya	Kenya National Water Policy (2012)
Rwanda	Rwanda Water Strategy, 2011 Water and Sanitation Policy
South Sudan	Government of South Sudan Water Policy, 2007
Sudan	Water supply and environmental sanitation, 2010
Tanzania	National Water Policy (2002) National Water Sector Development Strategy – 2006 to 2015
Uganda	National Water Policy (1999) The Water Statute (1995) Water and sanitation Sub Sector Gender Strategy 2010-2015 Strategic Directions, 2010 – 2015

Source: Situation Analysis Report (Gender Mainstreaming Guidelines and Checklist for NELSAP), August 2014

Regional energy networks

96. The creation of a regional electricity market is intended to play a key role in furthering cooperation among the basin states by providing sustainable environmentally-friendly energy and ensuring that hydropower resources of the Nile Basin are developed and managed in an integrated and sustainable manner. In the long run, the regional power trade project sought to create far reaching benefits as regards water conservation, land protection, and reduced emission of greenhouse gases.

Table 4 Relevant regional initiatives related to regional energy networks

Commitment / Strategy	Summary
Nile Basin Regional Power Trade, 2001 (Project Document)	<p>The long-term goal of Nile Basin Regional Power Trade is to improve access to reliable and low-cost power in the Nile Basin in an environmentally sustainable manner.</p> <p>The document highlights issues of gender and their relationship to reduction of poverty in the region.</p>

Source: Situation Analysis Report (Gender Mainstreaming Guidelines and Checklist for NELSAP), August 2014

- *National policies and strategies*
 - Regional power trade and interconnection is anchored in the respective Nile Basin countries' energy policies.

CHAPTER 3 – RECOMMENDATIONS

4.0 Ways of improving good practices for possible replication in NBI processes, programs and projects

4.1 Policy Level

Gender mainstreaming in NBI policies

97. At Nile SEC, gender issues are addressed in the Strategic Planning and Management Department, which should provide overall advice for identifying emerging gender issues in the organization. NBI should make gender sensitivity a compulsory requirement for approval of corporate and thematic policies. The department should develop set criteria for screening gender sensitivity of policies to ensure gender is integrated into NBI policies and programs.

NBI Corporate Gender Action Plan

98. NBI has in place a corporate Gender Action Plan with specific priorities and objectives that indicates verifiable performance indicators and targets, and assignment of responsibilities. What is lacking are the resources to effectively implement the plan, hence the need to urgently mobilize resources for its implementation. NBI should ensure that the corporate gender action plan has the same planning cycle as NBI's strategic plan to allow it to be monitored and evaluated together. Funds should be set aside for monitoring and evaluation of the NBI Gender Action Plan.

Institutional set up for gender mainstreaming

99. There is need to strengthen the institutional set-up for gender mainstreaming in NBI. Currently, there is no separate Gender Unit at Nile SEC and the staff dealing with gender issues at headquarters has limited engagement in supporting gender mainstreaming on a wider scale across the organization. Furthermore, the Social Development Specialists dealing with gender at SAP level are over-stretched as they deal with all other 'cross-cutting' issues.

Allocate sufficient resources

100. NBI needs to marshal adequate financial resources to be able to effectively mainstream gender in its work. NBI should therefore actively mobilize resources to implement the Gender Mainstreaming Project proposal developed in December 2012. NBI should pursue a strong resource mobilization strategy to implement gender related activities as part of the NBI's resource mobilization strategy and accountability. The Strategic Planning and Management Department can start tracking NBI investment and budgets on gender and make an analysis of spending on gender equality and equity based on samples of projects that have showed good performance on gender.

Capacity Building and training

101. Ensure that staff develops the capacity to mainstream gender in their work to enable them to effectively mainstream gender. The first step is to ensure the NBI Gender Mainstreaming Project is funded and implemented. NBI should develop a comprehensive

capacity development plan for training opportunities created through various mechanisms and efforts of Nile Basin countries, partners and stakeholders. Additional practical tools to mainstream gender in NBI's thematic priorities in IWRM should be developed as needed. There is need for better utilization of existing NBI technical guidance and knowledge products.

Communication and awareness raising

102. Communicate the NBI Gender Mainstreaming Policy and Strategy as well as existing gender mainstreaming initiatives proactively and sustainably to staff by improving the gender content of NBI public statements by coaching public information and liaison staff about gender mainstreaming. Their capacity can be built to enable them to communicate gendered messages to the greater public that sends a clear signal and understanding of the connections between gender equality and IWRM. NBI can develop an on-line introductory course on NBI's Gender Mainstreaming Policy and Strategy, which should be made compulsory for all staff. It can also conduct face-to-face annual meetings of staff responsible for gender mainstreaming at the program and project level (i.e., Social Development Officers) and with the Networks, Partnership and Gender Specialist at the Secretariat in order to continuously review experiences on gender mainstreaming, identify good practices and lessons learned.

4.2 Institutional Level

Knowledge Management

103. NBI should pursue a more efficient knowledge management system by investing sufficiently in learning from its experience and building on its successes. The Strategic Planning and Management Department where the Gender Specialist sits should ensure systematic lessons learning and cross-fertilization of experiences on gender and environment issues. Maintaining a website is not enough. There should be conferences and meetings organized to collect and share knowledge from experiences within NBI and through partners and stakeholders. NBI needs to invest more in learning and building on its successes.

Dissemination of existing gender programming tools

104. Existing gender mainstreaming tools should be disseminated widely. Some possibilities for sharing information in the new knowledge society include:

- Websites: NBI should identify sources of new information and help channel that information to the SAPs and Nile Basin Member States in need of information on gender issues by creating a virtual library for gender mainstreaming.
- Conferences, technical workshops and regional/international meetings: Such meetings can provide opportunities for tools to be conceived, developed, adapted and exchanged. Nile Basin countries, organizations and individuals can also engage in face-to-face dialogue to identify where progress is being made, and where gaps remain.
- Short training programs, study tours and exchanges: these can be organized across specific countries to bring together various stakeholders, depending on objectives.

These exchanges can facilitate the sharing and adaptation of tools and help build the requisite capacities to use them effectively.

4.3 Operational Level

Gender mainstreaming in programs and projects

105. To ensure a meaningful integration of a gender perspective in NBI program planning and design, the capacity of staff should be built to enable them to understand and use various gender mainstreaming tools (e.g., gender analysis, collection and use of sex-disaggregated data, etc.). The identified gender actions should be included in the project delivery plan and budget to address gender-environment inequality issues.

Accountability

106. Responsibility and accountability for gender mainstreaming in NBI should be system-wide, which implies a shift from the usual approach of relying heavily on those responsible for gender mainstreaming at the program and project level. Nile COM, Nile TAC, senior management, middle management and staff, including staff working on gender issues should all be responsible for mainstreaming gender in their respective roles and responsibilities.

Monitoring and reporting progress on gender mainstreaming

107. NBI should regularly undertake progress monitoring reporting using sex-disaggregated data. The Gender Specialist in Nile SEC together with Social Development Specialists responsible for gender in the SPAs should identify key gender specific indicators for NBI programs and projects. The process of developing these indicators should be taken up by the Thematic Group, which brings together the three NBI Centers (i.e., Nile-SEC, ENSAP and NELSAP).

Stakeholder Participation

108. In addition to working with Nile Basin member states, NBI solicits the support of other stakeholders to implement its work, including gender actions. If significant progress is going to be made toward reaching that goal, then gender mainstreaming must become a familiar and well-appreciated concept far beyond the confines of government. NBI has done good work in this area and continue to work with all stakeholders as provided below:

- **Private Sector**

109. The private sector includes all private (and even some state) entities designed to operate at a profit, including banks and other financial institutions. Therefore, influencing the private sector is important for gender mainstreaming activities for a number of reasons:

- Women are important as both employees and consumers, yet they are largely absent as decision-makers in the marketplace;
- There is a pronounced imbalance between their contributions to this sector and their capacity to influence its direction; and

- Women often lack the skills, and do not have access to the resources or information, to effectively participate in and benefit from development in the private sector.

110. Strategies for moving mainstreaming efforts into the private sector include using appropriate networks and private sector associations as entry points as well as developing advocacy tools to work with members of the private sector. Many of the same strategies used with government agencies can be used with private sector firms:

- Solicit support from the top;
- Identify strategic allies and sympathetic organizations;
- Identify industry best practices and lobby for gender-responsive regulations;
- Utilize the equity and efficiency arguments, and collect data to show that a more diverse workforce is a more efficient workforce).
- Build alliances with women who are leaders in the sector.
- Work with appropriate ministries to lobby for better training and educational opportunities for girls and women.
- Link with other National Women Ministries and gender advocacy groups internationally to address gender issues in the private sector that transcend national boundaries.

- **Media**

111. Media can be extremely useful as vehicles both for disseminating and gathering information about gender issues. A society's recognition of the importance of gender equality is unlikely to take hold without some assistance from the media. Journals, books, websites, chat rooms, radio broadcasts and TV shows can be used to establish and strengthen national, regional and international networks for gender equality advocates. Strategies to harness components of this sector to promote gender equality include:

- *At the individual level:* Work with journalists, broadcasters and media personalities to raise awareness of gender issues and their roles to promote cultural perceptions and values regarding men and women.
- *At the organizational level:* Work with specific media organizations to develop strategies to increase the numbers of women making decisions in the media, develop "codes of conduct" for artists and producers to promote positive images of women and challenge conventional gender roles and establish women's fora within the media, using radio and television shows, columns and letters in newspapers, chat rooms, and other opportunities that might present themselves.
- *At the system-wide level:* Work toward the passage of 'anti-hate' laws that prohibit portrayals of violence against women in the media and lobby for allocation of sufficient financial resources and/or training and education opportunities for women to allow them to participate more fully in the production and dissemination of information.

- **Academic Sector**

112. The academic sector is important to gender mainstreaming because it provides an environment where gender research and advocacy tools can be developed, refined and adapted. It can also provide and support training and capacity development activities for gender mainstreaming. NBI is already working with academic institutions but there is need to further strengthen and broaden these links to include women's studies centers and research organizations in the pursuit of gender equality. Such linkages would ensure that theory and effective practice are in step with one another. NBI can work with gender-sensitive academics to make mainstream disciplines more gender responsive, particularly in regard to IWRM. Strategies to promote gender responsiveness of the academic sector are similar to those used in the government such as: identify allies and champions, get support from the top, and reveal gender biases in conventional disciplines.

- **Civil Society Organizations**

113. Civil society organizations are important to gender mainstreaming efforts because some have large memberships, and even those that do not may have sizable networks of communication and influence. NBI can target these memberships and networks to advance the gender equality agenda in IWRM because they often have a mandate to protect the interests of their members. The definition of these interests could be adapted to include the special needs of female members. Moreover, the membership of these organizations are often quite loyal to the people they have chosen to lead them. Influential leaders may be willing to work to influence the values and practices of their members. Some of these organizations may have "the ear" of the government. Those that do can often play an influential role in demanding changes in government policy and practice.

5.0 CONCLUSION

114. Given the nature of NBI projects, which are mostly normative (support to policy development, capacity building, scientific research, preparation of investment projects, etc.) that operational in nature, it can be challenging for staff to identify what the expected outcomes of gender mainstreaming should be in such projects. Regardless of this, NBI needs to link gender equality and equity work with its programs and projects in order to achieve its strategic objectives. Gender mainstreaming should not just be treated as a cross-cutting issue in NBI's priorities, but as an integrated dimension with specific actions and targets that can be monitored. Otherwise, dealing with gender purely as a crosscutting issue carries the risk of making it invisible and no one's business.

115. Gender needs to remain clearly visible in NBI's work and this can only be achieved if programs and projects include specifically targeted initiatives to promote gender equality and women empowerment at the programmatic and institutional level. This will require gender targets to be set in order to ensure accountability for their implementation. Although the review did not dwell on gender at the institutional level at NBI, it is evident

that NBI needs to urgently address gender considerations into policy, organizational, program and project delivery, and stakeholder participation with more robust institutional measures to support the incorporation of a gender perspective in its corporate processes. Specific actions in each area should be streamlined to avoid overlap.

116. The review assessed and presented good practices in gender mainstreaming in NBI programs and projects, and in NBI countries by evaluating the progress achieved by the good practice itself. Striking and sustainable practices were identified, which can be used to inspire managers at all levels that are involved in formulating, implementing and evaluating gender mainstreaming policies in the Nile Basin. It is hoped that these good practice examples will also be useful in encouraging greater commitment to the effective implementation of gender mainstreaming strategies by showcasing those that are working and yielding positive outcomes, even though they might not be entirely feasible in other contexts.

ANNEXES

Annex 1: Gender Analysis Thematic Brief on Hydropower Development and Pooling

Description: Power/electricity is a critical requirement for growth and economic production in the Nile countries. It is crucial to development, poverty alleviation and achievement of the Millennium Development Goals. There may, however be risks of negative environmental, social, and economic impacts for upstream and downstream riparian communities, particularly when resettlement is necessary. Most households in the Africa in general and in the Nile Basin in particular do not have access to electricity. Many rely on biomass and fuel wood as their main sources of energy. However, hydropower is the preferred energy source for most Nile countries, majorly due to its potential, long economic life and low per unit energy costs. To tap and sustainably exploit the vast hydropower potential of the region, the countries need to plan and develop the water resources cooperatively, and mainstream environmental, social and gender considerations in all aspects of power development with the ultimate objective of sustainability.

Gender analysis: In the energy sector, the gender dimensions of access to services, access to benefits, and exposure to risks and benefits, are being increasingly recognized as important elements to be considered for effective policy making and project design. In practice, this translates into integrating a gender perspective throughout the operational cycle to improve gender equity in project participation, benefits and opportunities.

More than half the female population in Africa in general, and in the Nile Basin Countries in particular spends a significant part of the day fetching and carrying fuel wood and cooking food. These activities are not just time consuming, but often have adverse health impacts either through physical injuries from lifting and carrying or through inhalation of toxic fumes while cooking. Although awareness has increased significantly in recent decades on the need for gender mainstreaming in development projects, knowledge about the consequences of hydropower development and energy use on girls, boys, women and men is still limited. The involvement of women in hydropower and energy related planning and decision-making processes remain low.

Incorporating gender concerns into energy projects can maximize the benefits of energy projects for both women and men, and increase the sustainability of energy initiatives. Access to affordable clean energy is essential for meeting the Millennium Development Goals; it can make a significant difference in women's health, labour burdens, time use, safety and security, and also increase possibilities for education and income generation.

Energy is a critical input in the daily lives of women, who need energy for their household chores, such as cooking; for productive uses, to contribute to household income; and for rural industry such as milling and food processing. Women play key roles in energy use and supply, so energy projects will not be as effective without targeting both women and men.

Energy projects can contribute to gender equality and women's empowerment by involving women throughout the value chain and in decision-making roles from which they have traditionally been excluded.

Annex 2: Assessment of gender mainstreaming in the NELSAP project cycle

Steps	NELSAP Investment Planning Cycle	Remarks	Gender Aspects
Step 1	Diagnostic/Situational Analysis	Assessment for management and development issues related to water resources within the basin with the aim of establishing the water resources development/management potential, opportunities and constraints in the basin	<p>There is some representation of women in the multi-sectoral working groups</p> <p>There is a general outline on gender concerns in water resources management and development.</p> <p>There is an analysis of population density per gender distribution and other criteria, such as ethnicity, age and social class, are also taken into account.</p> <p>Gender data is collected in some riparian states, especially in education, health and, in a few, in the agriculture sector.</p> <p>A gender assessment is included within the preliminary environmental and social analysis. Usually there is a request for the appointment of a social development expert who is assumed to possess necessary gender expertise</p>
Step 2	Investment Strategy Formulation	Measures to manage the resource in accordance with adopted goals and policies in the sub basin and outlines/provide broad directions for an investment program	<p>Gender is highlighted under poverty and land ownership and management as a crosscutting issue; however, it is not clear how that information is used in the development of the strategy.</p> <p>iv. There is reference to gender policies, and based on these, gender issues that should be addressed are highlighted.</p> <p>v. Though some gender indicators are developed, all the indicators should be made gender sensitive.</p> <p>There is a request for a Social Development expert who is assumed to possess necessary gender expertise</p>
Step 3 and 4	Investment Plan and development of bankable projects	Prioritized set of investments developed within the context of development goals and key sector related	Formulation of Investment Plan builds on the gender assessment within the ambit of the initial environmental examination and

		policies in the basin/sub basin	<p>social analysis for the development options, specifically with regard to land-based resources. It is meant to identify gender differences in rights, access and control over resources</p> <p>Information on gender and women's issues, usually categorized with other vulnerable groups, such as the youth and People Living with HIV/AIDS (PLWHA), is provided under the environmental and socio economic assessment</p>
Step 5	Feasibility study/ Final design	Legal, regulatory and institutional appraisals, economic, financial, technical, social, environmental aspects	<p>Information on gender issues (usually categorized with vulnerable groups) is provided under the environmental and social management framework.</p> <p>iv. In some cases, an analysis is made on processes and practices (participatory methodologies) and types of projects and their components (water supply and sanitation facilities) that would be required to address gender issues and factors affecting vulnerable groups.</p>
Step 6 and 7	Project Structuring and finance mobilization	Project Structuring (PPP options, legal advice, financial design financing options, legal advice, procurement, negotiations).	Gender issues are not addressed. No budget allocation for gender issues
Step 8	Project implementation and supervision		Some gender performance indicators are included in projects

Source: Situation Analysis Report (Gender Mainstreaming Guidelines and Checklist for NELSAP), August 2014

Annex 3: ENSAP Projects and associated key social development issues

No.	IDEN Project: context/rationale; objectives-expected outcomes	Operational focus area	Pertinent key Social Development issues
1	<p><i>Watershed Management (ENWSM)</i> Watershed degradation is trans-boundary –affecting both upstream and down stream countries. Upstream huge amount of land degradation and soil loss, downstream siltation-sedimentation of irrigation channels and damage to HP generation are some of the consequences. Causes of the degradation are multi-sectoral and thus require coordinated intervention (both nationally and regionally) to address the root causes, which is primarily threatened livelihoods. The project is expected to generate both regional and national benefits.</p>	<p>- Regionally identified, nationally implemented watershed projects in Egypt, Ethiopia and Sudan. - Cooperative Regional Assessments</p>	<p>Livelihood, poverty, social diversity; gender equity and gendered division of labor; stakeholders/stakes; participation, land tenure; patron-client relations; social inclusion; vulnerable groups; norms; social risks; conflict management /grievance mechanisms.</p>
2	<p><i>Eastern Nile Planning Model (ENPM)</i> This project aims to come out with an EN commonly agreed, jointly developed knowledge base, planning framework and sets of analytical tools to guide investment and development work in the EN.</p>	<p>- Regional tool</p>	<p>Incorporation of key social development variables in the ENPM. Ensuring social development variables form a significant part of the evaluation, selection and decision making criteria for projects.</p>
3	<p><i>Flood Protection and Early Warning</i> Climate and EN flows are highly variable. EN is prone to alteration of floods and droughts. Floods have been causes for damages to life and property worth millions of dollars in Ethiopia and Sudan. Flood plain management, early warning and protection, disaster prevention and mitigation are key components of this project. Activities include regional metrological and hydrologic data generation, real-time exchange, capacity building in setting a regional center and community mobilization.</p>	<p>Strong regional focus, with national implementation</p>	<p>Community mobilization; stakeholder involvement and participation, gender; social risk and vulnerability; social exclusion; access to resources and property rights.</p>
4	<p><i>EN Irrigation and Drainage</i> Spurred by population growth and growing incomes, there is need to meet increased demand for food and agricultural produce in all three countries. In Ethiopia there is a need to mitigate the impact of unpredictable seasonal and spatial</p>	<p>Regionally identified and nationally implemented</p>	<p>Land tenure, access; social organization; patron-client relationships; gender; livelihood; poverty; equity; participation; conflict management/grievance mechanisms;</p>

No.	IDEN Project: context/rationale; objectives-expected outcomes	Operational focus area	Pertinent key Social Development issues
	rainfall; in Sudan there is need to meet food demand in the semi-arid but irrigable areas of the Atbara and in Egypt there is need for land reclamation and ground water conversion. In all countries there is need to increase productivity of agricultural water use and increase agricultural productivity-production. This project aims to meet these needs.		
5	<p><i>EN Joint Multi Purpose Program (EN JMP)</i></p> <p>Integrated, joint basin management through investment in multi-purpose storage, improved watershed management an irrigation in a scale that is large enough is expected to bring about transformational multi-faceted benefits to all three countries: power generation, transmission and trade; enhanced agricultural production; flood and drought mitigation; sediment and siltation control; water conservation through reduction of conveyance and evaporation losses and above all deepening regional trade and economic cooperation; regional integration and regional security and peace.</p>	Regionally identified and implemented, with substantial sub-national and local forward and backward linkages in all three EN countries	RAPs, ex-ante social impact assessment; displacement; compensation; access; poverty; livelihood, gender; social inclusion; migration; patron-client relationships; vulnerable groups; non-farm, causal employment; social structures; participation, stakeholders, stakes; ESMF; cultural heritages;
6.	<p><i>Baro-Akobo-Sobat Multipurpose Water Resources Development Project</i></p> <p>Extensive flooding, high evaporation and seepage rates characterize this sub-basin.</p> <p>There is widespread poverty as well. This sub-basin is also home to critical transboundary wetland and wildlife resources.</p> <p>The area thus provides opportunity, for win-win multipurpose water resources investments in river regulation, flood management, water conservation, navigation, fisheries, agricultural production and livelihood improvement.</p>	Regionally identified nationally implemented - Cooperative Regional Assessments (CRAs)	Social structures; social diversity; norms; patron-client relations; access to resources and property rights; conflict management and grievance mechanisms; gender equity; participation; RAP, compensation, displacement; ESMF
7.	<p><i>Eastern Nile Power Trade</i></p> <p>Among the three EN countries, only</p>	- Regional studies - CRAs	Social structures; social diversity; gender; RAPs,

No.	IDEN Project: context/rationale; objectives-expected outcomes	Operational focus area	Pertinent key Social Development issues
	<p>Egypt has provided access to electricity to its population, though growing demand is stressing the system. Ethiopians, despite substantial potential for cheap, clean hydropower generation, have the least access to electricity. Sudan too has a long way to go to provide universal access to electricity. Linked river and power systems – i.e. through cooperative development of hydropower generation, transmission and trade – promise meeting current and future needs. This project conducts Cooperative Regional Assessments, pre-feasibility and feasibility studies to tap the region’s potential.</p>		ESMFs; cultural heritages
8.	<p><i>Ethiopia-Sudan Transmission Interconnection</i> Both Ethiopia and Sudan suffer inadequacy/unreliability of electricity supply, despite the potentials for hydropower generation. Enhancing the hydro-thermal power generation complementarities of the power systems of Ethiopia and Sudan and variability in peak demand through transmission interconnection and power trade would enable improved economics in the short run; and lay the ground for EN power trade in the long run. This project aims to achieve this twin goal.</p>	<ul style="list-style-type: none"> - Sub-regional; - Ethiopia and Sudan 	RAPS; ESMFs; livelihood; poverty; access to resources; participation; stakeholders

Source: Social Assessment Manual developed by ENTRO for ESAP

Annex 4: Sample Gender Action Plan 2013-2014

Project Results Summary	Gender Actions	Indicators - By 2014
<p>Result 1: Formalized transboundary sub-basin cooperation -</p>	<p>Make the bilateral agreement between Kenya and Tanzania gender sensitive</p> <p>Workshops/meetings on agreement/MOU to include participation of Ministries of Gender, International and local NGOs, networks working on gender related issues in the Mara basin</p>	<p>Ministries of Gender, international and local NGOs and networks participating in the workshops/meetings on agreements</p> <p>Finalized MoU and Interim Bilateral Agreement includes gender considerations</p>
<p>Result 2: Improved access to knowledge products for effective river basin planning and management</p>	<p>Publications, materials and knowledge products prepared include gender issues in river basin management</p> <p>A session on gender issues in river basin management within relevant technical workshops and training session of riparian technical staff (Development communications; project planning, management, monitoring and evaluation; project financing; engineering economics, IWRM)</p> <p>Support both male and female riparian staff with equal opportunity to participate in technical trainings and capacity development programs (workshops, trainings, exchange visits)</p> <p>Conduct training on gender and IWRM/river basin planning and management for riparian technical staff</p> <p>Systemize stakeholder consultation to incorporate organizations working on, funding gender/women focused activities to incorporate proposals on development priorities within the updated Sub Basin Plan</p>	<p>Percentage of either gender (men and women) participating in capacity development programs (workshops, trainings, exchange visits)</p> <p>Percentage of publications and knowledge products prepared with gender related information</p> <p>Percentage of technical workshops and trainings including a session/sessions on gender issues</p> <p>Percentage of women participating in capacity development programs (workshops, trainings, exchange visits)</p> <p>Training on gender and IWRM/river basin planning and management for technical staff carried out</p> <p>Updated sub basin plan includes gender proposals</p>
<p>Result 3: Enhanced Participatory Integrated Land and water management in selected critical watersheds in the river basins</p>	<p>ToRs prepared for consultants to include responsibilities to undertake gender analysis/gender needs assessment and the application of sex disaggregated data that produces some specific gender actions with indicators within the developed Sub-Catchment Management Planning</p> <p>Support selection of stakeholders to include consultation with community/women groups in the</p>	<p>All consultants TORs include gender responsibilities</p> <p>Percentage of Sub-Catchment Management Plans that include gender interventions</p> <p>Number of gender actions/projects integrated into Sub-Catchment Management Plans</p> <p>Percentage of community/women's groups in</p>

Project Results Summary	Gender Actions	Indicators - By 2014
	<p>targeted catchment areas in the identification of priorities in developing Sub-Catchment Management Plans</p> <p>Support Water Resources User Associations/Catchment Management Committees to formulate and include interventions (small scale livelihood support projects to support women's empowerment and training on women leadership skills to enhance female participation in river basin planning and management) as an element of Sub-Catchment Management Planning</p> <p>Support basin Catchment Management Agencies/County Governments/District Councils gender or social development units with information</p>	<p>stakeholders consulted</p> <p>Number of livelihood projects on women's empowerment</p> <p>50% of participants for trainings and workshops for sub-basin catchment planning are women</p> <p>Number of community/women's groups participating in stakeholder consultations in the development of Sub-Catchment Management Plans</p> <p>Percentage of either gender (men and women) participating in preparation processes</p> <p>Number of publications/quality of information about gender provided to gender/social development units</p> <p>50% of participants in demonstrations on Community Sustainable Land Management Practices are women</p>
<p>Result 4: Increased pipeline of investments prepared to address water and food security</p>	<p>ToRs prepared for consultants to include responsibilities to ensure gender analysis/gender needs assessment, and application of sex disaggregated data leading to gender actions and outcomes in Water Resources Development projects</p> <p>Support participation in consultation of community/women groups in preparation and design of Water Resources Development projects</p>	<p>All consultants' TORs include gender responsibilities</p> <p>Percentage of pipeline WRD projects prepared that include gender interventions</p> <p>Number of gender actions/projects integrated in WRD projects</p> <p>Number of community/women groups participating in stakeholder consultations in the development of WRD projects</p> <p>Percentage of either gender (men and women) participating in preparation processes</p>
<p>Result 5: Strengthened Project Management and coordination (Includes oversight, monitoring of project activities, policy guidance, and Financial and technical audits</p>	<p>Systematic monitoring and reporting done on gender mainstreaming</p> <p>Monitoring data disaggregated by gender to extent possible</p> <p>Ensure resource allocation and mobilization for gender activities in the project</p>	<p>Quarterly, semi-annual and annual progress reports include details of gender mainstreaming initiatives</p> <p>All monitoring data for project performance to be gender disaggregated</p> <p>Percentage of projects budget earmarked for gender actions</p> <p>Percentage of additional funding raised for gender actions</p>

Source: NELSAP Documents

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