

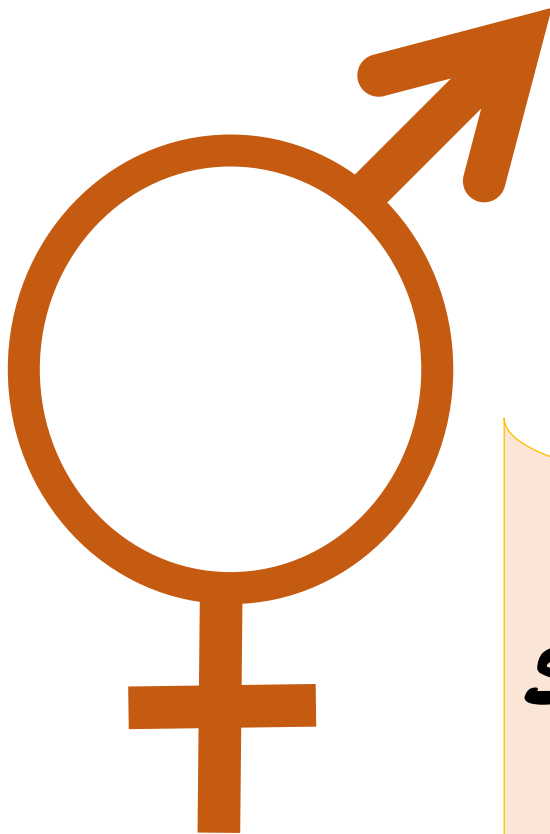


Government of the
United Republic of Tanzania



Government of the
Republic of Malawi

Joint Songwe River Basin Commission
Songwe River Basin Development Programme



*Gender Mainstreaming
Strategy and Action Plan
2022 - 2027*

Foreword

The Governments of the United Republic of Tanzania and the Republic of Malawi are jointly implementing the Songwe River Basin Development Programme (SRBDP), which is managed by the Secretariat of the Joint Songwe River Basin Commission (SONGWECOM) with headquarters located at Kyela, Tanzania. The Songwe River Basin (SRB) covers an area of 4,243 square kilometers in seven districts of: Karonga and Chitipa in Malawi; and Kyela, Mbeya Rural, Ileje, Mbozi and Momba in Tanzania. The basin is part of the wider Zambezi River basin. The river forms part of the boundary between Malawi and Tanzania where increasing competition for space, water and natural resources is degrading the Songwe River Basin.

Both riparian countries, in 2017, ratified the Convention on the Establishment of the Joint Songwe River Basin Commission to sustainably manage the basin natural resources and implement the Songwe River Basin Development Programme (SRBDP). The Convention came into force on 1st July, 2018. The SRBDP is a multipurpose transboundary Programme under which the challenges and opportunities resulting from the behaviour of the Songwe River are planned to be addressed through various projects. The projects include the construction of dams for flood control and hydropower productions, development of irrigated agriculture, water supply, fisheries and tourism to mention but a few including non-structural measures to curb natural resources challenges. However, the goals and objectives of these projects cannot be realized without understanding and addressing the unequal power relations and the different roles, responsibilities, capabilities and needs of women, men, girls, boys and other vulnerable groups in the Basin. Through the SRBDP, the Commission envisions a Songwe River Basin that continuously experiences improved quality of life among the local communities through sustainable use of basin resources while ensuring that economic growth rate is above population growth rate.

The Secretariat of SONGWECOM has developed this Gender Mainstreaming Strategy and Action Plan to address issues of gender in all programme activities and projects. The Strategy outlines the strategic direction for the organization and shall serve as a gender mainstreaming reference document for all SONGWECOM organs, the riparian countries and Programme and project implementing partners.

The Commission appeals to all Basin stakeholders to support the implementation of the activities outlined herein with the aim of making equitable and sustainable management of the Songwe River Basin resources a reality.

A handwritten signature in blue ink, consisting of stylized cursive letters, positioned above a horizontal dotted line.

**Executive Secretary
Joint Songwe River Basin Commission
March, 2022**

Acknowledgement

This Gender Mainstreaming Strategy and Action Plan (GEMSAP) for the Joint Songwe River Basin Commission (SONGWECOM) has been a combination of efforts of a broad range of stakeholders within the SRB including the District and Non-governmental Organization Officials, community leaders and community members. Their co-operation and rich inputs are acknowledged and highly appreciated.

Special gratitude goes to the members of the Gender Mainstreaming Strategy and Action Plan preparation team instituted by the Secretariat of SONGWECOM for their tireless efforts in ensuring that this document provides the directives needed by the Commission in addressing gender issues. The Commission acknowledges the guidance, inputs and technical support provided by the Ministries responsible for Water Resources Management and Development; Ministries responsible for Gender and Ministries responsible Local Government Authorities in the riparian countries, as well as SONGWECOM organs into the consultative process.

Last but not least, SONGWECOM most sincerely appreciates the financial support of the Global Environment Facility (GEF) through the African Development Bank (AfDB) under the Multinational Strengthening Transboundary Cooperation and Integrated Natural Resources Management in the Songwe River Basin (STCINRMSRB) Project that facilitated the preparation of this document.

Table of Contents

Foreword	i
Acknowledgement	iii
Table of Contents	iv
List of Abbreviations	vi
Glossary	vii
Executive Summary	x
1.0. Introduction	1
1.1. Background Information	1
1.2. Gender Situation in the SRB and SONGWECOM	2
1.3. Rationale for the Gender Mainstreaming Strategy and Action Plan	3
2.0. Gender Mainstreaming Context	4
2.1. International Commitments on Gender and Water Resources	4
2.2. Riparian States Commitment on Gender Mainstreaming	5
2.3. Gender Mainstreaming in the Context of SONGWECOM	7
2.4. Guiding Principles for the implementation of the Gender Mainstreaming Strategy and Action Plan	8
3.0. The Process of Developing the Gender Mainstreaming Strategy and Action Plan for SONGWECOM	8
4.0. Gender Mainstreaming Strategies, Objectives and Measures	9
4.1. Gender Mainstreaming Strategies	9
4.2. Strategic Objectives and Measures	10
5.0. Action Plan for the Gender Mainstreaming Strategy	14
6.0. Implementation Arrangements for the Gender Mainstreaming Strategy and Action Plan	14
6.1. Institutional Arrangement	14
6.2. Key Actors, Roles and Responsibilities	14
6.3. Financing Arrangements	18
7.0. Monitoring and Evaluation of the Gender Mainstreaming Strategy and Action Plan	19
7.1. Gender Mainstreaming Strategy and Action Plan Monitoring	19

7.2. <i>Gender Mainstreaming Strategy and Action Plan Evaluation</i>	19
Appendixes	20
Appendix I: Action Plan for the implementation of the Gender Mainstreaming Strategy	21
Appendix II: Gender Mainstreaming Strategy and Action Plan Monitoring and Evaluation Framework	30

List of Abbreviations

AfDB	African Development Bank
AMCOW	Africa Ministers Council for Water
AU	African Union
CBOs	Community Based Organizations
CoM	Council of Ministers
CSOs	Civil Society Organizations
DC	District Commissioner
GAP	Gender Action Plan
GEF	Global Environment Facility
GEMSAP	Gender Mainstreaming Strategy and Action Plan
JSC	Joint Steering Committee
JTE	Joint Team of Experts
NGOs	Non-Governmental Organizations
SADC	Southern African Development Community
SO	Strategic Objective
SONGWECOM	Joint Songwe River Basin Commission
SRB	Songwe River Basin
SRBDP	Songwe River Basin Development Programme
S-SRBC	Secretariat of the Joint Songwe River Basin Commission
STCINRMSRB	Strengthening Transboundary Cooperation and Integrated Natural Resources Management in the Songwe River Basin
ZAMCOM	Zambezi Watercourse Commission

Glossary

Empowerment	For SRBP, empowerment is a process of awareness and capacity- building leading to greater participation and decision-making power and financial position. It enables women and men, boys and girls to take control over their lives—to determine their own agendas and build their self-confidence, problem-solve and become self-reliant. It involves the ability to access, to control and own resources in their localities. Though empowerment often comes from within, and individuals empower themselves, institutions can (and have the responsibility to) support processes that create space for women and men, girls and boys to develop their skills, self-confidence and self-reliance.
Gender	Refers to the social and cultural construct of roles, responsibilities, attributes, opportunities, privileges, status, access to and control over resources and benefits between women and men, boys and girls in a given society.
Gender analysis	It is the examination of the existing systems and structures within a community, including cultural norms and historical trends that affect gender norms, roles and relationships. Gender considerations are important in developing strategies and programs for achieving programme objectives.
Gender Assessment	Determining the gender-responsiveness of a policy or programme. The Gender Assessment Tool (GAT) helps to rapidly assess the gender-responsiveness (gender-sensitive, -specific or -transformative) of intervention of a given programme. It indicates where gender-responsiveness can be improved
Gender Audit	A tool to assess and check the institutionalization of gender equality into organizations, including in their policies, programmes, projects and/or provision of services, structures, proceedings and budgets. It allows institutions to set their own houses in order, and change aspects of the organizational culture which discriminate against women staff and women beneficiaries.
Gender Equality	The ability of men and women, to enjoy the same status and have equal opportunity to realize their potential to contribute to socio-cultural, economic and political development. It can be captured in three dimensions, equality in capabilities as in education and health levels; opportunities to utilize capabilities to earn incomes and live to full potential; and participation in decision making representations.
Gender Equity	The fairness and justice in the distribution of resources, benefits, and responsibilities between men and women, girls and boys in all spheres of life.

Gender Gap	Refers to the difference between women and men as reflected in social, political, intellectual, cultural, or economic attainments or attitudes.
Gender Mainstreaming	A conscious approach of the Songwe River Basin Development Programme to take into account gender equality concerns in all policy, interventions, administrative and financial activities as well as organizational structures and procedures. It's based on an organizational decision to work towards and finally achieve the goal of gender equality thus contributing towards gender balance in the respective community. It involves applying a variety of measures, providing resources (financial, human, time, information) and ensuring a process of learning and transformation.
Gender Policy	Refers to setting guiding approach and methods to a course of action arrived at by the Commission in addressing issues which involve women and men. This is an organization's policy document that integrates gender in the mainstream of its projects. The policy also designates institutional arrangements, responsibilities, management functions and tools/guidelines for mainstreaming.
Gender Responsive	Aware of gender concepts, disparities and their causes, and takes action to address and overcome gender-based inequalities
Gender Responsive Budget	Deliberate budgets prepared to address specific needs of vulnerable gender groups.
Gender Responsive Projects	Projects that affect men, women and youths differently and how far projects are contributing towards gender equality, human rights and empowerment of all disadvantaged groups including women's empowerment.
Gender Sensitive	Properly aware of the different needs, roles, responsibilities of men and women. Understands that these differences can result in difference for women and men in: Access to and control over resources; and Level of participation in and benefit from resources and development. Actively seeks to understand the underlying causes of gender inequalities and takes effective action to transform the unequal power relations between men and women, resulting in improved status of women and gender
Gender Strategy	Outlines the vision for combatting gender inequality in an organization and its programmes and holds the organization accountable by setting measurable objectives for progress.
Sex	Refers to biological characteristics that make an individual male or female. Sex differences are God given, universal and unchangeable.

**Sex-disaggregated
data**

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

Executive Summary

The Gender Mainstreaming Strategy and Action Plan (GEMSAP) 2022 – 2027 for the Joint Songwe River Basin Commission is a five-year strategy which intends to provide strategic direction for gender mainstreaming in all projects and programmes in the Songwe River Basin (SRB). The purpose of the GEMSAP is to increase the potential and capacity of SONGWECOM in addressing the requirements of women, men, and the youth in benefiting from and accessing opportunities created through projects under the Songwe River Basin Development Programme (SRBDP). The GEMSAP for SONGWECOM is consistent with the Southern African Development Community (SADC) policy on gender equality and Zambezi Watercourse Commission (ZAMCOM) Gender Strategy and Action Plan.

The development of the GEMSAP involved formation of a team which constituted experts from different institutions from both riparian countries. The team conducted a gender analysis for the basin communities and SONGWECOM as an organization to acquire gender issues that would be addressed by the Strategy.

The GEMSAP outlines five strategic objectives (SOs) which shall be achieved through prioritized measures that seek to enhance gender mainstreaming in the SONGWECOM. The first SO is to institutionalize gender mainstreaming in SONGWECOM through creation of enabling working environment. This will ensure that gender mainstreaming is reflected in the institutional policies, guidelines, budgets, and projects in order to create a conducive working environment for staff and gender sensitive programme for the communities. The second SO is to build and strengthen capacity to effectively mainstream gender in the SRB whereby capacity development for gender mainstreaming shall be implemented for individual, government and non-governmental organization involved in implementation of the strategy.

The third SO aims at mainstreaming gender in projects implemented under the SONGWECOM reaffirming that the riparian countries will work towards the goal of gender equality within the programme thus, contributing towards equitable participation of women, men and youth in the planning, implementation and monitoring of project and programme activities. The fourth SO is to strengthen gender equity for communities within the SRB, the Commission will promote fairness and justice in the distribution of resources, opportunities, benefits, and responsibilities

among women, men and youth in all implementation cycle of the project and at all levels. The fifth SO is to enhance collaboration and networking on gender mainstreaming between SONGWECOM and its stakeholders which will promote synergies and enhance gender mainstreaming in the basin.

The GEMSAP shall be implemented through an action plan developed based on the five strategic objectives and measures. The plan intends to promote gender equality in the management, use and protection of the environment and natural resources in the basin. The action plan includes targeted measures, activities, outputs, outcomes, indicators, timelines, and responsible institutions. Implementation arrangements for the strategy has also been provided where institutional arrangements demand the Secretariat of the Commission to coordinate and supervise the implementation of the gender mainstreaming strategy. The implementation shall require the involvement of various stakeholders from the governments line ministries, non-governmental organizations, civil society organizations, community based/religious organizations and the private sector. The roles and responsibilities of these actors have been provided for successful implementation of the strategy.

The financing arrangements requires the S-SRBC to work closely with the governments, development partners, donors and international agencies regarding resource mobilization and technical assistance to ensure the strategy is successfully implemented. Monitoring and evaluation of this strategy shall be conducted as per the provided framework in order to track the status of implementation and allow for the review of the strategy where need arises. The outcome of the evaluations shall also strengthen gender mainstreaming efforts in projects and programmes and inform the development of the subsequent strategy.

1.0. Introduction

This GEMSAP for SONGWECOM is a document prepared with the purpose of guiding the Commission on gender mainstreaming while implementing projects under the SRBDP. It focuses on guaranteeing the participation and inclusion of all groups in the communities in SRBDP interventions while assuring their benefits from the Programme.

The Strategy has been prepared by the support of the Global Environment Facility (GEF) through the Strengthening Transboundary Cooperation and Integrated Natural Resources Management in the Songwe River Basin (STCINRMSRB) Project. The Project is one of the lead projects which is critical in laying the ground for the implementation of the core projects under the ambitious SRBDP (especially the Lower Songwe Dam and Hydropower Production Plant Project) by addressing the challenge of environment and natural resources degradation in the basin.

1.1. Background Information

The Governments of the United Republic of Tanzania and the Republic of Malawi are jointly implementing the Songwe River Basin Development Programme (SRBDP) which is managed by the Joint Songwe River Basin Commission (SONGWECOM) through the Secretariat with offices located at Kyela, Tanzania. The Songwe River Basin (SRB) covers an area of 4,243 square kilometres and is part of the wider Zambezi River Basin, and the Songwe River forms part of the formal border between Malawi and mainland Tanzania. Increasing competition for space, water and natural resources is degrading the Songwe River Basin. Both riparian countries ratified the convention in 2017 creating SONGWECOM to sustainably manage the basin's natural resources and implement the SRBDP.

The sustainability of the SRBDP entails the full participation and inclusion of communities within the SRB during its implementation, therefore the Programme has to ensure that all community members benefit from the interventions undertaken. As a newly established organization, SONGWECOM should have guiding documents that shall ensure smooth implementation of its responsibilities in attaining the set objectives including guaranteeing gender consideration in interventions implemented. Mainstreaming gender issues in all projects under the SRBDP is key and it should be observed at all levels of the Commission. Being a member of the SADC, SONGWECOM has to adhere to the SADC Protocol on Gender and Development which advocates

for equal opportunities for all members of the community in participating in and benefiting from different development interventions in the society.

1.2. Gender Situation in the SRB and SONGWECOM

SONGWECOM conducted a gender analysis in all target districts in order to update the information obtained from a gender analysis conducted during the preparation and design of the Strengthening Transboundary Cooperation and Integrated Natural Resources Management Project. The identified the gender gaps are to be addressed by the Strategy. The analysis involved communities, government authorities and other stakeholders within the SRB. The analysis further focused on the gender situation within SONGWECOM as an organization. The analysis discovered that there is limited power for decision making, limited control over assets and limited utilization of leadership opportunities for women and youth.

The analysis of the Commission revealed that the organization does not have a gender policy to provide guidance when addressing gender issues because it is a newly established organization. This implies that gender issues within the Commission as an organization and the implemented programmes are not systematically addressed.

As a result of the findings from the gender analysis studies for the SRB and SONGWECOM, it was proposed that the strategy should focus on strengthening a gender-sensitive environment for SONGWECOM including its staff; promoting capacity building to the community members (women, men and youth) on issues of gender equality; capacitating the younger generation (girls and boys) on issues of gender equality; ensuring budgets of projects under the SRBDP are gender sensitive; advocating for gender-disaggregated data collection and analysis in all projects/interventions under the SRBDP; promoting equal access to, utilization of and benefiting from the interventions under the SRBDP for women, men and youth; guaranteeing equal opportunity for decision-making for women, men and youth; warranting that, projects under the SRBDP address the concerns and interests of different groups in the society including women, men, youth, disabled and elderly in improving their socio-economic conditions; ensuring all projects under the SRBDP utilize gender-sensitive language in all interventions; and promoting collaboration and networking between SONGWECOM and other Government Institutions, Non-

Government Organizations (NGOs), Community Based Organizations (CBOs), Civil Society Organizations (CSOs) and Religious Organizations focusing on issues of gender equality.

1.3. Rationale for the Gender Mainstreaming Strategy and Action Plan

SONWGECOM recognises that gender inequality is a critical risk factor that may have negative impacts on the implementation and management of the SRBDP. Gender mainstreaming, which is aimed at promoting the drive towards gender equality and women's empowerment and involvement, has been one of the priorities in project phases starting with preparation, implementation, supervision and monitoring. Gender mainstreaming in projects increase ownership of the project and promote sustainability.

The Commission, while implementing the SRBDP, seeks to address gender inequality and power dynamics that affect decision making and negotiations over resources, income and other opportunities. The effectiveness of SONGWECOM in addressing the needs of the targeted population groups critically hinges on gender dynamics. In recognition of this, SONGWECOM shall implement gender-sensitive, community-based interventions leading to active and meaningful participation and leadership of women, men and youth in natural resources management interventions. SONGWECOM also seeks to implement gender-sensitive community social projects (water supply and sanitation, education, health and roads infrastructure) and ensure gender equity in access to, control over, and benefit from economic projects (irrigation schemes, fisheries and others). As a result, this GEMSAP is a pre-requisite document for the effective implementation of projects under the SRBDP.

Studies have shown that gender inequality is a drawback to socio-economic development. Gender inequality reflects injustice, discrimination and unfair distribution of resources and influence within societies. The concept is often the root cause of poverty within societies particularly amongst women and girls. Gender inequality has also been noted to be a critical barrier to the attainment of other organization targets including having a healthy and inclusive workplace. Recognizing these challenges, gender mainstreaming was established as a major global strategy for the promotion of gender equality in the Beijing Platform for Action from the Fourth United Nations World Conference on Women in Beijing in 1995. One of the resolutions to implement this, is to ensure that gender perspectives are taken into account in the implementation of projects

and programmes in all UN Member states and recommends a five-year review of the implementation.

In this case, a GEMSAP is crucial in providing direction to the Commission on addressing gender issues in an informed and organised way so as to achieve set targets and objectives.

2.0. Gender Mainstreaming Context

As a result of gender being a cross-cutting issue, its consideration has been advocated for many years by a number of international, regional and national organizations. The mainstreaming of gender in all activities related to integrated water resources management has not been overemphasized in recent years in order to ensure sustainability of interventions through inclusiveness and full participation of beneficiaries.

2.1. International Commitments on Gender and Water Resources

The international community recognises the importance of gender consideration for sustainability of development interventions. The emphasis has also been observed in the water sector interventions where international organizations advocate for inclusion of all vulnerable groups in water related interventions. The Dublin Principles (1992)¹ on water and sustainable development, which were endorsed by more than 100 countries, recognises the important role women play in the provision, management and safeguarding of water resources. The statement acknowledges the crucial role of women as providers and users of water and guardians of the environment and advocates for this reality to be reflected in institutional arrangements for the development and management of water and other natural resources. Furthermore, Principle 20 of the Rio Declaration (1992)² states that, women have a vital role in environmental management and development and their full participation is essential to achieve sustainable development. The Dublin and Rio principles stress on the importance of gender inclusion in all water and natural resources interventions for sustainable development.

¹ Declaration of the International Conference on Water and the Environment (Dublin, Ireland 26th to 31st January, 1992)

² Rio Declaration on Environment and Development: The United Nations Conference on Environment and Development (Rio de Janeiro 3rd to 14th June, 1992) from <https://www.cbd.int/doc/ref/rio-declaration.shtml>

The African Union (AU) has been vocal in advocating for gender mainstreaming within the member countries especially in development interventions so as to bring about gender equality in accessing the benefits from these interventions. Gender considerations in the water sector has also been emphasized with the African Ministers Council for Water (AMCOW) developing a Policy and Strategy for Mainstreaming Gender in the Water Sector in Africa. The AMCOW Policy and Strategy seek to build on experiences in the sharing of good practices, to enhance accountability and encourage adherence to commitments and minimum standards for gender mainstreaming in the Africa region. The Africa region has further shown commitment to gender mainstreaming in the water sector through the African Water Vision 2025³ which calls for an “equitable and sustainable use and management of water resources for poverty alleviation, socio-economic development, regional cooperation, and the environment”. The Vision necessitates partner countries to increase political will, public awareness and commitment among all for sustainable water-resources management, including the mainstreaming of gender issues and youth concerns and the use of participatory approaches. The SADC Declaration on Gender and Development (1997)⁴ expressed the concern that disparities between women and men still exist in the areas of legal rights, power sharing and decision making, access to and control over productive resources, education and health even though some countries have shown progress towards mainstreaming gender. The Declaration is a commitment by the member States and Countries to promote women’s full access to, and control over productive resources such as land, livestock, markets, credit, modern technology, formal employment, and good quality of life in order to reduce the level of poverty among women. The member states further committed themselves to repealing and reforming all laws, amending constitutions and changing social practices which still subject women to discrimination, and enacting empowering gender sensitive laws.

2.2. Riparian States Commitment on Gender Mainstreaming

The Governments of the Republic of Malawi and the United Republic of Tanzania are active advocates of gender, especially in development interventions, by guaranteeing equal opportunities for all citizens to be considered and benefit from different development processes within their communities. Recognizing the importance of gender equality for sustainable development, the two

³The Africa Water Vision for 2025: Equitable and Sustainable Use of Water for Socioeconomic Development

⁴Gender and Development: A Declaration by the Head of State or Government of the Southern Development Community (SADC) in Blantyre, Malawi (1997)

governments have put in place institutions at the national level to ensure gender issues are considered and incorporated in development processes.

In Malawi, the Government has instituted the Ministry of Gender, Community Development and Social Welfare to be responsible for addressing all issues concerning gender in the country. The ministry responsible for formulating, implementing and enforcing Laws, Policies, Guidelines and Strategies that address gender issues in development interventions in the country. Some of the Laws, Policies Guidelines and Strategies in place include the National Gender Policy (2015) which directs that development interventions for every sector and institution should focus on gender mainstreaming. The Policy further emphasis that all gender inequalities such as the under representation of vulnerable gender groups in decision making forums on the utilisation of forests, land and water should be fully addressed. The country has also prepared the Growth and Development Strategy III (2017 - 2022) and the Vision 2063 which acknowledge that gender inequality has a negative effect across all sectors, and fuel low agricultural productivity amongst female headed households; low wages and profits in non-agricultural activities; lack of ownership of assets by women like land and opportunities and benefits and perpetuates higher poverty levels amongst vulnerable gender groups.

Likewise, the Government of Tanzania has instituted and tasked the Ministry of Health, Community Development, Gender, Elderly and Children to provide guidance on addressing gender issues in the country. The ministry has the responsibility of formulating, implementing and enforcing Laws, Policies, and Strategies that aim at addressing gender issues in all aspects including development interventions. The policies, which include, the Tanzania Women and Gender Development Policy (2000) and Policy on Women in Development in Tanzania (1992), directs that development interventions for every sector and institution should focus on gender equality. They insist on providing balance between the roles of women and men so that all can participate fully in development activities for the benefit of the society, while ensuring gender mainstreaming in the planning process. The policies further emphasize on educating the community that environmental degradation has been a major source of increasing women's workload, especially in searching for firewood and water supply; as well as enabling women to actively participate in plans and programs that promote environmental conservation.

Both Governments have ratified a number of gender instruments at international, Africa and SADC levels. These include the United Nations Convention on the Elimination of All Forms of Discrimination against Women (CEDAW); Beijing Platform of Action; the African Charter on Human and People's Rights; the Special Protocol to the African Charter on Human and People's Rights on the Right of Women in Africa and the SADC Protocol on Gender and Development. This means that the development of a GEMSAP is a strategic intervention and best practice for SONGWECOM.

2.3. Gender Mainstreaming in the Context of SONGWECOM

Gender consideration and mainstreaming has been given priority in the implementation of interventions under the SRBDP. The Commission has ensured the Programme provide equal opportunities for women, men and youth to participate in and benefit from projects implemented under the Programme.

During the preparation of the Ten Years Plan for the Songwe River Basin Development Programme under the Detailed Design and Investments Preparation Project (2015), issues of gender were taken into consideration through a preliminary assessment on gender issues. The preliminary gender assessment exercise was conducted within the basin in order to identify key gender issues that might impact the project. Gender considerations in the projects also has included collection of gender sensitive data and information in the monitoring and evaluation of projects.

Recognizing the importance of gender mainstreaming in its interventions, the Commission has prepared a Gender Mainstreaming Strategy and Action Plan. The Strategy provides the Commission, its riparian countries and stakeholders with guidance on actions and approaches to incorporating the diverse needs and concerns of women, men and youth in the planning, development, management and utilization of water and other natural resources in the Songwe River Basin. Overcoming the gender gaps that women, youth and other disadvantaged groups experience in order to improve their socio-economic conditions is the focus of the Strategy.

Since the two member states are part of International and Regional organizations—including the United Nations (UN), African Union (AU), Southern African Development Community (SADC), and Zambezi Watercourse Commission (ZAMCOM)—the preparation of this Strategy takes into

account the gender documents including policies, strategies and declaration developed by these organizations.

2.4. Guiding Principles for the implementation of the Gender Mainstreaming Strategy and Action Plan

In implementing this GEMSAP, the Commission shall be guided by Dublin Principles on water and the environment.

Principle No. 1: Fresh water is a finite and vulnerable resource, essential to sustain life, development and the environment. Since women are the most affected by the depletion of this finite resource, their inclusion in interventions that target its development, management and utilization is paramount.

Principle No. 2: Water development and management should be based on a participatory approach, involving users, planners and policy-makers at all levels. These participatory approaches shall aim at guaranteeing the inclusion of women, youth and other vulnerable groups in decision making processes so that the policies, plans and programmes address their needs. The participatory approaches shall be employed in all levels of SONGWECOM as an organization.

Principle No. 3: Women play a central part in the provision, management and safeguarding of water resources. The role of women in managing, safeguarding and utilizing water and other natural resources has never been overemphasized.

Principle No. 4: Water has an economic value in all its competing uses and should be recognised as an economic good. The economic benefits emanating from the utilization of water and other natural resources shall be shared in an equitable manner among the communities (especially women, youth and other vulnerable groups) within the Songwe River Basin.

3.0. The Process of Developing the Gender Mainstreaming Strategy and Action Plan for SONGWECOM

The process of developing the GEMSAP for SONGWECOM commenced in July, 2020 with the establishment of a team tasked with the responsibility of developing the Strategy. The Secretariat

of SONGWECOM formed the team comprising of members from different institutions from both riparian countries.

The team conducted gender analysis for the Songwe River Basin and SONGWECOM as an organization so that the findings from the analysis can inform the Strategy and Action Plan. The analysis involved literature review and consultations with implementers and beneficiaries of projects within the SRB. The consultation with stakeholders was assisted by structured questionnaires that permitted the acquisition of information regarding gender issues in relation to access to, control over and ownership of resources, decision making and leadership. The consultation with SONGWECOM attained organization position with regards to gender mainstreaming including the gender gaps that are within the organization.

The Strategy has been reviewed by the Joint Team of Experts (JTE) of the Joint Songwe River Basin Commission, endorsed by the Joint Steering Committee (JSC) of the Joint Songwe River Basin Commission and approved by the Council of Ministers of the Joint Songwe River Basin Commission.

4.0. Gender Mainstreaming Strategies, Objectives and Measures

The goal of this GEMSAP is to integrate gender as a vital aspect of planning, development, management and utilization of the Songwe River Basin resources sustainably while ensuring that basin communities have equal opportunities to access benefits emanating from SRBDP interventions.

4.1. Gender Mainstreaming Strategies

The Commission shall focus on the following strategies in addressing gender issues:

- a) Encouraging a gender-sensitive environment for SONGWECOM including its staff;
- b) Promoting capacity building to the community members (women, men and the youth) on issues of gender equality;
- c) Capacitating the younger generation (girls and boys) on issues of gender equality;
- d) Ensuring budgets of projects under the SRBDP are gender sensitive;
- e) Advocating for gender-specific data collection and analysis in all projects/interventions under the SRBDP;

- f) Promoting equal access to, utilization of and benefiting from the interventions under the SRBDP for women, men and the youth;
- g) Guaranteeing equal opportunity for decision-making for women, men and the youth;
- h) Warranting that, projects under the SRBDP address the concerns and interests of different groups in the society including women, men, the youth, disabled and elderly in improving their socio-economic conditions;
- i) Ensuring all projects under the SRBDP utilize gender-sensitive language in all interventions; and
- j) Promoting collaboration and networking between SONGWECOM and other Government Institutions, Non-Government Organizations, Community Based, Civil Society and religious Organizations focusing on issues of gender equality.

4.2. Strategic Objectives and Measures

The implementation of the proposed strategies for gender mainstreaming shall be guided by five strategic objectives (SOs) and their priority measures that have been identified as follows:

SO1: Institutionalize gender mainstreaming in SONGWECOM through creation of enabling working environment

The S-SRBC shall strive to ensure that gender mainstreaming is reflected in the institutional policies, guidelines, budgets, and projects in order to create a conducive working environment for staff and gender sensitive programme for the communities. This will be achieved through the implementation of the following measures and activities.

1.1 Develop and implement gender mainstreaming guidelines for the SONGWECOM

- 1.1.1 Consultation with key stakeholders
- 1.1.2 Conduct SONGWECOM guidelines writer's workshop
- 1.1.3 Validation of the draft guidelines by stakeholders
- 1.1.4 Completion of the Guidelines
- 1.1.5 Approval of the Guidelines by the Joint Steering Committee
- 1.1.6 Follow-up on Guidelines implementation

1.2 Develop and promote a gender responsive organizational culture

- 1.2.1 Include gender mainstreaming capabilities in the terms and conditions of employment of staff for the Secretariat of SONGWECOM.
- 1.2.2 Integrate gender and social inclusion as a key component in the Terms of Reference for engaging Consultants and Project Partners.
- 1.2.3 Develop sexual harassment safeguards to create a safe environment for the SONGWECOM Secretariat staff and the community.
- 1.2.4 Develop and utilize gender mainstreaming tool kit

1.3 Review and incorporate a gender perspective into the institutional arrangements of the Commission

- 1.3.1 Develop and operationalize formal collaboration with the national Gender Machineries and Gender Focal Points in the riparian countries to provide technical support to the Commission.
- 1.3.2 Appoint a gender technical focal point for SONGWECOM
- 1.3.3 Establish a gender technical working group that addresses gender issues in the Commission and in its policies, programmes and projects.

SO 2: Build and strengthen capacity to effectively mainstream gender in the SRB

The success of the gender mainstreaming depends on developing the full potential of all actors involved in the implementation of the Strategy. The capacity development for gender mainstreaming therefore shall be implemented for individual, government and non-governmental organization involved in implementation of the strategy. To attain this objective SONGWECOM will undertake the following measure and activities:

2.1 Build capacity for gender mainstreaming for communities and implementing partners

- 2.1.1 Develop a gender mainstreaming capacity building programme/training plan (for staff and communities)
- 2.1.2 Develop gender mainstreaming training manual for community and implementing partners
- 2.1.3 Engage and capacitate the SONGWECOM staff and existing gender mainstreaming structures at district and community levels

SO 3: Mainstream gender in project implemented under SONGWECOM

SONGWECOM together with various project implementers shall identify opportunities for mainstreaming gender and address barriers to gender equality at all levels of the project cycle. This commitment will be reaffirmed by riparian countries to work towards the goal of gender equality within the programme thus, contributing towards equitable participation of women, men and youth in the planning, implementation and monitoring of project and programme activities. This will be achieved through the following measures and activities.

3.1 Integrate gender in the project cycle

- 3.1.1 Conduct gender analysis/audit/assessment
- 3.1.2 Mainstreaming gender in new and existing projects
- 3.1.3 Develop and maintain a gender disaggregated database

3.2 Promote gender budgeting in projects and programmes in the SRB

- 3.2.1 Training of S-SRBC and implementing partners on gender responsive budgeting
- 3.2.2 Allocate and use fund to support gender mainstreaming in projects and programs
- 3.2.3 Undertake participatory and gender inclusive resource mobilization

SO 4: Strengthen gender equality for communities within the SRB

The Strategy will promote fairness and justice in the distribution of resources, opportunities, benefits, and responsibilities among women, men and the youth in all implementation cycle of the project and at all levels. This will be achieved through the following measures and activities.

4.1 Facilitate gender responsive and transformative approaches for effective community targeting and participation

- 4.1.1 Enforce gender equality (50/50 quota) in all projects under the SRBDP for effective community targeting and participation
- 4.1.2 Identify and include vulnerable gender groups (women, men, and the youth) in the basin community structures
- 4.1.3 Identify and implement targeted interventions to address barriers to access and control of services and resources among women, men and the youth

4.1.4 Developing the gender transformative Community Manual

4.1.5 Training key district officials and extension workers on gender sensitive beneficiary targeting and gender transformative approaches

4.2 Strengthen gender accountability

4.2.1 Develop a gender accountability score cards

4.2.2 Utilization of gender accountability scorecard

SO 5: Enhance collaboration and networking on gender mainstreaming between the SONGWECOM and stakeholders

The Strategy will strengthen partnerships and linkages with stakeholders by establishing a database of strategic stakeholder to enhance collaboration, partnership and networking on gender mainstreaming. The following measures and activities will be undertaken.

5.1 Establish a database of strategic stakeholders for collaboration and networking on gender strategy implementation

5.1.1 Conduct stakeholder analysis/mapping

5.1.2 Conduct the national and basin wide stakeholders workshops on gender mainstreaming

5.1.3 Participate in the international and regional stakeholders workshops on gender mainstreaming

5.1.4 Create networks and collaborative partnerships with key stakeholders

5.2 Mainstream Gender in the national and basin stakeholders platform

5.2.1 Incorporate gender mainstreaming in establishment of the stakeholders platform

5.2.2 Conducting training workshops on gender mainstreaming

5.2.3 Preparation and dissemination of gender awareness materials

5.2.4 Follow up and technical backstopping of platforms on gender mainstreaming

5.0. Action Plan for the Gender Mainstreaming Strategy

The Action plan for implementing the strategy presented in this section provides the implementation of the strategy over the period of five years. This plan forms part of the efforts of the SONGWECOM to promote gender equality in the management, use and protection of the environment and natural resources in the basin. The action plan has been developed based on the five strategic objectives of the gender mainstreaming strategy. The Plan takes into consideration the Gender Action Plan (GAP) for the STCINRMSRB Project Components developed during the preparation of the project. The action plan is provided in Appendix I and it includes targeted measures, activities, outputs, outcomes, indicators, timelines, and responsible agencies.

6.0. Implementation Arrangements for the Gender Mainstreaming Strategy and Action Plan

This section provides the execution arrangement of the strategy over the period of five years and tackles institutional arrangements; key actors and their roles; and financial arrangements.

6.1. Institutional Arrangement

The implementation of the gender mainstreaming strategy will be coordinated and supervised by the Secretariat of SONGWECOM. This will require the involvement of various stakeholders from the governments line ministries, non-governmental organizations, civil society organizations, community based/religious organizations and the private sector. The success of this strategy lies in the hands of SONGWECOM. In this regard, the strategy proposes the appointment of the Gender Focal Point (GFP) as the gender coordinating person of the Secretariat. Additionally, the Strategy proposes that all SONGWECOM staff should be oriented on basic knowledge of gender programming to enhance gender mainstreaming.

6.2. Key Actors, Roles and Responsibilities

Effective execution of the GEMSAP is a joint responsibility of various actors. The key actors with their roles and responsibilities for the successful implementation of this Strategy and Action Plan are provided in Table 6.1.

Table 6.1: Key Actors and their Responsibilities

S/N	Key Actors	Roles and Responsibilities
	SONGWECOM Organs	
(i)	Council of Ministers	The Council of Ministers is the policy-making arm of SONGWECOM that comprise of five delegates from the ministries responsible for Water; Lands; Energy; Irrigated Agriculture; and Local Government from each riparian country. The Council decide on policy-making matters and make decisions necessary to successfully implement the Convention including establishment of guidelines for financial and technical assistance of development projects and programs. Ownership of and support for the GEMSAP at their level will promote the implementation of the Strategy by Commission organs and will farther the implementation of the same by the Member States.
(ii)	Joint Steering Committee	The Joint Steering Committee (JSC) is the technical arm of SONGWECOM and is composed of five members from each riparian country, four of which are from ministries responsible for Water; Lands; Energy; and Irrigated Agriculture. One member is from the District Council within the basin. The JSC implement policies and decisions made by the Council and such other tasks as may be assigned by the Council, and where appropriate assist the Partner States in harmonizing the policies, strategies legislation, institutional frameworks and plans for effective management and development of the Basin in order to achieve the set goals. The Committee also formulates development programmes and projects for approval by the Council, which would be periodically reviewed and revised as necessary. The understanding

S/N	Key Actors	Roles and Responsibilities
		and ownership of the GEMSAP by the Committee is critical in ensuring that measures proposed by the strategy are integrated in projects and programmes formulated.
(iii)	Secretariat of SONGWECOM	The Secretariat will coordinate gender mainstreaming in policies, programmes, and projects, and undertake specific activities to enhance gender responsive outcomes and impacts. The coordination role also includes annual reporting on the actions taken and progress made on the implementation of the GEMSAP. The S-SRBC should appoint a Gender Focal Person (GFP) to coordinate the implementation of the GEMSAP.
(iv)	Stakeholder Collaboration Platforms	The Stakeholder Collaboration Platforms are the link between the Commission and the national and basin-wide stakeholder institutions and interest groups, and the mechanism by which SONGWECOM collects inputs on policy and planning issues from the stakeholders. Their responsibility will be to provide a platform through which national consensus could be reached on gender mainstreaming in water resources development and management issues and to serve as a channel for disseminating ideas and information on gender mainstreaming.
Riparian Countries		
(v)	National Gender Machineries	Riparian ministries of gender shall provide appropriate technical, legislative, and administrative support to the SONGWECOM to effectively implement GEMSAP. Similarly, the ministries responsible for gender will collaborate with ministries responsible for water in relevant technical and policy matters related to the implementation of this strategy. The ministries will

S/N	Key Actors	Roles and Responsibilities
		collaborate in project design, capacity building and monitoring and evaluation.
(vi)	Gender Technical Working Group	The Gender Technical Working Group (G-TWG) shall comprise experts from the Member States to work on gender issues in policy and programming. The working group will specifically provide technical support and backstopping on project designing and implementation on gender. The working group will be guided by terms of references under specific assignments to contribute to the implementation of the strategy. It will also be responsible for reviewing existing and future policies, programmes and projects for gender responsiveness.
Basin Stakeholders		
(vii)	Civil Society Organizations and Non-Governmental Organizations	CSOs and NGOs working in the water sector may participate alongside other stakeholder organizations in the Stakeholders Collaboration Platforms. Faith-based organizations (FBOs) and community-based organizations (CBOs) in water and natural resources management activities need to be included in the platform. Deliberate efforts will be undertaken to affirmatively involve women stakeholder groups to increase women's representation and participation in the Stakeholder Collaboration Platforms.
(viii)	Project Partners	SONGWECOM project partners will be responsible for gender responsive project design, implementation, monitoring, reporting, and evaluation of projects under the SRBDP, including technical support and capacity building related to gender at the programme and project levels.
(ix)	Local and International Cooperating Partners	Financial and technical support agreements will be vital to the implementation of SONGWECOM

S/N	Key Actors	Roles and Responsibilities
		Gender Mainstreaming Strategy and Action Plan.
(x)	Academia	On their own initiative or on request by SONGWECOM, academia may enter agreements with the Commission on research projects that address gender issues in the water sector.
(xi)	Media	The media will be useful in reporting on gender mainstreaming activities, particularly where success stories in gender mainstreaming have emerged in order to promote uptake of good practices across the Basin.

6.3. Financing Arrangements

The S-SRBC will work closely with the governments, development partners, donors and international agencies regarding resource mobilization and technical assistance to ensure the strategy is successfully implemented.

7.0. Monitoring and Evaluation of the Gender Mainstreaming Strategy and Action Plan

This section provides details on how monitoring and evaluation of the Strategy will be undertaken. The Monitoring and Evaluation Framework is provided as Appendix II.

7.1. Gender Mainstreaming Strategy and Action Plan Monitoring

Monitoring of gender issues around SRB will be a continuous process. The implementation of the GEMSAP entails an integrated and effective monitoring system. This requires undertaking monitoring and evaluation functions at all levels including gathering information at Secretariat, institution, programme, project and community levels. The S-SRBC commit to implement a gender responsive monitoring and evaluation system for implementation of the Gender Mainstreaming Strategy and Action Plan. The S-SRBC through its Planning will coordinate and lead the monitoring and evaluation process and ensure timely reporting and dissemination of results. Gender responsive monitoring and evaluation reports will be published annually with data that is sex and gender disaggregated. All stakeholders involved in the implementation of this Gender Strategy and Action Plan will receive reports periodically through their respective coordinating institution. In addition to the routine monitoring reports, the following means of verification will be used:

- (i) Peer reviews
- (ii) Specific activity reports
- (iii) Quarterly review meetings
- (iv) Project review reports
- (v) Annual review meetings

7.2. Gender Mainstreaming Strategy and Action Plan Evaluation

The GEMSAP will be evaluated in the third year of its implementation to assess progress made. The final evaluation will be undertaken towards the end of the implementation period after monitoring key milestones and targets. The reviews will be coordinated by the S-SRBC and will inform formulation of a successor strategy and gender mainstreaming in SONGWECOM and projects/intervention under the SRBDP.

Appendixes

Appendix I: Action Plan for the implementation of the Gender Mainstreaming Strategy

SO 1: Institutionalize gender mainstreaming in SONGWECOM through creation of enabling working environment											
Measure	Activities	Output	Outcome	Indicator	Time frame	Y1	Y2	Y3	Y4	Y5	Responsible
1.1: Develop and implement gender mainstreaming guidelines for SONGWECOM	1.1.1: Consultation with key stakeholders	Stakeholder Consultation Report	Consensus reached on structure and content of the Guidelines	Number of stakeholders consulted	2 months						Secretariat of SONGWECOM
	1.1.2: Conduct SONGWECOM guidelines writer's workshop	Workshop report	Zero Draft Gender Mainstreaming Guidelines	Number of writer's workshop conducted	1 month						Secretariat of SONGWECOM
	1.1.3: Validation of the draft guidelines by stakeholders	Validation Report	Comments on the First Draft Guidelines	Number of validation workshop	1 months						Secretariat of SONGWECOM
	1.1.4: Completion of the Guidelines	Editorial report on the Guidelines	Second Draft Gender Mainstreaming Guidelines	Completed Guidelines	1 month						Secretariat of SONGWECOM
	1.1.5: Approval of the Guidelines by the Joint Steering Committee	Approved Guidelines by Joint Steering Committee	Final Draft Guidelines	Copy of approved Guidelines	1 month						Secretariat of SONGWECOM
	1.1.6: Printing and dissemination of the Guidelines	Guidelines disseminated	Stakeholders aware and using the Guidelines	Number of copies printed and disseminated	Continuous						Secretariat of SONGWECOM
	1.1.7: Follow-up on Guidelines implementation	Follow-up report	Status of implementation of the Guidelines tracked	Number of follow-up visits-number of periodical reports-number of Sections/Departments/Stakehold	Continuous						Secretariat of SONGWECOM

SO 1: Institutionalize gender mainstreaming in SONGWECOM through creation of enabling working environment											
Measure	Activities	Output	Outcome	Indicator	Time frame	Y1	Y2	Y3	Y4	Y5	Responsible
				ers implementing the Guidelines							
1.2: Develop and promote a gender responsive organisational culture	1.2.1: Engender SONGWECOM recruitment process	Gender-responsive recruitment procedure	Achievement of a gender sensitive working environment	Number of gender responsive recruitment procedures	Continuous						Secretariat of SONGWECOM
	1.2.2: Integrate gender and social inclusion as a key component in the Terms of Reference (ToRs) for engaging Consultants and Project Partners.	Gender integrated in the Terms of References for engaging Consultants and Project Partners.	Improved gender responsiveness in projects and programmes implemented by SONGWECOM and its affiliated partners in the Basin.	Number of gender-responsive ToRs for Consultants and Project Partners	Continuous						Secretariat of SONGWECOM
	1.2.3: Develop sexual harassment safeguards to create a safe environment for SONGWECOM Secretariat staff and the community.	Sexual harassment safeguards established within SONGWECOM Secretariat and promoted in the riparian countries.	Safe and conducive working environment that protects both male and female employees and beneficiaries from sexual harassment and prejudice based on gender.	Number of sexual harassment tools developed- Number of sexual harassment cases registered - Number of sexual harassment cases resolved	6 months						Secretariat of SONGWECOM

SO 1: Institutionalize gender mainstreaming in SONGWECOM through creation of enabling working environment											
Measure	Activities	Output	Outcome	Indicator	Time frame	Y1	Y2	Y3	Y4	Y5	Responsible
	1.2.4: Develop and utilize gender mainstreaming tool kit	Gender mainstreaming Tool kit developed and utilized	Standardized gender mainstreaming package	Number of tool kits produced/ number of people using the tools	Continuous						Secretariat of SONGWECOM
1.3: Review and incorporate a gender perspective into the institutional arrangements of the Commission	1.3.1: Develop and operationalize formal collaboration with the national Gender Machineries and Gender Focal Points in the riparian countries to provide technical support to the Commission.	Collaborative arrangements with the national Gender Machineries and GFPs formally established.	Gender mainstreaming technical support provided to the Commission.	Number of MoU signed between the Commission and Gender Machineries - Number of documents on technical support between the Commission and Gender Machineries	Continuous						Secretariat of SONGWECOM
	1.3.2: Appoint a gender technical focal point for SONGWECOM	Gender technical focal point for SONGWECOM appointed	Improved coordination in the implementation of the Gender Mainstreaming Strategy and Action Plan	Gender focal point in place	3 months						Secretariat of SONGWECOM
	1.3.3: Establish and operationalize a gender technical working group that addresses gender issues in the Commission and in its policies, programmes and projects.	Gender technical working group established and operationalized.	Gender is mainstreamed in policies, programmes, and projects of the Commission	Number of gender technical working groups established	1 year						Secretariat of SONGWECOM
				Proportion of policies, programmes and projects reviewed for	Continuous						Secretariat of SONGWECOM

SO 1: Institutionalize gender mainstreaming in SONGWECOM through creation of enabling working environment											
Measure	Activities	Output	Outcome	Indicator	Time frame	Y1	Y2	Y3	Y4	Y5	Responsible
				gender and social inclusion							
SO 2: Build and strengthen capacity to effectively mainstream gender in the SRB											
Measures	Activities	Outputs	Outcomes	Indicators	Time frame						
2.1: Build capacity for gender mainstreaming for communities and implementing partners	2.1.1: Develop a gender mainstreaming capacity building programme/training plan (for staff and communities)	Gender Mainstreaming capacity building plan produced	Improved gender responsiveness in the SRB	Number of training plans developed	6 Months						Secretariat of SONGWECOM
	2.1.2: Develop gender mainstreaming training manual for community and implementing partners	Gender Mainstreaming Training manuals developed	Standardised gender mainstreaming approaches in the programme	Number of manuals produced	3 Months						Secretariat of SONGWECOM
	2.1.3: Engage and capacitate SONGWECOM staff and existing gender mainstreaming structures at district and community levels	SONGWECOM Staff and existing Structures strengthened on gender mainstreaming	Improved gender responsiveness in the SRB	Number of existing gender coordinating structures strengthened; number of people trained	Continuous						Secretariat of SONGWECOM

SO 1: Institutionalize gender mainstreaming in SONGWECOM through creation of enabling working environment											
Measure	Activities	Output	Outcome	Indicator	Time frame	Y1	Y2	Y3	Y4	Y5	Responsible
SO 3: Mainstream gender in projects implemented under SONGWECOM											
Measures	Activities	Outputs	Outcomes	Indicators	Time frame						
3.1: Integrate gender in the project cycle	3.1.1: Conduct gender analysis/audit/assessment	Gender analysis/audit/assessment report	gender needs identified for project management	Number of gender analysis/audit/assessment reports	Continuous						Secretariat of SONGWECOM
	3.1.2: Mainstreaming gender in new and existing projects	Gender mainstreamed in all projects and programs	improved gender responsiveness in the projects and programs	Number of gender responsive projects	Continuous						Secretariat of SONGWECOM
	3.1.3: Develop and maintain a gender disaggregated database	gender disaggregated database developed	sex/gender disaggregated data available for informed decision making	sex/ gender disaggregated data bank	Continuous						Secretariat of SONGWECOM
3.2: Promote gender budgeting in projects and programmes in the SRB	3.2.1: Training of SONGWECOM and implementing partners on gender responsive budgeting	Gender responsive budgeting training conducted	Improved gender responsive budgets in the projects and programs	Number of training reports- Number of trained staff - Number of gender responsive budgets	Continuous						Secretariat of SONGWECOM
	3.2.2: Allocate and use fund to support gender mainstreaming in projects and programs	Funds allocated and used	Gender responsive projects/programmes implemented	Number of gender responsive projects/programmes	Continuous						Secretariat of SONGWECOM

SO 1: Institutionalize gender mainstreaming in SONGWECOM through creation of enabling working environment											
Measure	Activities	Output	Outcome	Indicator	Time frame	Y1	Y2	Y3	Y4	Y5	Responsible
	3.2.3: Undertake participatory and gender inclusive resource mobilization	Gender inclusive resources mobilized	improved implementation of gender responsive projects	number of gender responsive project proposal developed- number of gender responsive proposals funded	Continuous						Secretariat of SONGWECOM
SO 4: Strengthen gender equality for communities within the SRB											
Measure	Activities	Output	Outcome	Indicator	Time frame						Responsible
4.1: Facilitate gender responsive and transformative approaches for effective community targeting and participation	4.1.1: Enforce gender equality (50/50 quota) in all projects under the SRBDP	Gender balanced representation achieved in the SRBDP	Gender responsive programming attained	Number of projects with gender balanced interventions	Continuous						Secretariat of SONGWECOM
	4.1.2: Identify and include vulnerable gender groups (women, men, youth) in the basin community structures	Targeted beneficiaries report	Equitable gender participation achieved	Percentage representation of women, men and youth in the basin community structures	Continuous						Secretariat of SONGWECOM

SO 1: Institutionalize gender mainstreaming in SONGWECOM through creation of enabling working environment											
Measure	Activities	Output	Outcome	Indicator	Time frame	Y1	Y2	Y3	Y4	Y5	Responsible
	4.1.3 Identify and implement targeted interventions to address barriers to access and control of services and resources among women, men and the youth	Identified interventions- Activity report	Reduced gender gap in terms of access and control of benefits in the basin	Number of specific interventions identified - Number of specific interventions implemented	Continuous						Secretariat of SONGWECOM
	4.1.4: Developing the gender transformative Community Manual	Gender Transformative manual developed	Harmonized gender transformative approaches Mainstreamed in the programme	Gender transformative manual	9 months						Secretariat of SONGWECOM
	4.1.5: Training key district officials and extension workers on gender sensitive beneficiary targeting and gender transformative approaches	District and Extension Workers skilled in gender transformative community programming	Gender sensitive beneficiary targeting achieved	Number of District officials and extension workers trained	Continuous						Secretariat of SONGWECOM
4.2 Strengthen gender accountability	4.2.1 Develop a gender accountability scorecards	Gender accountability scorecards - Report of gender accountability scorecard developed	Gender performance tracking tool developed	Number of scorecards developed	1 year						Secretariat of SONGWECOM
	4.2.2: Distribution and utilization of Gender accountability scorecards	Gender accountability Report	Gender performance tracked in the basin	Number of stakeholders consulted – Number of stakeholders	Continuous						Secretariat of SONGWECOM

SO 1: Institutionalize gender mainstreaming in SONGWECOM through creation of enabling working environment											
Measure	Activities	Output	Outcome	Indicator	Time frame	Y1	Y2	Y3	Y4	Y5	Responsible
				utilized – scorecard report							
	4.2.3: Provide gender accountability feedback to stakeholders	Feedback report Engagement meeting	Gender performance tracked in the basin	Number of project interventions evaluated on gender	Continuous						Secretariat of SONGWECOM
SO 5: Enhance collaboration and networking on gender mainstreaming between SONGWECOM and stakeholders											
Measure	Activities	Output	Outcome	Indicator	Time frame						
5.1: Establish a database of strategic stakeholders for collaboration and networking on gender strategy implementation	5.1.1 Conduct stakeholder analysis/mapping	Stakeholders analysis/mapping report	Stakeholders who collaborate on gender mainstreaming issues identified	Number and list of stakeholders	Continuous						Secretariat of SONGWECOM
	5.1.2 Conduct the national and basin wide stakeholders workshops on gender mainstreaming	Workshop reports	Increased knowledge and skills on gender programming	Number of stakeholders workshops conducted	Continuous						Secretariat of SONGWECOM
	5.1.3 Participate in the International and Regional stakeholders workshops on Gender Mainstreaming	Workshop reports	Increased knowledge and skills on gender programming	Number of stakeholders workshops Attended	Continuous						Secretariat of SONGWECOM
	5.1.4 Create networks and collaborative	List of collaborative institutions- MoU signed with	Partnership and Networks formed and functioning	Number of partners created- Number of MoU signed- Number	Continuous						Secretariat of SONGWECOM

SO 1: Institutionalize gender mainstreaming in SONGWECOM through creation of enabling working environment											
Measure	Activities	Output	Outcome	Indicator	Time frame	Y1	Y2	Y3	Y4	Y5	Responsible
	partnerships with key stakeholders	collaborative partners		of functional partnerships.							
5.2: Mainstream Gender in the national and basin stakeholders platform	5.2.1 Incorporate gender mainstreaming in establishment of the stakeholders platform	Establishment Report	Gender mainstreamed in establishment of platform	Gender responsive platform	6 Month						Secretariat of SONGWECOM
	5.2.2 Conducting training workshops on gender Mainstreaming	Training Workshop report	Knowledge on gender mainstreaming enhanced	Number of trainings conducted- Number of participants	Continuous						Secretariat of SONGWECOM
	5.2.3 Preparation and dissemination of gender awareness materials	Gender awareness materials prepared and disseminated	Knowledge on gender shared among the stakeholders	Number of awareness materials prepared and disseminated	Continuous						Secretariat of SONGWECOM
	5.2.4 Follow up and technical backstopping of platforms on gender mainstreaming	Technical backstopping report on gender mainstreaming	Gender mainstreamed in stakeholders platform	Number of stakeholders mainstreaming gender- Number of backstopping report	Continuous						Secretariat of SONGWECOM

Appendix II: Gender Mainstreaming Strategy and Action Plan Monitoring and Evaluation Framework

SO 1: Institutionalize gender mainstreaming in SONGWECOM through creation of enabling working environment					
Measure	Indicator	Level at which monitoring takes place	Timeframe of Monitoring	Responsible Institution	Means of Monitoring
1.1: Develop and implement gender mainstreaming guidelines for SONGWECOM	Approved Gender Guidelines by the JSC of SONGWECOM	S-SRBC	After approval of the guidelines	SONGWECOM	Peer review
1.2: Develop and promote a gender responsive organisational culture	Number of gender experts hired and used in programming at institution and project levels by SONGWECOM	S-SRBC	Annually	SONGWECOM	Review of project reports and Annual Gender Audit reports
1.3: Review and incorporate a gender perspective into the institutional arrangements of SONGWECOM	Number of gender coordination structures (Gender Focal Points, Gender Technical Working Groups ETC) formed and operationalized (through MoU/agreements)	Institution and project levels	Quarterly	SONGWECOM and members states	Review of project reports and annual review meetings
SO 2: Build and strengthen capacity to effectively mainstream gender in the SRB					

Measure	Indicator	Level at which monitoring takes place	Timeframe of Monitoring	Responsible Institution	Means of Monitoring
2.1: Build capacity for gender mainstreaming for communities and implementing partners	Number of community members and project staff with gender skills	Project and community level	Annually	SONGWECOM	Review of project reports and annual review meetings
SO 3: Mainstream gender in projects implemented under SONGWECOM					
Measure	Indicator	Level at which monitoring takes place	Timeframe of Monitoring	Responsible Institution	Means of Monitoring
3.1: Integrate gender in the project cycle	Number of gender responsive projects	S-SRBC level	Continuous	SONGWECOM	Review of project reports
3.2: Promote gender budgeting in projects and programmes in the SRB	Number of gender responsive projects / programmes	S-SRBC level	Annually	SONGWECOM	Budgeting Reports
SO 4: Strengthen gender equality for communities within the SRB					
Measure	Indicator	Level at which monitoring takes place	Timeframe of Monitoring	Responsible Institution	Means of Monitoring

4.1: Facilitate gender responsive and transformative approaches for effective community targeting and participation	- Number of projects with targeted and gender balanced interventions; - periodic reports presenting with gender disaggregated data	Project and community levels	Continuous	SONGWECOM	Review of project reports and annual review meetings
4.2: Strengthen gender accountability	Number of project interventions evaluated on gender	Project and community levels	Annually	SONGWECOM	Review of project reports and annual review meetings
SO 5: Enhance collaboration and networking on gender mainstreaming between SONGWECOM and stakeholders					
Measure	Indicator	Level at which monitoring takes place	Timeframe of Monitoring	Responsible Institution	Means of Monitoring
5.1: Establish a database of strategic stakeholders for collaboration and networking on gender strategy implementation	Number of MoU prepared and signed with partners; number of partners working towards gender equity and equality	S-SRBC	Annually	SONGWECOM	Peer review
5.2: Mainstream Gender in the national and basin stakeholders platform	- Number of awareness materials prepared and distributed - number of platform meetings conducted	S-SRBC	Quarterly	SONGWECOM	Review of project reports and quarterly review meetings