



GOVERNMENT OF MALAWI

# REPORT ON THE REVIEW AND UPDATE OF GUIDELINES AND STANDARDS FOR GENDER MAINSTREAMING

Ministry of Gender, Children, Disability and Social Welfare

December 2014



## 1. Introduction and Overview

The Ministry of Gender, Children, Disability and Social Welfare (MoGCDSW) is mandated to promote equal participation of women, men, girls, and boys in the national development agenda. Gender mainstreaming is one of the key strategies employed by the ministry to fulfil its mandate and is designated as a Key Result Area in the ministry's strategic plan.<sup>1</sup> To achieve the objectives of this Key Result Area, the ministry coordinates gender mainstreaming interventions across all sectors of Malawi's government. Over the past few years, the ministry has developed, facilitated, or supported a number of strategic documents, including standards and guidelines which aim to strengthen and standardise gender-mainstreaming practices.

To ensure the effectiveness of these strategic documents in achieving desired outcomes, the ministry, with support from the USAID- and PEPFAR-funded Health Policy Project (HPP), conducted a review of currently available policies, strategies, guidelines, and manuals pertaining to gender mainstreaming. The review aimed to identify key documents and topics covered, assess their strengths and weaknesses, and identify gaps. Another ministry goal was to update prioritised existing documents based on review recommendations and develop a plan for putting them into practice.

This report serves several purposes. First, it describes the methodology undertaken to review the documents. Second, it presents the outcomes of that review. Third, it summarises the presentation of outcomes and recommendations made to the Gender Technical Working Group (TWG). Fourth and finally, it outlines results from drafting and updating two prioritised training manuals and highlights next steps.

**Gender Mainstreaming** is the process of consistently incorporating a sensitivity to gender differences/inequalities into the analysis, formulation and monitoring of strategies and activities that can address and help reduce inequalities between women and men. Mainstreaming addresses gender issues in all aspects of development including decision making structures and planning process such as policy making, budgeting, programming, implementation, monitoring and evaluation at all levels and in all sectors and organizations.

**Malawi Government: Guidelines in Gender Mainstreaming (2005)**

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<sup>1</sup> Ministry of Gender, Children, Disability and Social Welfare Strategic Plan (2014–2019)

## **2. Review Methodology**

### **2.1 Formation of the Gender Mainstreaming Taskforce**

As the first step in the review process, the MoGCDSW established a taskforce to lead and provide guidance and insights on gender mainstreaming within key government sectors. Taskforce membership is comprised of representatives from each of the following nine ministries and departments: Economic Planning, Treasury, Agriculture, Health, Transport, Human Resource Development and Management, Education, Disability and Elderly Affairs, and Gender. The taskforce is chaired by the Department of Gender Affairs (DGA) in the MoGCDSW. The list of taskforce members is provided in **Annex 1**.

### **2.2 Identification of existing policies, strategies, guidelines, and manuals**

To better understand the policy landscape of gender mainstreaming in Malawi, HPP conducted a desk review of existing policies, guidelines, and standards. These documents were sourced from various ministries and departments within the government through members of the taskforce and other gender experts. Other reference documents were found through the Google search engine. The identified documents are listed below.

#### ***Policies***

- *National Gender Policy* (2013 Draft)
- *The Readmission Policy for Teen Mothers – Revised Readmission Policy Procedures* (1998)

#### ***Strategies and Guidelines***

- *Gender Mainstreaming Guidelines for the Transport Sector* (2014 Draft)
- *Gender and HIV and AIDS Strategy for the Agricultural Sector* (2013)
- *Terms of Reference for Gender Focal Points* (2013 Draft)
- *Managing Human Resources within the Government of Malawi: Guidelines on Gender Mainstreaming* (2005)
- *Generic Guidelines for Mainstreaming Gender in the Programme Cycle and Policies* (2004)
- *Gender in Public Budgeting: Guidelines and Checklist* (2004)

#### ***Training Manuals***

- *District Training Manual in Strategic Planning, Budgeting, Monitoring and Evaluation* (2014)
- *Gender Training Manual* (2008)

HPP extracted each document's objectives and strategies and compiled this information in an inventory document.

## **2.3 Stakeholder Workshops**

Following development of the inventory document, HPP assisted the MoGCDSW with holding two workshops at Mponela, Dowa. The first workshop was held July 23–25, 2014, and the second on August 25–27. The workshops were intended to allow the MoGCDSW to consult with key stakeholders on the priority policies, strategies, guidelines, and manuals to enhance gender mainstreaming in Malawi. Specifically, the workshops were held to achieve the following objectives:

- Review and finalise the Terms of Reference of the Gender Focal Points in Malawi.
- Conduct a preliminary analysis of the existing gender mainstreaming documents contained in the inventory, and identify gaps.
- Prioritise documents for further analysis and updating.
- Make recommendations on addressing the gaps.
- Make a proposal of other new documents that must be developed to enhance gender mainstreaming in Malawi.
- Develop a roadmap of next steps and activities to guide the way forward.

The two workshops consisted mostly of group work followed by plenary discussions. This approach ensured maximum participation from all attendees. Each group was led by a representative of a sector relevant to the particular document under review; additionally, each group had at least one member of the MoGCDSW present to provide policy guidance and enrich the discussions in line with the ministry's stated objectives of the exercise. HPP provided technical support to all groups by facilitating discussions and helping groups to articulate and clarify the identified issues and proposed recommendations. The agenda/programme of each workshop is provided in **Annex 2**.

## **3. Review Outcomes**

Outcomes of this review process are summarised below.

### **3.1 Inventory of existing gender mainstreaming documents**

The inventory of existing documents, which served as the basis of the stakeholder review, is presented in **Annex 3**. The inventory was handed out to all participants. Groups were tasked with reviewing the documents by looking at objectives and related strategies, analysing their logic and comprehensiveness, and evaluating their contribution to the stated purpose of furthering gender mainstreaming. Groups were also asked to look for gaps and make recommendations on how specific gaps could be addressed.

### **3.2 Terms of Reference for Gender Focal Points (GFPs)**

At the first workshop, the MoGCDSW presented the 2013 draft Terms of References (ToRs) of Gender Focal Points (GFPs). Participants were then asked to review the document individually before, in plenary, making recommendations on areas for review and improvement. Actions for follow-up by the DGA were then developed, including the following:

- The ToRs should initially highlight key instruments and commitments on gender equality to which Malawi is signatory, in order to provide proper context.
- The proposed GFP responsibilities are too demanding, considering that GFPs are full-time employees in other capacities in addition to upholding GFP responsibilities. Participants recommended that roles be streamlined and made free of duplications and ambiguity.
- To ensure commitment to GFP responsibilities, a proper motivation system must be developed for the GFPs. Participants tasked the Department of Human Resource Management and Development (DHRMD) and the MoGCDSW with looking into relevant issues and making recommendations.
- The ToRs should provide clear guidance on designating GFPs, in terms of grade and department/unit. Participants agreed that, ideally, GFPs should be directors/deputy directors who are able to influence gender mainstreaming decisions at the management level. They recommended that GFPs should be at least at grade F (chief) and, ideally, be employed in the planning departments.

Based on these issues and recommendations, the ministry revised the Terms of Reference for Gender Focal Points document (2013 Draft). The revised draft was presented and adopted at the second workshop and is presented in **Annex 4**.

### **3.3 Recommendations on other documents in the inventory**

Recommendations on the other existing gender mainstreaming documents originating from the two workshops are summarised below, by document.

#### **National Gender Policy (2013 Draft)**

Revision of this policy began in 2013 and is still in the process of finalization and approval. However, participants observed that the policy was not fully aligned with the provisions of the SADC Gender Protocol, as expected of all regional gender policies. They agreed that the alignment should be left to the team handling the finalisation process.

#### **The Readmission Policy for Teen Mothers (1998) and Revised Readmission Policy Procedures**

While the team was unable to obtain the policy itself, it did have access to the Revised Readmission Policy Procedures. Their primary observation was that this document was too

general and vague to be effectively useful. Therefore, the team pointed out that the procedures should be re-written to include clear guidelines on reapplication for readmission after pregnancy.

### **Gender Mainstreaming Guidelines for the Transport Sector (2014 Draft)**

Reviewers observed that the strategies in this document are not aligned to the issues and gaps identified in the sector analysis, and that there are no specific provisions to guide resource allocation to the sector's various programmes. However, since the document had just been developed and was lined up for finalisation and roll-out, participants agreed that recommendations should be made following a thorough post-implementation performance review.

### **Gender and HIV and AIDS Strategy for the Agricultural Sector (2013)**

Participants noted that issues related to capacity development for extension workers and nutrition for vulnerable groups, especially people living with HIV/AIDS, are not covered in the document, and that links between sex-disaggregated data and the planning process are not clearly articulated.

### **Generic Guidelines for Mainstreaming Gender in the Programme Cycle and Policies (2004)**

In general, all sections feature statements or strategies that are duplicated, inarticulate, and/or misplaced.

### **Managing Human Resources within the Government of Malawi: Guidelines on Gender Mainstreaming (2005)**

Reviewers made the following observations:

- The section on training and development does not include disability rights and HIV/AIDS within content for staff sensitisations/trainings. The scope should be more inclusive of critical staff productivity issues.
- The section on posting and transfers is not clear regarding incentives for female employees working in remote locations.
- The inventory of men and women selected for training is not covered.
- The manual does not clearly address how ministerial disciplinary committees should handle various forms of workplace harassment.

### **Gender in Public Budgeting: Guidelines and Checklist (2004)**

- The guidelines are silent on the involvement of grassroots interest groups in budget formulation and planning.
- The guidelines also fail to underscore the need to generate evidence on the benefits of engendering the budget formulation process.

- There are no procedures in the guidelines to ensure that the Ministry of Finance, Economic Planning & Development is able to provide checks and balances on the engendering of budgets by ministries/departments.

Above all, participants observed that the guidelines do not provide practical details on how ministries and departments can use these guidelines in the context of Malawi's government budget templates. They proposed the development of a training manual on gender-responsive budgeting to address this capacity gap.

### **District Training Manual in Strategic Planning, Budgeting, Monitoring and Evaluation (2014)**

This manual was excluded from analysis because it had just been pretested and adopted and its use for orientation of district council staff from across the country was pending.

### **Gender Training Manual (2008)**

The team observed that several other key and emerging issues are not covered in the manual, including gender's relation to environment/climate change, education, health, and disability. They recommended that the manual should be revised to include these issues.

## **3.4 Prioritised documents for further analysis and updating**

Based on the extent of the gaps observed, the purpose and objectives of each document, and how long each has been in use, the following two documents were recommended for review and updating.

### **Gender Training Manual**

As pointed out, participants noted that critical areas (e.g., gender and education, and gender and health) and emerging issues (gender and environment/climate change, and gender and disability) are missing from the manual. In general, participants recommended that the manual focus on generic issues of gender analysis and mainstreaming, while making particular references to critical gender issues in priority sectors such as the ones highlighted previously. Accordingly, a recommendation was made to change the title to Gender Analysis and Mainstreaming Training Manual.

### **Gender in Public Budgeting: Guidelines and Checklist**

Participants noted that the guidelines do not recognise the importance of grassroots interest groups in the budget cycle, and recommended adding this recognition to the document. They also recommended that the guidelines underscore the need for generating evidence on the benefits of engendering the budget.

Additionally, procedures should be added to ensure that the Ministry of Finance, Economic Planning & Development and the Department of Gender Affairs provide checks and balances on budget engendering by ministries and departments. To ensure that these guidelines are observed

by all, participants recommended adding a mechanism to reward sectors that develop gender-responsive budgets and sanction those that do not.

Participants recommended that the guidelines indicate how sectors can practically reflect gender-responsive budgeting in the templates provided by the Ministry of Finance during budget preparation. To achieve this, they recommended that a Gender-Responsive Training Manual be developed to complement existing guidelines by building budget officers' capacity to operationalise guidelines within the output-based budget templates.

### **3.5 Proposed new documents for gender mainstreaming**

Workshop participants identified several coverage gaps in existing documents, including workplace sexual harassment, research, sector-specific guidelines, and gender-based violence. They recommended the development of one new policy, two sets of guidelines, and two standards/training manuals, listed below.

- **Gender Mainstreaming Guidelines in Research**

Currently, the integration of gender into the design, evaluation, and implementation of research is limited. The challenge is to make improvements in all stages to increase the quality and relevance of research. Therefore, developing Gender Mainstreaming Guidelines in Research is critical because research informs policy design and programming. Gender sensitivity in research work would assist in uncovering and addressing specific gender issues.

- **Sector-specific Guidelines on Gender Mainstreaming**

To complement the Gender Analysis and Mainstreaming Training Manual, participants proposed that all sixteen sectors draw on unique sector-specific guidelines to ensure issue-based institutionalisation of gender mainstreaming. Participants acknowledged the ongoing initiative<sup>2</sup> to institutionalise gender mainstreaming in the health, agriculture, education, and transport sectors, and within the National AIDS Commission. They recommended that a similar effort be undertaken for the other eleven sectors, with priority given to the environmental/climate change sector, as explained below.

- **Gender Mainstreaming Guidelines in the Environmental/Climate Change Sector**

The effects of environmental degradation and climate change are increasingly recognised as issues with gender implications. For example, water and energy scarcity imposes a disproportionately large burden on women who are responsible for taking care of households. The guidelines will support institutionalisation of gender-sensitive interventions to reduce this burden.

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<sup>2</sup> Led by MoGCSW, with support from UNFPA under the EU-funded Gender Equality and Women Empowerment (GEWE) programme.

- **Gender-Based Violence (GBV) Training Manual**

This manual was proposed to build stakeholder capacity in responding to GBV, as part of the initiative to operationalise the National Plan of Action to Combat Gender-Based Violence in Malawi.

### **3.6 Roadmap for Advancing Gender Mainstreaming in Malawi**

To ensure that gender mainstreaming strategic documents are developed and updated following workshop recommendations, and to ensure the use of these documents in implementing and standardising gender mainstreaming in Malawi, the task team and workshop participants developed a roadmap of activities with defined timeframes and primary responsibilities. The roadmap is presented in **Annex 5**.

## **4. Presentation of Review Outcomes and Recommendations to the Gender Technical Working Group (TWG)**

In keeping with the process roadmap, the report on the two consultation workshops was presented by the MoGCDSW to the Gender Technical Working Group (TWG) on September 23, 2014 in Lilongwe. After discussion, the TWG adopted the workshop recommendations and offered two additional recommendations:

- As a long-term strategy, gender mainstreaming in the various ministries—within and across sectors—should be coordinated by established gender units and not just individual GFPs.
- Gender mainstreaming strategies should also focus on effective male involvement to address the structural discrimination that is entrenched within Malawian society.

In general, the TWG agreed with the taskforce’s recommendation to review and update the Gender Analysis and Mainstreaming Training Manual and develop the Gender-Responsive Budgeting Training Manual.

## **5. Drafting and Updating the Prioritised Training Manuals**

As a follow-up to the endorsement and guidance from the TWG, the ministry, with assistance from HPP, convened a taskforce workshop from September 29–October 3, 2014 to draft the prioritised gender mainstreaming documents (Gender Mainstreaming and Analysis Training Manual and the Gender-Responsive Budgeting Training Manual). The workshop served as a forum to share feedback from the TWG and develop specific modules and content for the two prioritised manuals. The workshop agenda is provided in Annex 2, and a summary of the content and revisions made to the two training manuals is given in the following sections.

## **5.1 Gender Analysis and Mainstreaming Training Manual**

Development of the Gender Analysis and Mainstreaming Training Manual involved a title change and update to the 2008 Gender Training Manual. The manual's purpose remains unchanged: to equip stakeholders from public, private, and civil society organisations with skills to incorporate gender issues into the planning, implementation, and evaluation of gender-sensitive projects, based on careful gender analyses. Together with the training guides, the manual is intended for gender analysis and mainstreaming trainers to effectively, efficiently, and systematically deliver sessions. Proposed delivery modalities are aimed at engaging the facilitator and trainees in multiple ways to enhance interaction.

The old manual had six modules.

1. Introductory and preparatory activities (climate setting)
2. Commonly used terminologies in gender
3. Social construction of gender
4. Policy approaches to women, gender, and development
5. Gender analysis
6. Gender mainstreaming

The revised manual also has six modules, but while some are similar in name, they are different in terms of both scope and content; other modules are completely new. A summary of the revised manual is shown in Annex 4.

## **5.2 Gender-Responsive Budgeting (GRB) Training Manual**

The GRB Training Manual is new, and translates the Gender in Public Budgeting: Guidelines and Checklist into a training manual to address the skills gap among public officers responsible for budget formulation. It will provide budget officers with the skills to translate gender mainstreaming guidelines into actionable tasks within the budgeting process. Like the mainstreaming manual, the GRB training manual has six modules.

- Concepts of budgeting
- The budgeting process
- Gender-responsive budgets
- Engendering the budget cycle
- Sex and gender disaggregated data in budgeting
- Stakeholders in GRB

The modules are structured to ensure that training participants are able to identify and reflect on interventions to address, through the budget, gender issues in central and district-level policies and plans. The manual also aims to strengthen monitoring mechanisms so that accountability on engendered interventions is achieved.

## **6. Next Steps**

The Ministry of Gender, Children, Disability and Social Welfare will convene a meeting of all principal secretaries to brief them on this report's recommendations and agree on their role in efforts relating to gender mainstreaming and coordination within their sectors. This will ensure top-level commitment and support towards gender mainstreaming across the public sector. In addition to what has already been mentioned, the taskforce, under the leadership of the Department of Gender Affairs, will finalise the draft training manuals and use them to build the gender mainstreaming capacity of the Gender Focal Points (GFPs) and Budget Officers. The ministry and the GFPs will also lead the dissemination of the revised documents to stakeholders, and conduct trainings using the manuals to ensure that expected gender mainstreaming outcomes are achieved.

### Annex 1: Members of the Taskforce and Workshop Participants

No.	Name	Sex	Title	Organisation	Contact Number	Email Address
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## Annex 2: Workshop Agendas

### Programme for the Gender Mainstreaming Consultation Meeting 24–25 July, 2014

#### Day 1

Time	Item	Responsible	Remarks
08:00–08:30	Registration	Secretariat	
08:30–08:45	Self-introductions	Participants	
08:45–09:00	Opening remarks	MoGCSW— Ronald	
09:00–09:30	Objectives of the meeting	MoGCDSW— Esnart	
<b>TEA BREAK</b>			
10:00–10:30	PowerPoint presentation of GFPs ToRs	MoGCDSW— Benja	Word documents to be distributed
10:30–11:00	Individual review of the ToRs	Participants	
11:00–12:00	Discussion and finalisation of the ToRs	Plenary	
12:00–12:30	Way forward and next steps on the ToRs	Plenary	
<b>LUNCH</b>			
13:30–14:00	Presentation of the available policy/guidelines/standards matrix	MoGCDSW— Benja	
14:00–14:30	Comments and additions on the matrix	Plenary	
14:30–15:30	Summary of the available policies/guidelines/standards	MoGCDSW— Benja	Focus will be on the objectives and strategies of the available docs
<b>TEA BREAK</b>			
16:00–16:45	Summary of the available policies/guidelines/standards (cont.)	MoGCDSW— Benja	Hard copies of the summary will be distributed

#### Day 2

Time	Item	Responsible	Remarks
08:00–08:30	Registration	Secretariat	
08:30–10:00	Identification of gaps	Groups	In pairs
<b>TEA BREAK</b>			
10:30–12:30	Group presentations	Group reps	
<b>LUNCH</b>			
13:30–14:30	Prioritisation	Plenary	
14:30–15:00	Way forward on the prioritised policies/guidelines/standards	Plenary	A discussion
<b>TEA BREAK</b>			
15:30–16:15	Proposed new guidelines/policies/standards	MoGCDSW— Benja	
16:15–16:45	Way forward on the proposed new guidelines/policies/standards	Participants	
16:45–17:00	Closing remarks and departure	MoGCDSW— Ronald	

**SECOND CONSULTATION MEETING ON GENDER MAINSTREAMING**  
**Linde Motel, Mponela, Dowa**  
**25–27 August, 2014**

**Main objective**

Gather further input from a wider scope of stakeholders on gender mainstreaming.

**Specific objectives**

- Review outstanding policies, guidelines, and standards on gender mainstreaming.
- Prioritise policy documentation for review.
- Develop objectives and strategies for the NEW proposed documents.
- Develop roadmap of activities for the review process and the Gender Focal Points' ToRs.

**Chair: Ministry of Gender, Children, Disability and Social Welfare (MoGCDSW)**

TIME	ACTIVITY	RESPONSIBLE	REMARKS
08:00–08:30 08:30–08:45 08:45–09:00 09:00–09:30	<ul style="list-style-type: none"> <li>• Registration</li> <li>• Self-introductions</li> <li>• Opening remarks</li> <li>• Adoption of agenda &amp; objectives</li> </ul>	Secretariat Participants MoGCDSW Esnart	
09:30–10:00	<b>Tea Break</b>		
10:00–11:00  11:00–12:00 12:00–12:30	<ul style="list-style-type: none"> <li>• Recap of the 1st consultation exercise               <ul style="list-style-type: none"> <li>○ Background, process, and deliverables</li> </ul> </li> <li>• Feedback on the report</li> <li>• Presentation of the matrix of available policy/guidelines/standards</li> </ul>	Benjamin  Plenary Benjamin	Report of 1st consultation will be distributed  Focusing on outstanding documents from the previous meeting (Re-admission Policy, GBV Training Manual, Gender Training Manual, etc.)
12:30–13:30	<b>Lunch</b>		
13:30–15:30	<ul style="list-style-type: none"> <li>• Review objectives and strategies and identify gaps</li> </ul>	Groups	Extracts of the current objectives and strategies will be distributed
15:30–16:00	<b>Health Break</b>		
16:00–17:00	<ul style="list-style-type: none"> <li>• Group presentations</li> </ul>	Group reps	
<b>DAY TWO</b>			
08:00–08:30 08:30–09:30	<ul style="list-style-type: none"> <li>• Recap</li> <li>• Prioritisation</li> </ul>	Esnart Plenary	Based on the report and the presentation of day 1
09:30–10:00	<b>Health Break</b>		
10:00–11:00  11:00–12:30	<ul style="list-style-type: none"> <li>• Brief introduction to the proposed NEW policies/guidelines/standards</li> <li>• Developing objectives and strategies for the NEW policies/guidelines/standards</li> </ul>	Pierre  Groups	Validate the proposals and explore if more suggestions need to be considered

TIME	ACTIVITY	RESPONSIBLE	REMARKS
<b>12:30–13:30</b>	<b>Lunch</b>		
13:30–15:30	<ul style="list-style-type: none"> <li>Developing objectives and strategies for the NEW policies/guidelines/standards</li> </ul>	Groups	
<b>15:00–15:30</b>	<b>Health Break</b>		
16:00–17:00	<ul style="list-style-type: none"> <li>Group Presentations and discussions</li> </ul>	Group reps	
<b>DAY THREE</b>			
08:00–08:30 08:30–09:30	<ul style="list-style-type: none"> <li>Recap</li> <li>Roadmap of activities for the review process <ul style="list-style-type: none"> <li>Processes, timelines, products, responsibilities</li> </ul> </li> </ul>	Volunteer Plenary	Based on a draft template
<b>09:30–10:00</b>	<b>Health Break</b>		
10:00–11:00	<ul style="list-style-type: none"> <li>Roadmap of activities for the GFPs ToRs <ul style="list-style-type: none"> <li>Processes, timelines, products, responsibilities</li> </ul> </li> </ul>	Plenary	
11:00–12:00	<ul style="list-style-type: none"> <li>Way forward and next steps</li> <li>Closing remarks</li> </ul>	Joseph	
<b>12:00–13:00</b>	<b>Lunch and End of Workshop</b>		

## DRAFTING OF GENDER MAINSTREAMING AND ANALYSIS MANUAL AND GENDER RESPONSIVE BUDGETING MANUAL

Baobab Lodge

28 September–3 October, 2014

### Main objective

Develop draft training manuals for gender analysis and mainstreaming and gender-responsive budgeting.

### Specific objectives

- Share comments, feedback, and advice from the Gender Technical Working Group on the recommendations of the Review of Policies, Guidelines and Standards for Gender Mainstreaming.
- Develop specific modules for the gender analysis and mainstreaming and gender-responsive budgeting training manuals.
- Develop content for the respective sessions of the modules.

**Chair:** Ministry of Gender, Children, Disability and Social Welfare (MoGCDSW)

TIME	ACTIVITY	RESPONSIBLE	REMARKS
08:00–08:30 08:30–08:45 08:45–09:00 09:00–09:15	<ul style="list-style-type: none"> <li>Registration</li> <li>Self-introductions</li> <li>Opening remarks</li> <li>Adoption of agenda &amp; objectives</li> </ul>	Secretariat Participants MoGCDSW Esnart-MoGCDSW Secretariat	

09:15–09:30	• Group photo		
09:30–10:00	<b>Tea Break</b>		
10:00–10:30	• Brief presentation on feedback from the Gender TWG on the taskforce’s recommendations	Esnart and Henry	An extract of the existing objectives, modules, sessions will be distributed
10:30–11:00	• Brief discussion in plenary	Plenary	
11:00–12:00	• Presentation on the Gender Analysis and Mainstreaming Training Manual	Henry—HPP	
12:00–12:30	• Comments and discussions	Plenary	
12:30–13:30	<b>Lunch</b>		
13:30–14:45	• Presentation of the proposed Gender Responsive Budgeting Training Manual	Ronald Phiri— MoGCDSW	A hand-out of proposed objectives, modules, and sessions will be distributed
14:45–15:15	• Comments and discussions	Plenary	
15:15–15:45	<b>Health Break</b>		
15:45–16:15	Presentation of a template for training manuals	Pierre	
16:15–16:45	Discussion on the template	Plenary	Reach a consensus on the preferred format
<b>DAY TWO</b>			
08:00–08:30	• Recap	Kenan—MoAFS	
08:30–09:30	• Group work <ul style="list-style-type: none"> <li>○ Development of modules for the two manuals</li> </ul>	Groups	Participants will be split into two groups
09:30–10:00	<b>Health Break</b>		
10:00–10:45	Group work continues	Groups	
10:45–11:15	Group 1 presentation—modules	Group rep	
11:15–11:45	Discussion on Group 1 presentation	Plenary	
11:45–12:15	Group 2 presentation—modules	Group rep	
12:15–12:45	Discussion on the presentation	Plenary	
12:45–13:45	<b>Lunch</b>		
13:45–15:30	Development of sessions for the modules	Groups	
15:30–16:00	<b>Health Break</b>		
16:00–16:30	Group 1 presentations—sessions	Group rep	
16:30–17:00	Discussions on Group 1 presentation	Plenary	
<b>DAY THREE</b>			
08:00–08:30	• Recap	Pierre	
08:30–09:00	• Group 2 presentation—sessions	Group rep	
09:00–09:30	• Discussions on Group 2 presentation	Plenary	
09:30–10:00	<b>Health Break</b>		

10:00–12:30	Content development for each session in a module	Groups	
12:30–13:30	<b>Lunch</b>		
13:30–15:30	Content development for each session in a module (cont.)	Groups	
15:30–16:00	<b>Health Break</b>		
16:00–17:00	<ul style="list-style-type: none"> <li>Content development for each session in a module (cont.)</li> </ul>	Groups	
<b>DAY FOUR</b>			
08:00–08:30 08:30–09:30	<ul style="list-style-type: none"> <li>Recap</li> <li>Group 1 presentation on content</li> </ul>	Atuweni Group rep	
09:30–10:00	<b>Health Break</b>		
10:00–11:00	Discussions on the presentation	Plenary	
11:00–12:00	Group 2 presentation on content	Group rep	
12:00–13:00	Discussions on the presentation	Plenary	
13:00–14:00	<b>Lunch</b>		
14:00–15:30	Putting context to the manual <ul style="list-style-type: none"> <li>Introduction</li> <li>Background             <ul style="list-style-type: none"> <li>Socioeconomic situation of women in Malawi                 <ul style="list-style-type: none"> <li>Government initiatives towards gender equality</li> </ul> </li> </ul> </li> <li>Scope, objectives, and methodology for developing the manual</li> <li>How to use the manual</li> <li>Who will use the manual</li> <li>Evaluation of the training</li> <li>Annexes             <ul style="list-style-type: none"> <li>Glossary of key concepts</li> <li>Handouts</li> <li>Case studies</li> </ul> </li> </ul>	Groups	Based on the matrix developed at Mponela
15:30–16:00	<b>Health Break</b>		
16:00–17:00	Putting context to the manual	<b>Groups</b>	
<b>DAY FIVE</b>			
08:00–08:45	Group 1 presentation	Group rep	
08:45–09:45	Discussion on group 1 presentation	Plenary	
09:45–10:00	<b>Health Break</b>		
10:00–10:45	Group 2 presentation	Group reps	
10:45–11:45	Discussion on group 2 presentation	Plenary	

11:45–12:45	Incorporating comments into the draft manuals	Groups	
<b>12:45–13:00</b>	Way forward	MoGCDSW	
<b>13:00–14:00</b>	<b>LUNCH</b>		
14:00–17:00	Finalisation	Henry and Pierre	
	<b>☺ END OF WORKSHOP ☺</b>		

### Annex 3: INVENTORY OF MALAWI GENDER MAINSTREAMING POLICIES, STRATEGIES, GUIDELINES AND MANUALS

**NOTE:** These tables include exact language from Malawi government documents.

POLICIES				
Year	Document	Objective(s)	Strategies	Source
2014	National Gender Policy (Draft)	To provide policy direction in order:		
		i. To increase access, retention and completion to quality education for girls and boys.	<ul style="list-style-type: none"> <li>• Advocate for legislation for Compulsory Universal Primary Education</li> <li>• Advocate for development, implementation, and enforcement of sexual violence and harassment laws and policies</li> <li>• Promote reporting of sexual violence and harassment cases in schools</li> <li>• Advocate for affirmative policies relating to selection of pupils and students to secondary and tertiary levels</li> <li>• Encourage girls to study science subjects including ICT.</li> <li>• Advocate for girls conducive learning environment i.e. sanitary facilities, boarding facilities, classroom space and furniture.</li> <li>• Address all socio-economic factors that undermine retention of girls in school</li> <li>• Advocate for modification and elimination of cultural practices that have negative effects on girls education</li> <li>• Advocate for training of more female teachers and their deployment in rural areas</li> <li>• Encourage the communities to take an active interest in their children's learning</li> </ul>	MoGCDSW
		ii. To ensure women and girls sexual and reproductive health rights, and HIV AIDS status are improved.	<ul style="list-style-type: none"> <li>• Strengthening the GBV delivery systems Advocate for improved legal services, psycho social support and vocational and business skills for survivors of GBV</li> </ul>	
		iii. To strengthen gender mainstreaming in all sectors of the economy.	<ul style="list-style-type: none"> <li>• Promote awareness on negative effects of GBV and human trafficking at all levels</li> <li>• Promote positive reporting and increased coverage of GBV issues in the media</li> </ul>	
iv. To reduce poverty among women and other vulnerable groups (Orphans, widows, PLHA,	<ul style="list-style-type: none"> <li>• Lobby for the creation of a special fund by government to financially support women and other vulnerable groups businesses</li> <li>• Promote capacity building of women and other vulnerable groups in entrepreneurship</li> </ul>			

		<p>persons with disabilities, the elderly) through economic empowerment.</p>	<ul style="list-style-type: none"> <li>• Promote access to local and international markets for products produced by Women and other vulnerable groups</li> <li>• Promote dissemination and provision of trade and investment information and technical advice to women entrepreneurs and other vulnerable groups</li> <li>• Promote male involvement in women economic empowerment</li> </ul>	
		v. To promote women's participation in decision making positions in both politics and public life.	<ul style="list-style-type: none"> <li>• Advocate for legislation and policies to enhance women participation at all levels of governance and decision making</li> <li>• Advocate for the enactment, popularization and implementation of gender related Acts</li> <li>• Promote the provision of information to stimulate women to effectively participate in decision making processes at all levels</li> <li>• Advocate for political parties to give space to women at all levels and positions</li> </ul>	
		vi. To reduce gender based violence.	<ul style="list-style-type: none"> <li>• Advocate for enactment and enforcement of GBV related laws</li> <li>• Create awareness on laws and services that promote and protect the rights of women and other vulnerable groups</li> <li>• Advocate for the modification and elimination of harmful cultural practices that perpetuate GBV and discrimination against women and girls</li> <li>• Advocate for the enactment of law on the elimination of human trafficking</li> <li>• Strengthening the GBV delivery systems</li> <li>• Advocate for improved legal services, psycho social support and vocational and business skills for survivors of GBV.</li> <li>• Promote awareness on negative effects of GBV and human trafficking at all levels</li> <li>• Promote positive reporting and increased coverage of GBV issues in the media</li> </ul>	
		vii. To strengthen the capacity of the National Gender Machinery.	<ul style="list-style-type: none"> <li>• Institutionalize the Gender TWG</li> <li>• Operationalize gender coordination structures at national, district and community levels.</li> <li>• Develop and implement the gender communication and advocacy strategies</li> <li>• Capacity building in gender mainstreaming and budgeting</li> <li>• Capacity building in programme and financial management</li> </ul>	
1993	Readmission policy for teen mothers	i. To enable girls who withdraw from school on health grounds return to school after delivery		MoEST

	Revised Readmission Policy Procedures	i. To provide clarity on how the Policy should be implemented to make it more effective		MoEST
<b>STRATEGIES AND GUIDELINES</b>				
2014	Gender Mainstreaming Guidelines for Transport Sector (Draft)	<p>i. To strengthen gender mainstreaming in the Transport Sector.</p> <p>ii. To build capacity of the Transport Sector to engender the plans, budgets and monitoring and evaluation systems.</p>	<ul style="list-style-type: none"> <li>• Conduct a gender analysis of existing policies and Acts and Regulations in order to identify possible gaps.</li> <li>• Ensure that formulation and review of policies, Acts and Regulations is guided by a gender sensitive situation analysis that focuses on each subsector and the different needs of men and women that are serviced by a subsector.</li> <li>• Ensure that consultations on policies, Acts and Regulation in the making or under review involve all key stakeholders that represent disadvantaged groups, i.e. women’s groups, rural women and men, groups representing people with disabilities, child rights groups.</li> <li>• Train officers involved in policy formulation and law review in gender mainstreaming.</li> <li>• Involve gender experts during processes of conceptualizing and consultations of policies and Acts and Regulations.</li> <li>• Align policy objectives to legal and policy frameworks that promote gender equality, i.e. MDGs, MGDS II, National Gender Policy and the Constitution among others.</li> <li>• Ensure that policies do not simply relegate gender to “cross cutting issues,” but that where possible; the language throughout the policy is reflecting the intention to benefit previously marginalized gender groups.</li> <li>• Ensure that where possible, Acts and Regulations incorporate provisions to protect specific vulnerable groups.</li> <li>• Develop a sector specific policy on Gender, HIV and AIDS.</li> <li>• Ensure that policies stipulate the targeting of resources to address existing gender gaps and concerns in the transport sector.</li> <li>• Develop a gender sensitive communication strategy for Acts and Regulations or policies that should embrace different strategies for different target groups.</li> <li>• Analyze gender gaps in strategic and implementation plans.</li> <li>• Ensure periodic review/ evaluation of strategic and implementation plans from a gender perspective.</li> </ul>	MoTPW

			<ul style="list-style-type: none"> <li>• Ensure that planners have adequate capacity in gender mainstreaming.</li> <li>• Ensure that strategic planning is well informed by an assessment of internal and external opportunities and barriers towards achieving gender equality in all transport subsectors.</li> <li>• Ensure that vision and mission statements of strategic plans are clearly reflecting the aspiration for a gender sensitive transport sector.</li> <li>• Ensure that strategic planning is guided by a thorough stakeholder analysis of persons, groups or other sectors whose interests and concerns are of key importance to the achievement of a gender equality agenda by the sector.</li> <li>• Ensure that objectives, key result areas and strategies are directly addressing the varying needs of all gender groups.</li> <li>• Closely involve gender experts at relevant stages of the budgetary processes (i.e. briefing, budget preparations).</li> <li>• Build internal capacity for gender mainstreaming in budgets amongst planners</li> <li>• Ensure that there is an enabling framework that allows formulation of a gender sensitive budget which adequately informs budget decisions.</li> <li>• Examine implementation plans and identify strategies that could contribute to a gender insensitive formulation and implementation of the budget due to their phrasing.</li> <li>• Ensure that where possible, budget lines are made gender sensitive by either wording them in a gender sensitive manner, and/or by ensuring that they are supported by gender sensitive indicators.</li> <li>• Produce gender sensitive budget statements contributions that clearly highlight a gender situational analysis and comparable outputs, activities, indicators, and allocated funds.</li> <li>• Monitoring transport sector budget implementation by: <ul style="list-style-type: none"> <li>○ Conducting annual gender aware policy appraisals to analyse the extent to which gender sensitive policy or legal provisions have been translated into budgetary allocations.</li> <li>○ Conducting annual post budget analyses to assess the extent to which budget allocations are matching with gender sensitive strategies and indicators.</li> <li>○ Conducting public expenditure tracking surveys from a gender perceptive.</li> </ul> </li> <li>• Ensure that the transport sector budget benefits both men and women by engendering procurement systems. This can be achieved by:</li> </ul>	
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			<ul style="list-style-type: none"> <li>○ Providing incentives to women entrepreneurs to get registered with NCIC as contractors</li> <li>○ Ensuring that ToRs for contractors include minimum standards for achieving gender equality i.e. requiring that each contracting party should ensure the existence of an equal opportunity or equal pay policy, a policy against sexual harassment and gender-balanced teams, among other conditions.</li> <li>○ Developing gender sensitive checklists and guidelines for internal procurement committees to ensure that women suppliers are not marginalized in procurement processes.</li> <li>● Conduct regular assessments of gender gaps and barriers relating to amenities and infrastructure in each transport mode.</li> <li>● Ensure that infrastructure is safe and accessible to all gender groups by taking gender issues into consideration at the design stage. This may involve: <ul style="list-style-type: none"> <li>○ Making sure that infrastructure development projects are informed by a gender sensitive feasibility study that clearly highlights how the project will integrate gender considerations and potential disadvantages to one or more gender groups that can otherwise accrue from the project.</li> <li>○ Seeking the input of relevant gender groups into an infrastructural design in order to get more insight into its suitability.</li> </ul> </li> <li>● Ensure that environmental impact assessments that have a strong gender perspective are mandatory for all transport sector infrastructure projects.</li> <li>● Ensure that feasibility studies and environmental impact assessments are conducted by teams that include a gender expert.</li> <li>● Ensure the availability of gender sensitive amenities like: functional separate toilets for males and females at airports, ports, railway stations and bus stations; functional toilets on trains and ships; and baby changing stations at airports, on planes, trains and ships.</li> <li>● Routinely conduct participatory gender audits of completed [infrastructure] works in order to: assess the relative progress in mainstreaming gender in all stages of a project; establish good practices towards the achievement of gender equality in infrastructure projects; identify critical gaps and challenges; and recommend ways of addressing them and suggest new and more effective ways.</li> <li>● Conduct regular assessments of gender gaps and barriers relating to service provision in each transport mode.</li> </ul>	
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			<ul style="list-style-type: none"> <li>• Ensure that services like screening are offered by a person of the same sex.</li> <li>• Ensure development and implementation of deliberate policies and programmes for addressing the needs and concerns of female clients in male dominated fields across all transport modes/subsectors.</li> <li>• Institute practicable mechanisms through which passengers in various modes of transport can report complaints.</li> <li>• Design gender trainings for public transport providers and frontline personnel in all transport modes.</li> <li>• Develop IEC materials to address gender related concerns that affect various groups of service providers in the transport sector.</li> <li>• Review M&amp;E frameworks to identify gender gaps and explore possibilities of (a) engendering existing gender blind indicators and (b) developing gender sensitive indicators for subsectors that only have gender neutral indicators.</li> <li>• Ensure that all planned gender sensitive activities are matched with gender sensitive indicators.</li> <li>• Ensure formulation of result oriented gender sensitive indicators.</li> <li>• Ensure that focus is on both quantitative and qualitative indicators.</li> <li>• Closely work with gender experts throughout the process of indicator formulation for skills transfer.</li> <li>• Ensure that each indicator where applicable is supported by gender disaggregated baseline data.</li> <li>• Ensure development of gender sensitive data collection tools.</li> <li>• Engender the transport sector data base.</li> <li>• Ensure routine monitoring of gender related activities as part of validating data and strengthening the tracking of gender indicators.</li> <li>• Train M&amp;E officers in all transport subsectors in collection and processing of sex and gender disaggregated data.</li> <li>• Reports should be informed by sex and gender disaggregated data.</li> <li>• Build the capacity of senior management, planners and implementers in gender mainstreaming so that they develop skills for correctly using a range of gender related concepts that are relevant to the sector.</li> <li>• Ensure that reports reflect achievement of targets on gender sensitive indicators.</li> <li>• Avoid generic and gender neutral terms when referring to specific gender groups.</li> </ul>	
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			<ul style="list-style-type: none"> <li>• Ensure that where applicable, recommendations are specific to the needs of various gender groups that are impacted by services in the sector.</li> <li>• Where applicable, ensure that draft reports are presented to concerned stakeholders, including gender experts, for validation.</li> <li>• Conduct periodic gender audits in the transport sector</li> <li>• Develop policies or guidelines that promote zero tolerance of sexual harassment and any form of sex discrimination in the transport sector.</li> <li>• Develop gender sensitive indicators in performance monitoring plans relating to human resources within the transport sector.</li> <li>• Ensure consistent collaboration between gender experts; and technical and management staff within the transport sector as a mechanism for addressing gender inequities and inequalities in human resource management.</li> <li>• Recruit and train more female technical professionals in all subsectors</li> <li>• Train qualified women in leadership skills.</li> <li>• Adopt systematic affirmative action measures to: <ul style="list-style-type: none"> <li>○ Increase the recruitment of women when filling vacant posts.</li> <li>○ Ensure the retention and promotion of qualified women.</li> <li>○ Ensure women’s access to upgrading opportunities.</li> <li>○ Provide scholarships and/or subsidised fees to women in training schools within the transport sector so that they can later be integrated into the workforce.</li> <li>○ Develop mentorship programmes targeted at secondary schools in order to attract more females that can be recruited into the transport sector.</li> </ul> </li> <li>• Embark on an intensive media campaign to promote women’s participation across all subsectors using a wide range of accessible and user friendly methodologies.</li> <li>• Conduct gender training needs assessment for all staff levels</li> <li>• Ensure that all tutors are trained in gender mainstreaming as it affects their lines of work.</li> <li>• Develop mentoring programmes to encourage females to consider career opportunities in the transport sector.</li> <li>• Provide scholarships and/or subsidised fees to women in training schools within the transport sector. In particular, marine and rail as subsectors that are typically not attractive to women should implement competitive incentives.</li> <li>• Ensure retention of female trainees so that they are able to graduate from</li> </ul>	
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			<p>transport sector training schools.</p> <ul style="list-style-type: none"> <li>• Work with gender experts to update curricula to include a gender module and review this regularly</li> </ul>	
2013	Gender and HIV and AIDS Strategy for the Agricultural Sector	<p>i. To improve food, nutrition security and agro-based income among vulnerable groups in order to reduce gender disparities and contribute to HIV prevention and mitigation of AIDS impacts</p>	<ul style="list-style-type: none"> <li>• Provide production resources to women and other vulnerable gender categories such as high nutritive value crops and improved livestock</li> <li>• Promote production and use of available indigenous foods in order to improve nutrition of people living with HIV</li> <li>• Provide food supplements and agricultural inputs to members of staff living with HIV at the workplace</li> <li>• Promote fish farming for women and other vulnerable gender categories in order to improve protein intake among farming communities, particularly for PLHIV</li> <li>• Promote production and consumption of non- traditional high nutritive foods by vulnerable gender categories</li> <li>• Scale-up nutrition education to vulnerable groups, develop and institutionalize mechanisms for enforcing the guidelines for transparent and participatory identification of vulnerable gender categories in Farm Input Subsidy Programme (FISP)vulnerable groups and other groups</li> <li>• Develop and institutionalize mechanisms for ensuring that vulnerable gender categories are protected from abuse and exploitation during the FISP process and other input distribution groups</li> <li>• Promote small stock animal production through pass-on schemes for vulnerable gender categories</li> <li>• Promote the use of labour, time, and cost saving technologies related to agriculture and fisheries amongst vulnerable gender categories</li> <li>• Develop and implement mechanisms for targeting women, PLHIV and youths with agricultural and fisheries extension services</li> <li>• Promote participation of vulnerable groups in commercially oriented agro-based and fisheries enterprises and marketing</li> <li>• Build capacity of extension workers, women and other vulnerable gender categories in group and enterprise management</li> <li>• Promote conducive marketing environment for vulnerable gender categories</li> <li>• Facilitate linkages between vulnerable groups and microfinance services</li> <li>• Lobby MFIs to make their loan conditions and policies to be Gender, HIV and AIDS responsive</li> </ul>	MoAFS/DAES

			<ul style="list-style-type: none"> <li>• Promote investment in agro-based and fisheries enterprises by beneficiaries of social support programmes</li> </ul>	
		<p>ii. To strengthen women's access to and control over agriculture resources, opportunities, benefits and decision making processes at household, community and national levels</p>	<ul style="list-style-type: none"> <li>• Develop and implement mechanisms for improving women's access to and control over agricultural and fisheries resources (such as land, water, information) and benefits</li> <li>• Facilitate the formation and strengthening of groups of women and link them to agricultural and fisheries service providers</li> <li>• Conduct awareness campaigns on the importance of women's participation in decision making in agriculture and fisheries</li> <li>• Review and implement interventions to increase the number of women in policy and decision making positions at all levels in the agriculture sector</li> <li>• Integrate gender, HIV and AIDS education in agricultural and fisheries training programmes</li> <li>• Build capacity of women in the agriculture sector in leadership, assertiveness and decision making</li> </ul>	
		<p>iii. To reduce factors that promote gender inequality and spread of HIV due to agricultural related mobility and migration</p>	<ul style="list-style-type: none"> <li>• Develop and implement gender, HIV and AIDS responsive by-laws for agricultural and fisheries mobile and migrant workers</li> <li>• Promote fish farming and fisheries enterprises among spouses of migrant workers</li> <li>• Build the economic capacity of spouses of migrant workers</li> <li>• Provide agricultural and fisheries advisory services to households of spouses of migrant workers</li> <li>• Promote access to gender, HIV and AIDS services for mobile and migrant workers in the agriculture sector Short to long term</li> <li>• Lobby institutions to provide Gender, HIV and AIDS responsive working conditions for mobile and migrant workers</li> <li>• Promote enforcement and monitoring of Gender, HIV and AIDS responsive working conditions in the Estates and other Agricultural Institutions</li> </ul>	
		<p>iv. To promote generation and dissemination of gender, HIV and AIDS responsive technologies and information</p>	<ul style="list-style-type: none"> <li>• Develop and generate gender, HIV and AIDS responsive technologies and information in agriculture and fisheries</li> <li>• Disseminate harmonise gender, HIV and AIDS responsive agricultural and fisheries technologies and information</li> <li>• Disseminate harmonise gender, HIV and AIDS responsive agricultural and fisheries technologies and information</li> </ul>	

			<ul style="list-style-type: none"> <li>• Conduct research on the role of indigenous traditional foods and herbs in the nutrition of PLHIV</li> <li>• Conduct research studies on gender, HIV and AIDS in agriculture and fisheries</li> <li>• Establish and operationalize collaboration structures for gender, HIV and AIDS in agriculture and fisheries</li> <li>• Promote research on climate variability and change that addresses the needs of women farmers and other vulnerable gender categories.</li> </ul>	
		v. To strengthen leadership and coordination of the Gender, HIV and AIDS strategy for harmonized and decentralised implementation	<ul style="list-style-type: none"> <li>• Assign and institutionalize a fulltime coordinator and Technical Assistant to facilitate the implementation of the strategy</li> <li>• Institute and revamp the structural arrangements for implementing the strategy</li> <li>• Create stakeholders' awareness on the GHA strategy</li> <li>• Institute stakeholders' joint programming and reviews</li> <li>• Establish and scale up information sharing platform</li> </ul>	
		vi. To mobilise, track and effectively utilise financial and technical resources for the implementation of Gender, HIV and AIDS strategy	<ul style="list-style-type: none"> <li>• Market the GHA strategy to stakeholders and development partners for resource support</li> <li>• Develop and implement a resource mobilization plan for Gender, HIV and AIDS strategy</li> <li>• Establish a budget and expenditure tracking system for Gender, HIV and AIDS related activities</li> </ul>	
		vii. To strengthen the gender, HIV and AIDS responsiveness of agriculture sector monitoring and evaluation system for enhanced accountability learning and sharing	<ul style="list-style-type: none"> <li>• Review and/or develop M&amp;E systems in the agriculture sector, to make them Gender, HIV and AIDS responsive</li> <li>• Scale up Gender, HIV and AIDS responsive M&amp;E systems at all levels</li> <li>• Document and share best practices and lessons on gender, HIV and AIDS in the agriculture sector</li> <li>• Develop and implement M&amp;E that enhance participation of women and other vulnerable gender categories</li> <li>• Establish a centralized technical data management hub on gender, HIV and AIDS in the agriculture sector</li> <li>• Facilitate accountability to vulnerable rights holders in the agriculture sector</li> <li>• Collect, analyze and incorporate baseline data on Gender, HIV and AIDS in the GHA Strategy</li> </ul>	

		<p>viii. To build and sustain capacity of agriculture sector institutions and vulnerable groups to effectively mainstream gender, HIV and AIDS issues and actions</p>	<ul style="list-style-type: none"> <li>• Mainstream gender, HIV and AIDS issues in ongoing and new sector policies, programmes and projects</li> <li>• Build the capacity of the agriculture sector staff in mainstreaming gender and HIV and AIDS in their core business</li> <li>• Mainstream gender, HIV and AIDS in existing agricultural training Curricula</li> <li>• Develop and implement academic and professional courses on gender, HIV and AIDS analysis and mainstreaming</li> <li>• Promote behavioural change interventions among agriculture sector staff on gender, HIV and AIDS</li> <li>• Develop and implement mechanisms for addressing stigma and discrimination at the workplace in the agriculture sector</li> <li>• Build capacity of women and other vulnerable gender categories in sustainable production and utilization of fish species, indigenous crops and livestock</li> <li>• Scale up best practices in agro-biodiversity management amongst vulnerable gender categories, especially women</li> <li>• Build capacity of agricultural institutions in mainstreaming gender, HIV and AIDS in agro-biodiversity and climate variability and change management programmes and policies</li> <li>• Build capacity of women and other vulnerable gender categories in agricultural interventions for adapting to and mitigating climate variability and change</li> <li>• Promote local best practices in adaptation and mitigation of climate variability and change amongst women and other vulnerable gender categories</li> </ul>	
2013	Terms of Reference for gender focal points (Draft)	<p>i. Provides the roles and responsibilities of Gender Focal Points in Malawi</p>	<ul style="list-style-type: none"> <li>• Identify capacity needs in among members of staff within their organisation and facilitate capacity building strategies for gender mainstreaming.</li> <li>• Conduct gender analysis in their respective organisations and sectors</li> <li>• Advocate for the integration of gender issues in the policies, strategies, budgets, and programmes/ projects of their organisation/sectors including gender-specific objectives and indicators.</li> <li>• Collect and compile gender disaggregated data from programmes/ projects including data on the status of women in their organisation/sectors.</li> <li>• Monitor the implementation of relevant gender mainstreaming guidelines within their organisations/sectors.</li> </ul>	MoGCDSW

			<ul style="list-style-type: none"> <li>• Compile and timely submit reports as required from time to time to the Ministry responsible for gender.</li> <li>• Advocate for adequate resources for gender mainstreaming in their organisations/sectors.</li> <li>• Establish linkages with other ministries, departments and stakeholders mainstreaming gender.</li> <li>• Support development of sector-specific guidelines and information materials and activities on gender equality issues.</li> </ul>	
2004	Generic guidelines for mainstreaming gender in the programme cycle and policies	i. To accelerate the process of mainstreaming gender in the project/programme cycle	<p style="text-align: center;"><b><u>Identification</u></b></p> <ul style="list-style-type: none"> <li>• Collect gender disaggregated data.</li> <li>• Use gender sensitive research teams.</li> <li>• Ensure that assessment teams are gender balanced.</li> <li>• Collection and analysis of data should take into account the different practical strategic needs between men and women.</li> <li>• Ensure that tools used in research are gender sensitive.</li> </ul> <p style="text-align: center;"><b><u>Preparation/Design</u></b></p> <ul style="list-style-type: none"> <li>• Conduct a gender analysis to isolate gender issues.</li> <li>• Conduct an analysis of the needs of all gender groups.</li> <li>• Incorporate gender needs in the formulation of goals and objectives.</li> <li>• Design activities which will address gender gaps.</li> <li>• Design activities which will involve all gender groups.</li> <li>• In strategy and activity design, focus on practical and strategic needs affecting all gender groups.</li> <li>• Resources should be allocated as planned according to the extent of gaps/concerns.</li> <li>• Outputs should clearly indicate targets by gender.</li> <li>• Assign both women and men to manage projects.</li> <li>• Involve personnel that are gender sensitive in project design.</li> <li>• Design technologies which are appropriate to all gender groups.</li> </ul> <p style="text-align: center;"><b><u>Appraisal</u></b></p> <ul style="list-style-type: none"> <li>• Appraisal team to comprise men and women</li> <li>• Constitute a gender sensitive appraisal team</li> <li>• Ensure that TORs are gender sensitive</li> <li>• Appraisal team to conduct a gender analysis of project being appraised.</li> <li>• Consultations to involve all gender groups</li> </ul>	MoGCDSW & MoFEPD

			<ul style="list-style-type: none"> <li>• Ensure appraisal team has sufficient knowledge on needs of women, men, girls and boys.</li> </ul> <p style="text-align: center;"><b><u>Implementation</u></b></p> <ul style="list-style-type: none"> <li>• Ensure that implementers are gender sensitive</li> <li>• Engender implementation plans</li> <li>• Ensure that committees at grassroots level are gender sensitive</li> <li>• Ensure that personnel have adequate knowledge and skills in gender sensitive programme planning and implementation.</li> <li>• Ensure visibility/prominence of gender issues at all levels,.</li> <li>• Ensure that strategies used are gender sensitive</li> <li>• Ensure that resources are used for intended target groups’ especially rural women.</li> <li>• Create a culture of ownership by communities through the involvement men, women, boys and girls group at every stage of implementation.</li> <li>• Ensure that needs of women, men, boys and girls are taken on board.</li> <li>• Acquire technologies which are appropriate to all gender groups.</li> </ul> <p style="text-align: center;"><b><u>Monitoring and Evaluation</u></b></p> <ul style="list-style-type: none"> <li>• Develop gender sensitive indicators that will show access and control over resources and impact of programme activities.</li> <li>• Engendering all the processes of monitoring and evaluation.</li> <li>• Develop a systematic plan that will trace impact of implemented activities both qualitatively and quantitatively.</li> <li>• Develop indicator that will ensure collecting of gender disaggregated data.</li> <li>• Engender the Monitoring and Evaluation tool such as questionnaire, interview guides.</li> </ul> <p style="text-align: center;"><b><u>Policy Formulation</u></b></p> <ul style="list-style-type: none"> <li>• Ensure that Policies are in line with gender equality Provision as enshrined in the Malawi constitution.</li> <li>• Ensure that women, men, boys and girls are equally involved in Policy formulation.</li> <li>• Ensure that the policies formulated incorporate and reflect equally the needs and interests of women, men, boys and girls.</li> <li>• Ensure that policies address practical and strategic gender needs and equal participation in development.</li> <li>• Ensure that policies stipulate the targeting of resources to all gender groups.</li> </ul>	
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			<ul style="list-style-type: none"> <li>• Ensure that policy addresses the gender concerns that are in the national development plan i.e. MPRSP, NGP and NGP</li> <li>• Ensure that officers on Policy formulation committees are gender sensitive</li> <li>• Ensure that gender disaggregated statistics are utilised during policy formulation process.</li> <li>• Ensure that policy review officers are equipped with gender analytical and mainstreaming skills.</li> <li>• Ensure that policy goals and objectives address needs of different gender groups.</li> </ul>	
2005	Managing Human Resources within the Government of Malawi: Guidelines on Gender Mainstreaming	<ol style="list-style-type: none"> <li>Providing a framework for implementing gender mainstreaming in the Public Service</li> <li>Providing tools and methods for mainstreaming gender in managing human resources in Ministries.</li> <li>Orienting managers on gender mainstreaming.</li> <li>Supporting managers by serving as an on-going reference tool.</li> <li>Improving the delivery of services to the public.</li> <li>Helping managers to identify, recognize and address gender issues in their work.</li> </ol>	<ul style="list-style-type: none"> <li>• Appoint female role models working in traditionally dominated male jobs/positions to be independent members of interview boards.</li> <li>• Orient interview board members to frame questions that do not disadvantage female candidates.</li> <li>• Organize gender-training workshops for interview board members.</li> <li>• Use all available methods of communication such as Ministry circulars, radio, newspapers, District Commissioner’s offices, labour offices and government gazette, Faith Based Organizations, amongst others.</li> <li>• Use gender inclusive wording to describe the job e.g. “the person shall”, instead of “he shall” or “he/she”.</li> <li>• Indicate in the advertisements that “Women are encouraged to apply” or “this position is for both women and men”.</li> <li>• Encourage multi-skilling programs for female employees.</li> <li>• Develop and maintain a skills inventory of female employees by grade, indicating qualifications, experience and competences to guide decisions on filling of positions vacated by female employees.</li> <li>• Promote employees by giving preferential treatment to female employees.</li> <li>• Always maintain and update a list of employees by gender, who have qualified for promotion at all levels/grades.</li> <li>• Use the list for making recommendations on promotions.</li> <li>• Select both female and male employees as members.</li> <li>• Sensitise all training committee members and training officers in gender.</li> <li>• Orient training officers in gender research and gender analysis</li> <li>• Undertake training needs assessment at all levels to identify gaps.</li> <li>• Develop a gender responsive training plan for employees.</li> <li>• Constitute gender balanced training/facilitating teams</li> </ul>	DHRMD

			<ul style="list-style-type: none"> <li>• Select both female and male employees for each training centre.</li> <li>• Conduct gender sensitive training needs assessment at all levels.</li> <li>• Design and develop a gender sensitive training plan.</li> <li>• Put in place gender sensitive selection criteria that focus on women recruits.</li> <li>• Identify leadership and management training for women every year.</li> <li>• Train female employees in management, leadership, self-assertiveness and policy analysis.</li> <li>• Engage women officers in exchange program to expose them to the best practices.</li> <li>• Maintain records on women in decision making positions and training courses attended.</li> <li>• Assess needs of all human resources officers, sectional heads and others dealing with postings and transfers of staff.</li> <li>• Undertake training of all staff in gender analysis and mainstreaming.</li> <li>• Take into account, when posting and transferring of staff, the position of the spouse and other members. Other considerations could include: <ul style="list-style-type: none"> <li>○ Health needs of the staff being considered for posting and transfer.</li> <li>○ Interests of the staff being considered for deployment, for example, preferred place of work and whether the individual is pursuing any educational course.</li> </ul> </li> <li>• Identify both male and female employees who are interested in working in an area where there is an existing vacancy.</li> <li>• Introduce hardship / location allowance</li> <li>• Improve facilities in remote locations.</li> <li>• Formulate code of conduct and policy related to harassment.</li> <li>• Sensitize employees on the code of conduct and policies related to harassment.</li> <li>• Sensitize the disciplinary bodies, on the code of conduct and policies related to harassment.</li> <li>• In situations of harassment, the employees need to be heard before disciplinary action is undertaken. <ul style="list-style-type: none"> <li>○ Orient employees on what constitutes sexual harassment</li> <li>○ Institute penalties for offenders.</li> <li>○ Encourage employees to report incidents of sexual harassment.</li> </ul> </li> <li>• All official documents should use gender inclusive language.</li> <li>• All communications in form of circulars to staff should reflect wording, which</li> </ul>	
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			<p>captures both male and female employees such as “he/she”.</p> <ul style="list-style-type: none"> <li>• All those responsible for writing circulars in ministries should be sensitised on gender and gender inclusive language</li> <li>• All employees should be sensitized on gender inclusive language (circulate examples of gender inclusive language).</li> <li>• Use teams that incorporate gender experts in reviewing and revising documents for appropriate gender inclusive language.</li> <li>• Sensitize design experts and relevant staff on appropriate infrastructure for men and women.</li> <li>• Sensitize design teams on gender needs.</li> <li>• Constitute supervision teams that have both female and male members.</li> <li>• Sensitize supervision team on appropriate infrastructure for people with special needs.</li> <li>• Promote organizational culture where all employees respect both female and male employees / bosses.</li> <li>• Sensitize female and male employees on work relations.</li> <li>• Take into account special needs of women because of their gender and biological roles.</li> <li>• Schedule meetings at times/days when it is convenient for both women and men employed in the service.</li> <li>• Introduce flexibility in working hours.</li> <li>• Constitute a review team that has both male and female members.</li> <li>• Sensitize the review team on Gender analysis and mainstreaming.</li> <li>• Simplify the language of the terms and conditions of service.</li> <li>• Orient new employees on the terms and conditions of service.</li> </ul>	
2004	Gender in Public budgeting: Guidelines and Checklist	To provide budgetary actors such as planners and budget coordinators with instruments for engendering budgets i. To enhance the integration of gender concerns and issues in the budgeting process	<p style="text-align: center;"><b><u>Budget Formulation and Planning</u></b></p> <p>Budget Ceiling and Public Sector Investment Programmes (PSIP)</p> <ul style="list-style-type: none"> <li>• Ensure that officers preparing budget ceilings should be gender sensitive and have gender analytical skills.</li> <li>• Ensure that gender disaggregated data are utilised during preparation of budget ceilings.</li> <li>• Ensure that gender equality is one of the criteria for a project to be included in the PSIP.</li> <li>• Ensure that officers preparing the PSIP are well trained in gender analytical skills and mainstreaming in projects.</li> </ul>	MoGCDSW & MoFEPD

		<p>ii. To provide as tools in the budgeting process</p> <p>iii. To provide systematic mechanisms for incorporating the needs of men and women in each step of the budget process and in particular in the allocation of resources.</p> <p>iv. To reduce the inequalities that exists between women and men in accessing and utilisation of public resources.</p> <p>v. To provide an entry point for achieving goals in the sectoral and organisational plans, through appropriate allocations.</p>	<p style="text-align: center;"><b><u>Budget Preparation</u></b></p> <p>Budget Ceiling and Public Sector Investment Programmes (PSIP)</p> <ul style="list-style-type: none"> <li>• Ensure that officers preparing budget ceilings should be gender sensitive and have gender analytical skills.</li> <li>• Ensure that gender disaggregated data are utilised during preparation of budget ceilings.</li> <li>• Ensure that gender equality is one of the criteria for a project to be included in the PSIP.</li> <li>• Ensure that officers preparing the PSIP are well trained in gender analytical skills and mainstreaming in projects</li> </ul> <p style="text-align: center;"><b><u>Budget Presentation</u></b></p> <p>Budget Statement</p> <ul style="list-style-type: none"> <li>• Ensure that the Budget Statement is prepared by an officer who has gender analytical and mainstreaming skills and/or that a gender expert is involved in the preparation of the statement.</li> <li>• Ensure that gender disaggregated data is utilised in substantiating the information contained in the Budget Statement.</li> <li>• Ensure that the statement addresses the issues affecting women and girls, boys and men in all the components and that clear explicit statements are included providing government direction on achievement of gender equality.</li> </ul> <p style="text-align: center;"><b><u>Budget Consideration</u></b></p> <ul style="list-style-type: none"> <li>• Cabinet ministers, the members of parliament, Non-Governmental and Civil Society Organisations and interest groups should ensure that the budget is engendered by ensuring that the needs of men, women, boys and girls and special groups are taken on board for equitable distribution of resources. Treasury should provide them with budget statement on time accompanying it with key questions/checklist to enable them assess budget by explaining the importance of engendered budget statement.</li> </ul> <p style="text-align: center;"><b><u>Budget Execution</u></b></p> <ul style="list-style-type: none"> <li>• Ensure that cash flow statement include specific budget items on gender related activities.</li> <li>• Ensure that gender related activities are allocated adequate funds on monthly basis.</li> <li>• Ensure that the distribution of resources is done by officers with gender analytical skills.</li> <li>• Ensure that adequate resources are allocated to support engendered pro-poor</li> </ul>	
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			<p>activities.</p> <p style="text-align: center;"><b><u>Expenditure Monitoring and Evaluation</u></b></p> <ul style="list-style-type: none"> <li>• Ensure that the Expenditure Monitoring and Evaluation systems of allocated and utilised resources are capable of identifying successes and fairness for women, men, boys and girls.</li> <li>• The sectoral ministries and departments should prepare reports based on gender disaggregated data.</li> <li>• Public Expenditure Review should be conducted every month using monthly reports on expenditures and outputs, this data should be disaggregated.</li> <li>• Ensure that there is an assessment/evaluation on the resource expenditure.</li> <li>• Ministry of Gender and Community Services as a National Gender Machinery should access analysed reports from the Ministry of Finance to monitor progress in engendering expenditure.</li> <li>• Parliament, civil society and other stakeholders should put in place some mechanisms which should help them monitor that gender related activities are put on board equitably.</li> </ul>	
<b>STANDARDS AND TRAINING MANUALS</b>				
2014	District Training Manual in Strategic Planning, Budgeting, Monitoring and Evaluation	<ul style="list-style-type: none"> <li>i. To strengthen gender mainstreaming in all district sectors.</li> <li>ii. To reduce poverty among women and other vulnerable groups (Orphans, widows, PLHA, persons with disabilities, the elderly) through gender responsive planning, budgeting and implementation of the DIPs.</li> </ul>	<p style="text-align: center;"><b><u>M&amp;E</u></b></p> <ul style="list-style-type: none"> <li>• Develop gender sensitive indicators that will show access and control over resources and impact of project and programme activities.</li> <li>• Develop a systematic M &amp; E plan that will trace impact of implemented activities both qualitatively and quantitatively in a gender sensitive manner.</li> <li>• Ensure collection of gender disaggregated data. <ul style="list-style-type: none"> <li>○ Use gender analytical tools for example the Harvard Analytical Framework (HAF) in developing indicators such as the “number of boys and girls (0-8yrs old) accessing ECD services.</li> </ul> </li> <li>• Constitute a gender sensitive team to develop a systematic Monitoring and Evaluation plan.</li> <li>• Recruit and train both men and women in monitoring and evaluation</li> <li>• Set targets for the number of men and women to be interviewed.</li> <li>• Ensure that more women with appropriate skills are involved in M &amp; E</li> <li>• Train teams in gender responsive monitoring and evaluation.</li> </ul> <p style="text-align: center;"><b><u>Strategic Planning</u></b></p> <ul style="list-style-type: none"> <li>• Use gender sensitive participatory methodologies such as Participatory Learning and Action/Participatory Rural Appraisal/Rapid Rural</li> </ul>	MoGCDSW

			<p>Appraisal/REFLECT/Study Circles when collecting the information.</p> <ul style="list-style-type: none"> <li>• Collect gender disaggregated data and use gender sensitive and balanced research teams.</li> <li>• Ensure collection and analysis of data that take into account the different <i>practical gender needs</i> and <i>strategic gender needs</i> of females and males.</li> <li>• Ensure that gender sensitive research tools are used during situation analysis.</li> <li>• Incorporate all gender groups in the research team [women, men, girls and boys] to play roles in assessing their own roles and to bring out their issues. Be sensitive on the need for these respondents to have separate groups in order to collect accurate information.</li> <li>• Define programme of work with stakeholders involved on objectives of the Situation Analysis.</li> <li>• Review social economic indicators by examining gender dimensions affecting different groups of males and females, i.e. variables used can be age, education, residence (rural/urban), marital status, religion, HIV status, household responsibility, economic well-being etc.</li> <li>• Establish baseline data that comprehensively reveals gender dimensions of the situation.</li> <li>• Link the situation analysis to gender aspects of government policies, laws, including international standards.</li> <li>• Conduct a gender analysis to isolate gender issues and needs of all gender groups (see Activity 4 on how to perform a gender analysis)</li> <li>• Incorporate gender needs in goals and objectives so that gender aspects are clearly visible.</li> <li>• Involve personnel who are familiar with gender issues, and who are alert so that their own gender biases do not affect the process.</li> <li>• Use gender sensitive teams to formulate objectives and use sex and gender disaggregated data to formulate goals and objectives.</li> <li>• Set clear gender specific targets and outputs for each of the objectives.</li> <li>• Design activities that flow directly from a gender sensitive situation analysis, and that will involve all gender groups and address gender gaps.</li> <li>• Allocate resources according to established gender needs, gaps and concerns.</li> <li>• Design appropriate technologies to suit the needs of various gender groups.</li> <li>• Develop indicators that have strong gender considerations.</li> </ul> <p style="text-align: center;"><b><u>Budgeting</u></b></p>	
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			<p><b><i>Planning &amp; Programming Stage</i></b></p> <ul style="list-style-type: none"> <li>• Conduct a comprehensive gender-sensitive analysis of the present situation</li> <li>• Perform an assessment of the extent to which policies, legislation, programmes and schemes address the gender gaps identified in the gender-sensitive situation analysis</li> <li>• Carry out an assessment to establish whether or not budget allocations are adequate for the comprehensive implementation of gender-responsive policies and/or strategies.</li> <li>• Execute an assessment of short-term outputs of expenditure</li> <li>• Conduct an assessment of the long-term outcomes or impact expenditures might have</li> </ul> <p><b><i>Preparation Stage</i></b></p> <ul style="list-style-type: none"> <li>• Ensure that budget guidelines should state how sectors should respond to gender equality in their budget as well as steps to be taken for non-compliance.</li> <li>• Ensure that the budget guidelines are not too general, but should provide practical guidance on how sectors/local government can exactly address gender issues and concerns in budgets.</li> <li>• Ensure that the budget format for local governments should logically address key components like gender situational analysis, and corresponding outputs, activities, indicators, and allocated budgets. The council budgets should identify the gender related priorities that are in line with the sectors. Councils should meet these priorities when implementing the budget within the confines of sector budget ceilings.</li> </ul> <p><b><i>Execution Stage</i></b></p> <ul style="list-style-type: none"> <li>• Ensure that cash flow statement include specific budget items on gender related activities.</li> <li>• Ensure that gender related activities are allocated adequate funds on monthly basis.</li> <li>• Ensure that the distribution of resources is done by officers with gender analytical skills.</li> <li>• Ensure that adequate resources are allocated to support engendered pro-poor activities.</li> </ul>	
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## **Annex 4: REVISED TERMS OF REFERENCE FOR THE GENDER FOCAL POINTS**



### **Malawi Government**

## **TERMS OF REFERENCE FOR GENDER FOCAL POINTS**

### **1. Background**

The Government of Malawi through the MGDS II 2011 – 2016 recognizes gender as one of the crosscutting issues that need to be effectively mainstreamed in all policies and programs to ensure sustainable and equitable development. Gender Mainstreaming involves the assessment of the different implications for all gender groups of any planned policy action, including legislation and programmes in all sectors.

Malawi has demonstrated her commitment to promote gender equality through endorsement and ratification of treaties, covenants, protocols and conventions which obligate the country to mainstream gender, empower women and promote equal participation and empowerment of all gender groups. Some of these notable protocols, covenants, conventions and treaties include the Universal Declaration in Human Rights; International Covenant on Civil and Political Rights (ICCPR- 1966), Convention on the Elimination of all forms of Discrimination against Women (CEDAW- 1979) including the Convention on the Rights of the Child (CRC), African Charter on Human and Peoples' Rights (1981), Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (2005), AU Solemn Declaration on Gender Equality in Africa (2000), the Beijing Platform for Action, the SADC Protocol on Gender and Development which Malawi signed in 2008.

In order to ensure that gender is effectively institutionalized in all key sectors, the Government of Malawi through the Ministry of Gender, Children, Disability and Social Welfare in collaboration with Ministries of Agriculture, Transport, Education, Health and OPC developed the ToRs for Gender Focal Points. The ToRs provides the minimum standards for effective gender mainstreaming in policies, strategies, guidelines, budgets and monitoring and evaluation.

#### **1.1 Gender Focal Points**

The Gender Focal Points (GFPs) system is one of the key elements of a coordination mechanism for achieving the objectives of Gender Mainstreaming. Drawn from member organization within the National Gender Machinery (NGM), the main role of Gender Focal Point (GFP) is to act as

“catalyst” to assist the process of gender mainstreaming in their respective ministry, department or organization.

## **2. Responsibilities of Gender Focal Points**

The Responsibilities of the Gender Focal Points are as follows:

- i. Identify capacity needs and facilitate capacity building in gender mainstreaming for members of staff within their organizations/sectors.
- ii. Conduct gender analysis in their respective organizations/sectors.
- iii. Advocate for the integration of gender issues in the policies, strategies, budgets, and programmes/projects of their organizations/sectors including gender-specific objectives and indicators.
- iv. Collect and compile gender disaggregated data from programmes/projects including data on the status of women in their organizations/sectors.
- v. Monitor the implementation of relevant gender mainstreaming guidelines within their organizations/sectors.
- vi. Compile and timely submit reports as required from time to time to the Ministry responsible for gender.
- vii. Advocate for adequate resources for gender mainstreaming in their organizations/sectors.
- viii. Identify gender-related linkages with other ministries, departments and stakeholders.
- ix. Support development of sector-specific guidelines, information materials and activities on gender equality issues.

## **3. Reporting Requirements**

Every GFP will be expected to develop a report every quarter and submit to the Ministry of Gender, Children, Disability and Social Welfare through the Director of Gender Affairs who will consolidate and share amongst the members of the Technical Working Group on Gender.

## **4. Meetings**

The GFP will be expected to organize internal monthly meetings to discuss progress on gender mainstreaming pertaining to his/her sector/ministry. At the end of every quarter, the GFPs will have to meet to share experiences and challenges and develop action plans to guide them in their work. The Ministry of Gender, Children, Disability and Social Welfare will be responsible for organizing and facilitating the quarterly meeting for the Gender Focal Points.

## **5. Membership**

The Officers to be nominated as Gender Focal Points should be of no less than Grade F (Chief) and should be from the Planning Department/Section.

### Annex 5: Roadmap for Advancing Gender Mainstreaming in Malawi

<b>Activity</b>	<b>Timeframe</b>	<b>Responsibility</b>
Review of workshop outcomes by the Gender Technical Working Group (TWG)	2nd week of September 2014	DGA
Develop or update the prioritised gender mainstreaming documents	Last week of September 2014 through January 2015	Task team
Brief principal secretaries on their role in gender mainstreaming and coordination to ensure top-level commitment and support	2nd week of October 2014	Principal secretary gender
Develop training materials for the gender focal points	3rd to 4th week of October 2014	Task team
Orient gender focal points on the developed training manuals	November 2014	DGA
Pre-test the revised and developed gender mainstreaming documents	By February 2015	DGA
Print the pre-tested gender mainstreaming documents	By the end of February 2015	DGA
Disseminate the revised documents to stakeholders and conduct trainings using the training manuals	Ongoing, starting ...	DGA

## ANNEX 6: PRIORITISED GENDER MAINSTREAMING MANUALS

NAME OF THE MANUAL	MODULE	MAIN OBJECTIVE	SPECIFIC OBJECTIVES	SESSIONS
<b>Gender-Responsive Budgeting Training Manual</b>	Concepts of budgeting	Enable participants to understand the basic concepts of budgeting.	Define the term 'budget.'	What is a budget, its function, and its principles?
			Explain basic budget terminologies.	
			Explain the functions of a budget.	
			Understand the principles of a budget.	
	The budgeting process	Understand the steps involved in the national budgeting cycle.	Explain the budget cycle.	Comprehending the budget process
			Describe the process of formulating an output-based budget.	Formulating the activity and an output-based budget
			Explain MTEF.	Medium-term Expenditure Framework
	Gender-responsive budgets	Explain the scope of gender-responsive budgeting.	Enable participants to understand the commonly used terms and concepts in gender-responsive budgeting.	Gender-responsive budgeting knowledge check
				Defining terms and concepts of gender-responsive budgeting
			Explain the scope of gender-responsive budgeting.	Describing the scope of gender-responsive budgeting
			Explain the importance of gender-responsive budgeting.	Importance of gender-responsive budgeting
			Discuss the tools for gender-responsive budgeting.	Introducing gender-responsive budgeting tools
			Explain gender and equity budgeting.	Describing gender and equity budgeting.

	Engendering the budget cycle	Understand stages in engendering the budget cycle.	Explain steps in engendering the budget cycle.	Steps in engendering the budget
	Sex- and gender-disaggregated data in budgeting	Articulate gender- and sex-disaggregated data in budgeting.	Explain gender-sensitive budget indicators.	Gender-sensitive budget indicators
			Describe the collection and reporting of disaggregated data.	Collection of gender-disaggregated data
				Reporting of gender-sensitive data
	Stakeholders on gender-responsive budgeting	Understand the roles and responsibilities of various stakeholders.	Identify gender-responsive budgeting stakeholders.	
			Describe the strategies for gender-responsive budgeting advocacy.	
			Explain the linkages between advocacy activities and the budget cycle.	
<b>Gender Analysis and Mainstreaming Manual</b>	Introduction to gender	Provide participants with a better understanding of commonly used gender concepts.	Define the term 'gender.'	Concepts and definitions
			Explain other gender-related terminologies.	Sexism, sexual harassment, and masculinity
	Social construction of gender	Enable participants to understand how the socialisation process creates and maintains gender roles and relations in society.	Explain commonly used terms in social construction.	Social construction
			Discuss the socialisation process and institutions that reinforce gender roles and relationships in society.	Institutionalisation of gender

	Policy approaches to gender mainstreaming	Strengthen understanding of the historical perspectives of gender mainstreaming approaches.	Discuss the Women in Development (WID) approach.	Women in Development
			Appreciate the shift from WID to Gender and Development (GAD).	Shift from WID to Gender and Development
			Understand the GAD approach.	Understanding the GAD approach
			Discuss some of the international, regional, and national instruments and frameworks aimed at promoting the status of women.	Policies and international and regional agreements or instruments on gender
	Gender analysis	Enable participants to understand the concept of gender analysis and its importance in development.	Explain the term 'gender analysis.'	Concept of gender analysis
			Discuss the purpose and importance of gender analysis.	Purpose/importance of gender analysis
			Explain variables to consider in generating data.	Variables to consider in generating data
			Describe some gender analysis frameworks/tools that are commonly used.	Gender analysis frameworks
			Apply gender analysis frameworks.	Application of gender analysis frameworks
	Gender mainstreaming	Equip participants with knowledge on the importance of gender mainstreaming and gender advocacy in development programs.	Define gender mainstreaming.	Gender mainstreaming

			Describe the importance of gender mainstreaming in development work and programs.	
			Explain the strategies of gender mainstreaming.	Gender mainstreaming strategies
			Enable participants to understand the process of gender mainstreaming in policies, programmes, projects, and partnerships.	Gender mainstreaming steps (The Four I's)
			Describe what is involved in gender advocacy in development work.	Gender awareness, advocacy, and lobbying
Gender-responsive project/programme planning and implementation	Mainstream gender at various stages of the project and programme cycle to effectively capture the needs of the beneficiaries.		Define a project/programme.	Definition of a programme
			Identify the different components of a programme cycle.	Project cycle, stages, and components.
			Outline factors to consider in carrying out sustainable projects/programmes.	Carrying out sustainable programmes
			Mainstream the identified specific gender issues at each stage of project/programme cycle.	Engendering the programme/project cycle
			Appreciate the importance of gender mainstreaming at each stage of the project cycle.	Gender-responsive planning/design