



**THE REPUBLIC OF UGANDA**

**MINISTRY OF ENERGY AND MINERAL DEVELOPMENT**

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**GENDER STRATEGY FOR THE ENERGY, MINERALS AND  
PETROLEUM DEVELOPMENT PROGRAMMES**

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**2022/23-2026/27**

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## LIST OF ACRONYMS

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ASM	Artisanal and Small-scale Miners
CBO	Community Based Organisation
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSO	Civil Society Organisations
CSR	Corporate Social Responsibility
DLG	District Local Government
EMD	Energy and Mineral Development
EOC	Equal Opportunities Commission
EITI	Extractive Industry Transparency Initiative
ERA	Electricity Regulatory Authority
GBV	Gender Based Violence
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HR	Human Resource
HSE	Health, Safety and Environment
ICCPR	International Convention on Civil and Political Rights
IPP	Independent Power Producers
LPG	Liquefied Petroleum Gas
MDA	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MEMD	Ministry of Energy and Mineral Development
MoFPED	Ministry of Finance, Planning and Economic Development
MGLSD	Ministry of Gender, Labour and Social Development
MoLG	Ministry of Local Government
MSG	Multi-Stakeholder Groups
MTR	Mid Term Review
NDP	National Development Plan
NEMA	National Environment Management Authority
NPA	National Planning Authority
PAP	Project Affected Persons
PREEEP	Promotion of Renewable Energy and Energy Efficiency Programme
REA	Rural Electrification Agency
SDG	Sustainable Development Goals
STEM	Science, Technology, Engineering and Maths
SWOT	Strength, Weakness, Opportunities and Threats
UECCC	Uganda Energy Credit Capitalization Company
UEDCL	Uganda Electricity Distribution Company Limited
UEGCL	Uganda Electricity Generation Company Limited
UETCL	Uganda Electricity Transmission Company Limited
UN	United Nations
UNREEEA	Uganda National Renewable Energy and Energy Efficiency Alliance

## FOREWORD

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The Uganda Vision 2040 identifies human capital development as one of the fundamentals that need to be strengthened to accelerate the country's transformation and harnessing the demographic dividend. Reducing the gender gap index from 0.523 in 2017 to 0.5 is one of the National Development Plan III targets in effort towards increasing productivity of the population for increased competitiveness and better quality of life for all. In this effort, the Government of Uganda is implementing various initiatives to enhance women's access to clean energy in the form of energy-efficient cooking stoves and home lighting solutions, which will accelerate progress toward gender equality and increase women's participation in the economy.

The Ministry of Energy and Mineral Development has developed the Gender Strategy (2022/23-2026/27) to guide in ensuring that gender concerns in the Energy, Mineral and Petroleum Programmes are addressed. The Strategy has been developed in line with the Sustainable Development Goal (SDG) 5 - Achieve Gender Equality and Empower Women and Girls, and SDG 7 - Ensure access to affordable, reliable, sustainable and modern energy for all. Successful implementation of the Gender Strategy will lead to women and men having equitable access to the benefits of Energy, Minerals and Petroleum resource development, and that they are not placed at risk during production, marketing and utilization of these resources.

It is my sincere hope that the implementation of this Strategy will leverage on the existing policy framework in the sector. This effort will ensure that all programmes and projects are not only gender responsive but also collect, analyse and utilise gender disaggregated data. Evidence base will facilitate effective allocation of resources to enable women and other vulnerable groups tap into opportunities under this sector but also gain equitable access to the energy infrastructure and services, which is fundamental for sustainable and inclusive economic growth.

This Strategy has been developed in line with the Programme Based Approach for implementation of NDP III. It covers all programmes implemented under the Ministry of Energy and Mineral Development. I therefore encourage all Programmes to translate the priority actions into implementable interventions and allocate adequate resources to implement them.

Lastly, I call upon all Ministry Agencies, Development Partners, Private Sector and Civil Society to constantly use this Strategy as a guide for promoting gender equality and equity for all.

Hon Ruth Nankabirwa  
Minister of Energy and Mineral Development

## **ACKNOWLEDGEMENTS**

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The Ministry of Energy and Mineral Development is pleased to present the first Gender Strategy for the Energy, Minerals and Petroleum programmes. The process of developing the Strategy was consultative, involving Government Agencies, Private Sector and Civil Society. The Strategy has been developed to address gender and equity gaps that exist in the Energy, Minerals and Petroleum programmes regarding access to, utilization and benefiting from energy and mineral resources, products and opportunities. This is also in response to growing advocacy and demand for more gender-responsive energy policies, programmes and projects by various stakeholders in the sector. Successful implementation the Strategy will reduce imbalances in access and use of resources and services that the sector provides thereby contributing to increased household incomes, poverty alleviation, and national transformation.

The Ministry would like to acknowledge the inputs of various government ministries, departments and agencies, as well as the contributions of Civil Society Organizations, academia and the media in the development of the Gender Strategy.

We are particularly grateful to the German Federal Ministry of Economic Cooperation through GIZ for the financial and technical support from towards the development of this Strategy.

We also acknowledge and appreciate the technical support from the Ministry of Gender, Labour and Social Development, Equal Opportunities Commission and the Ministry of Finance, Planning and Economic Development.

Special thanks also go to the Sector Gender Committee for the analytical review, coordination and spearheading the entire process of the development of this Strategy.

The team in the Ministry that provided technical support and guidance in the processes leading to the development of this Strategy: Ms Rhita Kabugho, Assistant Commissioner Human Resource Management, Engineer Simon Karanzi, Assistant Commissioner Renewable Energy are especially commended for overall leadership and oversight. Others: Noel Rodney Komunda, Caroline Aguti, Kasozi Kizito, Henry Ovona, Ritah Nakiryowa are commended for their technical input at every stage of developing this Strategy.

Appreciation also goes to the Eastern, Central and Southern Africa Group of Consultants Limited (ECASA) for spearheading the development of the Draft Gender Strategy and Action Plan.

Irene Bateebe  
**PERMANENT SECRETARY**

## **1.0 INTRODUCTION AND BACKGROUND**

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### **1.1. INTRODUCTION**

The Gender Strategy seeks to address gender and equity gaps that exist in the Energy, Minerals and Petroleum programmes regarding access to, utilization and benefiting from energy and mineral resources, products and opportunities. This is also in response to growing advocacy and demand for more gender-responsive energy policies, programmes and projects by various stakeholders in the sector. Successful implementation the Strategy will reduce imbalances in access and use of resources and services that the sector provides thereby contributing to increased household incomes, poverty alleviation, and national transformation.

The Strategy is aligned to national and international commitments and seeks to address key challenges to reducing the country's gender inequalities. It is in line with the Sustainable Development Goal (SDG) 5 - Achieve Gender Equality and Empower Women and Girls, and SDG 7 - Ensure access to affordable, reliable, sustainable and modern energy for all. In Uganda Vision 2040, the strategy supports promotion of inclusive growth through the promotion of equal opportunities and enjoyment of human rights for both men and women and provision for care and protection of vulnerable groups. The Strategy is aligned to the Uganda Gender Policy (2007) whose main objective is to reduce gender inequalities so that all women and men, girls and boys move out of poverty and to achieve improved and sustainable livelihoods and, the 3<sup>rd</sup> National Development Plan (NDP III) that seeks to reduce the gender gap index from 0.523 in 2017 to 0.5 by 2025.

### **1.2 BACKGROUND**

Government of Uganda maintains its firm commitment to the promotion of gender equality and women's empowerment as well as inclusive growth. Government has put in place various policy and legal requirements for gender mainstreaming in all Ministries, Departments and Agencies (MDAs). The 1995 Constitution of the Republic of Uganda (as amended) embraces commitment to the promotion of equality between men and women at all levels. The constitution specifically provides for gender balance and fair representation of marginalised groups (Objective VI); recognises the role of women in society (Objective XV); accords equal citizenship rights, freedom from discrimination (Article 21); institutes affirmative action in favour of women (Article 32); and articulates specific rights of women including outlawing customs, traditions and practices that undermine the welfare, dignity and interests of women (Article 33).

Uganda ratified a number of International and Regional commitments on Gender Equality and Women's Empowerment. At the international level, Uganda ratified the International Convention on Civil and Political Rights (ICCPR), International Covenant on Cultural, Social and Economic Rights (ICESER), the Convention on the Elimination of All Forms of

Discrimination against Women (CEDAW) (1985) and the Beijing Declaration and Platform for Action. The Sustainable Development Goals (SDG) 5 on gender and (SDG) 7 on ensuring access to affordable, reliable, sustainable and modern energy for all have been adapted in the country's National Development Plan III.

Uganda is a signatory to the African Union Solemn Declaration on Gender Equality and the African Charter on Human and People's Rights. Uganda is party to the East African Community (EAC) Treaty 1999, which recognizes the important role the women in East Africa play in the economic, social and political development of the region. The Gender Mainstreaming Strategy for EAC Organs and Institutions (2013) was developed with a goal of facilitating the promotion of more effective gender mainstreaming approaches within EAC.

Government has also joined the Extractive Industry Transparency Initiative (EITI) that requires all member countries to consider gender inclusivity when forming Multi-Stakeholder Groups (MSGs). The standards also require the disclosure of disaggregated gender employment data, including by company and occupational level, when available.

At the national level, the strategy is aligned to the Comprehensive National Development Planning Framework (CNDPF) in 2007; the National Human Resource (manpower) Planning Framework (2018); Uganda Vision 2040; and National Development Plan III (2020-2025). The Uganda Gender Policy 2007 also calls for all Ministries, Departments and Agencies (MDAs) to identify and address gender issues constraining development within their mandate and jurisdiction through gender mainstreaming in planning, budgeting and Programme implementation.

Within the Ministry of Energy and Mineral Development, the strategy is aligned to the National Energy Policy (2020) and the Mineral and Mining Policy (2018) which prioritises gender mainstreaming in sector activities.

## **1.2 WHY GENDER MAINSTREAMING**

Gender inequalities persistent in key development sectors including the Energy, Petroleum and Mineral Development Sector deprive the country of the commitment, the potential and the creativity of nearly half of its population. Investments in gender equality will pay off for the country as a whole in the future. Gender mainstreaming adopts a human development capital perspective, which has the long-term objective of creating a socially just and sustainable society.

The Energy, Mineral and Petroleum Programmes are key in driving the growth of the economy and inclusive development. Utilization of resources in these Programmes has the capacity to foster economic and social transformation by providing access to clean and affordable energy, opportunities for decent employment, increased household incomes, business and skills development, increased fiscal revenues, and improved infrastructure. Gender equality is recognized as a smart way to improve access to modern and clean forms

of energy which is critical to social and economic development. There is a clear business case for integrating the needs and voices of both women and men in Energy, Minerals and Petroleum exploitation and development.

The implementation of the strategy will contribute to Government of Uganda's efforts to reduce gender inequality index from 0.523 in 2019/2020 to 0.50 in 2024/25 (NDP III) under the goal of increasing household incomes and improve quality of life. Among the interventions, the Energy, Petroleum and Mineral Development sector is required to provide a framework for gender mainstreaming, equity and human rights and eradication of child labour in the Sector.

The strategy will facilitate the integration of gender and equity considerations into Policies, Programmes and Projects and enhance women's involvement in policy development as well as advancement of gender equality and human rights. It is expected that, through this strategy, MEMD Programmes will adopt a gender sensitive approach in implementing its mandate.

### **1.3 THE PROBLEM**

There is a high risk of exacerbating gender inequality, inequity and other health and environmental negative effects if interventions implemented by the EMD Programmes are not gender responsive. For example, in the area of oil and gas, studies have noted that the development of this Programme exposes women and men to varying degree of risks and opportunities. More specifically, the extractive industry, including the Petroleum Programme, tends to exacerbate the vulnerabilities and risks for women, while men tend to capture the majority of benefits, and they often fail to share them to the advantage of the wider family.

The sector has very many infrastructure projects that expose the communities to issues of Child labour, Sexual Exploitation and Abuse (SEA), Gender Based Violence and Violence against children. With regard to household energy, the current energy use in Uganda, traditional biomass energy source makes up around 95% of total primary energy consumption. More than 80% of households depend on biomass energy for cooking using inefficient technologies that have negative impacts on the population with women and children most affected. This is because it is women's responsibility to provide their household with fuel for cooking. Reliance on wood fuels for cooking is extremely time-consuming, human-energy intensive and exhausting work, reduces women productivity and is highly inefficient. The negative health effects of biomass fuel related to indoor pollution will be addressed by the strategy.



## **2.0 SITUATION ANALYSIS**

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The Equal Opportunities Commission (EOC) developed Gender and Equity compacts for the sustainable Energy Development Programme, Mineral Development Programme, and Sustainable Development of Petroleum Programme for 2020/21 – 2024/25. These Compacts are practical tools intended to facilitate the programme working groups in identifying gender and equity issues with regard to the respective programme interventions and action plans. The Compacts also provide options of gender and equity responsive indicators at output and outcome level which are relevant in tracking the country's progress towards improving livelihood and wellbeing of the most vulnerable.

The sector also developed gender responsive National Energy Policy (2019) and the Mineral and Mining Policy (2018) putting emphasis on Gender mainstreaming, Equity, Human rights and inclusiveness in the Sector. This was a key step in influencing national, sectoral and local government Programmes towards addressing gender issues; strengthening partnerships for the advancement of gender equality and women's empowerment; and increased potentials in addressing issues of women and men, boys and girls in the Energy, Mineral and Petroleum programmes.

These efforts have yielded positive results for the sector such as allocation of funds for gender mainstreaming activities in the Ministerial Policy Statements, revitalization and expansion of the Sector Programme Gender Sub-committee and the improvement on the gender and equity responsive budgeting requirement. Reports indicate that the sector has improved over the years. During the Financial Years (FY 2016/17 – 18/19), the Ministry of Energy and Mineral Development (MEMD) performance on Gender and Equity budgeting requirements was rated 52%, 55%, and 51.0% respectively. During the 2019/20 FY, Energy and Mineral Development performance improved to 65.8% (EOC 7<sup>th</sup> Annual Report 2019/2020).

Whereas the Ministry has integrated gender aspects in the Energy, Petroleum and Mineral Policies, the sector currently lacks a gender strategy to operationalize these policy provisions and ensure that the gender statements are translated into actionable strategic interventions to guide gender mainstreaming and inclusive development in the sector.

### **2.1 GAPS IN MAINSTREAMING GENDER IN THE SECTOR**

Despite some progress in some projects that have activities regarding gender mainstreaming, some gaps do exist. The summary of the challenges and gaps in five thematic areas is presented below:

- Gender is not mainstreamed in some frameworks such as the National Oil and Gas Policy for Uganda (2008), the Electricity Connection Policy 2018, the National Content Policy for the Petroleum Subsector in Uganda (2017), guidelines, strategic plans and human resource manuals of companies.

- There is limited awareness in the sector on the relevance of gender, existing Gender Policy and other GEWE instruments, including lack of guidelines or strategies to guide gender mainstreaming in licensed companies.
- Limited technical and human technical capacity in undertaking gender mainstreaming in the sector and among licensed companies, including limited gender budgets. This leads to lack of gender disaggregated data.
- Gender imbalance in representation on Committees and Board of Directors and Management of most Government Agencies and licensed companies, including limited opportunities for People with disabilities.
- The Gender Focal Persons in the Departments lack clear roles and terms of References to carry out their roles in regards to gender mainstreaming.
- Absence of supportive infrastructure that addresses reproductive health needs of women and promote gender friendly work environment.
- Weak partnerships, collaboration and coordination in the sector especially the Petroleum programme.
- There are cases of Gender Based Violence and lack of appropriate GBV, SEA and VAC redress mechanisms among projects in the Ministry; which is associated with a high risk of exposure to HIV/AIDS and other infections, mainly affecting women.

## **2.2 Rationale for development of the Strategy**

The implementation of the strategy will contribute to Government of Uganda's efforts to reduce gender inequality index from 0.523 in 2019/2020 to 0.50 in 2024/25 (NDP III) under the goal of increasing household incomes and improve quality of life. Among the interventions, the Energy, Petroleum and Mineral Development sector is required to provide a framework for gender mainstreaming, equity and human rights and eradication of child labour in the sector.

This Strategy has been developed so that the gender concerns in the Energy, Mineral and Petroleum Programmes are addressed to ensure that women and men have equitable access to the benefits of resource development, and that they are not placed at risk during production, marketing and utilization of resources. This requires a commitment to understanding and acting on gender dimensions of the programmes.

The strategy will facilitate the integration of gender and equity considerations into policies, Programmes and Projects and enhance women's involvement in policy development as well as advancement of gender equality and human rights. The strategy is a step towards harmonization of existing guidelines and standards, and will enhance collaboration among Actors/Departments and Directorates.

## 2.3 Guiding Principles for implementation of the Strategy /Policy

Implementation of this Strategy and Action Plan will be based on a number of guiding principles. These hold true for all gender mainstreaming activities and implementation measures.

**Accountability:** Government is accountable to stakeholders at different levels, regarding gender actions made by decision-makers. The strategy will display the principles of accountability, meaningful participation, transparency and providing constructive feedback to all stakeholders.

**Gender Equity:** The strategy addresses fairness in access to mineral, petroleum and energy resources by women and men, boys and girls, young, elderly and the vulnerable and disadvantaged groups.

**Quality of Life:** It will promote sustainable resource management and improved household incomes and quality of life, through equitable access to and control of energy, petroleum and mineral resources and their management in the country.

**Empowerment:** The strategy advocates for direct empowerment of women, girls, boys and other vulnerable groups through meaningful participation, control and access to energy, petroleum and mineral resources and their management in the country.

**Stakeholder Participation:** The strategy recognizes that stakeholder participation is a key element in the sustainability of access to and utilization of energy, petroleum and mineral resources and their management in the country.

**Strategic Partnerships and Networks:** The strategy recognizes that strategic partnerships and networks are critical for improving governance and management as well as optimal use of technical and financial resources to enhance efficiency and build confidence among stakeholders.

**Human Rights:** The strategy recognizes the importance of respecting human rights as provided for in the Constitution of the Republic of Uganda and other relevant Laws.

**Male Involvement:** The strategy recognizes the involvement of men as allies and partners in dealing with unbalanced power relations, negative social norms and overcoming gender inequities and promoting gender equality.

## 3.0 VISION, GOAL, OBJECTIVES AND GUIDING PRINCIPLES

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### 3.1 VISION

Women, Youths and Persons with Disabilities empowered to access, utilize and manage Energy, Mineral and Petroleum resources in an equitable and sustainable manner.

### 3.2 GOAL

“To reduce gender inequalities and inequities in access to and utilization of Energy, Minerals and Petroleum resources, products and opportunities by 2027”.

### 3.3 STRATEGY OBJECTIVES

The strategy objectives are:

**Objective 1:** To create awareness and sensitization among the Energy and Mineral sector stakeholders on the importance of mainstreaming gender and equity concerns in their work.

**Objective 2:** To assess the status of gender equality and equity in the sector in order to understand the needs of women, men and other vulnerable persons in order to inform programming.

**Objective 3:** To build the capacity of sector stakeholders on identification of sector-specific gender and equity issues and how to address them in the policies, programmes and activities.

**Objective 4:** To support the development and operationalization of Affirmative Action Mechanisms in favour of marginalized and vulnerable populations so that they effectively participate in and benefit from the sector services.

**Objective 5:** To develop a gender responsive Management Information System that will track sector results.

**Objective 6:** To establish mechanisms for ensuring accountability for gender equality and women’s empowerment as well as equity in the sector.

**Objective 7:** To support knowledge development, management and sharing on gender and women’s empowerment in the sector to enhance learning, mutual support and synergy with other actors.

## 4.0 PRIORITY ACTIONS

- i. Awareness and Sensitization
- ii. Gender Audit/impact assessment of the sector
- iii. Capacity building of staff and stakeholders
- iv. Development and operationalization of Affirmative Action Mechanisms
- v. Engendering the Management Information System
- vi. Establishing accountability mechanisms for Gender Equality and Equity in the Sector
- vii. Knowledge management and transfer

### 4.1 PRIORITY ACTIONS AND ACTIVITIES/INTERVENTIONS

**Table I: Priority Actions**

Priority Action	Activities/Interventions
<b>AWARENESS CREATION AND SENSITIZATION</b>	<ol style="list-style-type: none"> <li>i. Awareness and sensitization of sector stakeholders on gender and its relevance to their mandate.</li> <li>ii. Development and operationalization of a communication strategy for promotion and dissemination of gender mainstreaming information in the sector</li> <li>iii. Support publication of Information, Education and Communication (IEC) materials for promoting gender mainstreaming in the sector.</li> <li>iv. Support to media campaigns and community dialogues for mind-set change and promotion of gender mainstreaming.</li> <li>v. Raising awareness about gaps through policy dialogue and advocacy.</li> <li>vi. Enhance the Sector’s image to reflect the vision, actions for gender equity through communication</li> </ol>
<b>Gender Audit/impact assessment of the sector</b>	<ol style="list-style-type: none"> <li>i. Collection of sex and gender -disaggregated data and conducting a gender analysis. Through this analysis, gender gaps will be identified, leading to identification of the gender issues to be addressed. The analysis will identify the problem and the reasons/explanations behind this gender issue.</li> <li>ii. Conduct a gender audit to understand the needs of men and women.</li> <li>iii. Identify the gender gaps in enrolment, retention and achievement by men and women.</li> <li>iv. Assess the staffing level in the hierarchy held by men and women.</li> </ol>

Priority Action	Activities/Interventions
	<ul style="list-style-type: none"> <li>v. Conduct a participatory assessment to analyse the sector culture and how conducive it is for men and women.</li> </ul>
<b>CAPACITY BUILDING OF STAFF AND STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>i. Identify the categories of stakeholders and their capacity building gaps, in areas such as: basic gender-awareness and sensitisation, gender analysis, gender planning, the use of gender-sensitive indicators, and monitoring and evaluation for which they may require training</li> <li>ii. Develop a capacity development plan for the sector</li> <li>iii. Implement the capacity development plan through tailored training, mentoring, secondments, attachments, etc.</li> <li>iv. Evaluate the capacity development plan</li> </ul>
<b>Develop and operationalize affirmative action mechanisms</b>	<ul style="list-style-type: none"> <li>i. Conduct a gender analysis of the sector to identify the categories of persons who are disadvantaged.</li> <li>ii. Identify their service gaps.</li> <li>iii. Categorize the persons and the type of services required.</li> <li>iv. Initiate actions to incorporate the disadvantaged persons.</li> <li>v. Mobilize adequate resources to operationalize the priority programs and activities.</li> <li>vi. Set up gender mainstreaming structures, such as: Gender Focal Point Persons, Gender Desks, and Gender Technical Working Groups to oversee implementation of the gender strategy.</li> </ul>
<b>Engendering the Management Information System</b>	<ul style="list-style-type: none"> <li>i. Produce an annual gender performance report for the sector to reflect gender interventions implemented and results of these interventions</li> <li>ii. Develop engendered tools and reporting formats/templates</li> <li>iii. Conduct training of users</li> <li>iv. Conduct training for CSOs on gender tools and reporting formats/templates</li> <li>v. Annual refresh training for staff</li> <li>vi. Dissemination through workshop/seminar</li> <li>vii. Monitoring of adherence to the reporting tools.</li> </ul>
<b>Establishing accountability mechanisms for Gender equality and equity in the sector</b>	<ul style="list-style-type: none"> <li>i. Build support for change through alliances/partnerships with the relevant and like-minded organisations and individuals.</li> <li>ii. Establish and strengthening key linkages between the MEMD sector and other GEWE actors will ensure effective information flow.</li> <li>iii. Identify of reporting mechanisms at various levels</li> <li>iv. Identify of indicators to track gender mainstreaming.</li> <li>v. Develop checklists for monitoring gender indicators by various staff/levels.</li> <li>vi. Monitor, evaluation and reporting on the implementation and progress made.</li> <li>vii. Establish a coordination structure/team/committee to interlink the sector both within and outside. Linkages among government,</li> </ul>

Priority Action	Activities/Interventions
	Private Sector, CSOs, FBOs, Cultural institutions and Academia, among others, should be clearly stipulated
<b>KNOWLEDGE MANAGEMENT AND TRANSFER</b>	<ul style="list-style-type: none"> <li>i. Conduct a baseline survey on gender equality and women's empowerment in the sector.</li> <li>ii. Conduct gender specific research to inform policy development, decision making and indicator development.</li> <li>iii. Establish partnerships with various state and non-state actors engaged in Gender Equality and Women's Empowerment for purposes of sharing information, synergy and mutual support.</li> <li>iv. Communicate results and lessons learned from what has been done in the reporting period.</li> </ul>

## 4.2 IMPLEMENTATION FRAMEWORK

This annex presents the implementation arrangements for the Gender Strategy, highlighting the Strategy objectives and the corresponding interventions to be implemented per year. The implementation framework covers a period of five years, with implementation periods clearly highlighted for the users. The desired change is that within the five years of implementation, Gender inequality in access to and utilization of energy, mineral and petroleum resources, products and opportunities will be reduced.

The implementation is based on the following assumptions:

1. Top management support to mainstream and implement the policies, plans and manuals
2. Willingness of staff to use the gender sensitive Information system and reporting templates
3. No major shocks or changes undermine efforts to reduce gender inequalities
4. There is continuous government commitment to support MEMD efforts to reduce gender inequalities
5. Respective EMD sector projects continue receiving funds for their implementation

**Table 2: Five -Year Implementation Framework**

Objectives/ Priority Areas	Activities/Interventions	Financial Years					Responsible
		2022/23	23/24	24/25	25/26	26/27	
<b>Objective 1: To create awareness and sensitization among the Energy and Mineral sector stakeholders on the importance of mainstreaming gender and equity concerns in their work.</b>							
<b>1. Awareness creation and Sensitization</b>	1.1 Awareness and sensitization of sector stakeholders on gender and its relevance to their mandate.						MEMD
	1.2 Development and operationalization of a communication strategy for promotion and dissemination of gender mainstreaming information in the sector						MEMD
	1.3 Support publication of Information, Education and Communication (IEC) materials for promoting gender mainstreaming in the sector						MEMD



Objectives/ Priority Areas	Activities/Interventions	Financial Years					Responsible
		2022/23	23/24	24/25	25/26	26/27	
	1.4 Support to media campaigns and community dialogues for mind-set change and promotion of gender mainstreaming.						MEMD
	1.4 Raising awareness about gaps through policy dialogue and advocacy						MEMD
	1.6 Enhance the Sector's image to reflect the vision, actions for gender equity through communication.						
<b>Objective 2: To assess the status of gender equality and equity in the sector in order to understand the needs of women, men and other vulnerable persons in order to inform programming</b>							
<b>2. GENDER AUDIT OF THE SECTOR</b>	2.1 Collection of sex and gender -disaggregated data and conducting a gender analysis. Through this analysis, gender gaps will be identified, leading to identification of the gender issues to be addressed. The analysis will identify the problem and the reasons/explanations behind this gender issue						MEMD
	2.2 Conduct a gender audit to understand the needs of men and women.						MEMD
	2.3 Identify the gender gaps in enrolment, retention and achievement by men and women.						MEMD
	2.4 Assess the staffing level in the hierarchy held by men and women.						MEMD
	2.5 Conduct a participatory assessment to analyse the sector culture and how conducive it is for men and women.						MEMD
<b>Objective 3: To build the capacity of sector stakeholders on identification of sector-specific gender and equity issues and how to address them in the policies, programmes and activities.</b>							
<b>3. Capacity building of staff and stakeholders</b>	3.1 Identify the categories of stakeholders and their capacity building gaps, in areas such as: basic gender-awareness and sensitisation, gender analysis, gender planning, the use of						MEMD

Objectives/ Priority Areas	Activities/Interventions	Financial Years					Responsible
		2022/23	23/24	24/25	25/26	26/27	
	gender-sensitive indicators, and monitoring and evaluation for which they may require training						
	3.2 Develop a capacity development plan for the sector						MEMD
	3.3 Implement the capacity development plan through tailored training, mentoring, secondments, attachments, etc.						MEMD
	3.4 Evaluate the capacity development plan						MEMD
<b>Objective 4: To support the development and operationalization of Affirmative Action Mechanisms in favour of marginalized and vulnerable populations so that they effectively participate in and benefit from the sector services.</b>							
<b>4. Develop and operationalize affirmative action mechanisms</b>	4.1 Conduct a gender analysis of the sector to identify the categories of persons who are disadvantaged.						MEMD
	4.2 Identify their service gaps.						MEMD
	4.3 Categorize the persons and the type of services required.						MEMD
	4.4 Initiate actions to incorporate the disadvantaged persons.						MEMD
	4.5 Mobilize adequate resources to operationalize the priority programs and activities.						MEMD
	4.6 Set up gender mainstreaming structures, such as: Gender Focal Point Persons, Gender Desks, and Gender Technical Working Groups to oversee implementation of the gender strategy.						MEMD
<b>Objective 5: To develop a gender responsive Management Information System that will track sector results.</b>							
5. Engendering the Management Information System	5.1 Develop engendered tools and reporting formats/templates						MEMD
	5.2 Conduct training of users						MEMD
	5.3 Conduct training for CSOs on gender tools and reporting formats/templates						MEMD
	5.4 Annual refresh training for staff						MEMD

Objectives/ Priority Areas	Activities/Interventions	Financial Years					Responsible
		2022/23	23/24	24/25	25/26	26/27	
	5.5 Monitoring of adherence to the reporting tools.						MEMD
	5.6 Produce an annual gender performance report for the sector to reflect gender interventions implemented and results of these interventions.						MEMD
	5.7 Dissemination through workshop/seminar						MEMD
<b>Objective 6: To establish mechanisms for ensuring accountability for gender equality and women's empowerment as well as equity in the sector.</b>							
<b>6. Establishing accountability mechanisms for Gender equality and equity in the sector</b>	6.1 Build support for change through alliances/partnerships with the relevant and like-minded organisations and individuals.						MEMD
	6.2 Establish and strengthening key linkages between the MEMD sector and other GEWE actors will ensure effective information flow.						MEMD
	6.3 Identify of reporting mechanisms at various levels						MEMD
	6.4 Identify indicators to track gender mainstreaming.						MEMD
	6.5 Develop checklists for monitoring gender indicators by various staff/levels.						MEMD
	6.6 Monitor, evaluation and reporting on the implementation and progress made.						MEMD
	6.7 Establish a coordination structure to interlink the sector both within and outside. Linkages among government, Private Sector, CSOs, FBOs, Cultural institutions and Academia, among others, should be clearly stipulated						MEMD
<b>Objective 7: To support knowledge development, management and sharing on gender and women's empowerment in the sector to enhance learning, mutual support and synergy with other actors.</b>							
	7.1 Conduct a baseline survey on gender equality and women's empowerment in the sector.						MEMD

Objectives/ Priority Areas	Activities/Interventions	Financial Years					Responsible
		2022/23	23/24	24/25	25/26	26/27	
<b>7. Knowledge management and transfer</b>	7.2 Conduct gender specific research to inform policy development, decision making and indicator development.						MEMD
	7.3 Establish partnerships with various state and non-state actors engaged in Gender Equality and Women's Empowerment for purposes of sharing information, synergy and mutual support.						MEMD
	7.4 Communicate results and lessons learned from what has been done in the reporting period.						MEMD

## 5.0 STRATEGY IMPLEMENTATION AND INSTITUTIONAL ROLES

### 5.1 OPERATIONALIZATION AND ROLL OUT OF THE STRATEGY

As part of operationalization and roll out, the MEMD shall publicize the strategy through various channels and disseminate it among key actors and partners in the sector. To ensure adoption and buy-in from the various stakeholders, the MEMD will institute an effective communication and mobilization mechanism to advocate for implementation of the Strategy. The implementation of the Gender Strategy and Action Plan for the Energy, Mineral and Petroleum Programmes will adopt a multi-sectoral approach, involving all programme stakeholders. It will require Top Management support and mobilization of resources in order to eliminate gender inequalities in access to and utilization of energy, mineral and petroleum resources, products and opportunities thereby contributing to increased household incomes and quality of life.

### 5.2 ROLES AND RESPONSIBILITIES

Implementation of this strategy shall be the overall responsibility of the Permanent Secretary, MEMD. The Gender Strategy for the Energy, Mineral and Petroleum Programmes will be implemented under the current programme-based approach and therefore its implementation will be managed at the Programme level.

The Permanent Secretary will appoint a Sector Gender Committee that will oversee implementation of the Strategy in the Ministry. The SGC will work within the existing planning and budgeting frameworks and will bring together the technical staff from the respective Directorates, Departments and Divisions from the Ministry. This shall be a critical think tank for common and coherent gender priorities and integration within the overall sector planning, budgeting, implementation and, monitoring and evaluation.

**Table 3: Roles and responsibilities**

Department/Entity	Roles and responsibilities
<b>Top Management</b>	
	<ul style="list-style-type: none"> <li>i. Provide strategic guidance and make decisions on issues relating to promoting gender and equity within the Ministry.</li> <li>ii. Ensuring resource mobilization, approval and allocation for mainstreaming G&amp;E interventions in various sector programmes.</li> </ul>
<b>Permanent Secretary</b>	
	<ul style="list-style-type: none"> <li>• Nominate/appoint the Sector Gender Focal Person</li> </ul>

<b>Department/Entity</b>	<b>Roles and responsibilities</b>
	<ul style="list-style-type: none"> <li>• Provide technical support to Top management and leadership on the progress on gender and equity issues in the sector.</li> <li>• Periodic reporting on the implementation of the Gender Strategy</li> </ul>
<b>Sector Gender Committee – Chaired by the Sector Gender Focal Person</b>	
	<ul style="list-style-type: none"> <li>iii. Oversee the development and/or review of gender mainstreaming policies, strategies and guidelines for the Energy, Mineral and Petroleum Development Programmes</li> <li>iv. Mobilize resources for the implementation of the strategy.</li> <li>v. Provide a platform for national and international Agencies, MDAs, NGOs, and other bodies involved in Gender mainstreaming in the sector work to interact and support the sector</li> <li>vi. Receive and advise on policy proposals that address gender issues from MDAs</li> <li>vii. Ensure the budget framework and the Ministerial Policy Statements have key outputs for the promotion of gender equality and women’s empowerment.</li> <li>viii. Review and prepare annual performance reports on Gender Equality and Women Empowerment for discussion during the sector annual joint review meeting.</li> <li>ix. Lead gender mainstreaming in Energy, Mineral and Petroleum Development sector and ensure that Departments/Agencies comply with gender mainstreaming requirements;</li> </ul>
<b>Sector Planning and Policy Analysis Department</b>	
	<ul style="list-style-type: none"> <li>i. Work with the programmes to initiate, formulate and review the national policies, regulations, standards, strategies, guidelines and plans to ensure compliance with gender considerations.</li> <li>ii. Support the Departments in developing work plans and budgets that are engendered in line with the Gender Strategy and Plan;</li> <li>iii. Ensure integration of gender concerns in the planning process, Project activities and, Programmes activities.</li> <li>iv. Ensure the budget framework paper and the Ministerial Policy Statements have key outputs for the promotion of gender equality and women’s empowerment.</li> <li>v. Monitor and evaluate gender mainstreaming activities for the sector for quality assurance;</li> </ul>

Department/Entity	Roles and responsibilities
	<ul style="list-style-type: none"> <li>vi. Support research and data documentation which ensure that high-quality gender-disaggregated evidence is available to support decision-making.</li> </ul>
<b>Sector Gender Focal Person: (Appointed by PS)</b>	
	<ul style="list-style-type: none"> <li>i. Participate in gender budget tagging and represent the Ministry on gender related aspects</li> <li>ii. Coordinate with other MDAs, Local Governments, Civil Society Organizations and the private sector companies to implement gender-mainstreaming activities.</li> <li>iii. Promote intra and inter-collaboration to contribute to improving the policy dialogue among the key actors and increase coordination and appreciation of gender issues in the sector and across the Ministries and Departments such as MoGLSD, MoFPED, MoES, and EOC.</li> <li>iv. Report to Sector Gender Working Group the progress of implementation of the strategy across the Energy, Mineral and Petroleum programmes. These reports will feed into the reports on Gender mainstreaming that are usually submitted to Ministry of Gender, Labour and Social Development and key Development Partners.</li> <li>v. Stakeholder engagement and awareness on gender consideration in the sector.</li> <li>vi. Sharing and dissemination of good practices in the field of gender mainstreaming;</li> <li>vii. Organize quarterly Sector Gender Working Group meetings to review and monitor progress, if necessary, take measures to address any weaknesses to improve gender mainstreaming in the sector</li> </ul>
<b>Directorates, Departments and Agencies<sup>1</sup></b>	
	<ul style="list-style-type: none"> <li>i. Ensure that the proposed interventions in the Gender Strategy and Action Plan relevant to their institutions are included in the annual budgets and workplans.</li> <li>ii. Allocate resources to the work plans developed in line with the strategy</li> <li>iii. Take lead in the implementation of the strategy at the Departmental and Agency level</li> <li>iv. Work with the Development Partners to identify how the strategic interventions in each Programme will be funded and implemented.</li> </ul>

<sup>1</sup> Sustainable Energy Development Programme; Mineral Development programme and the Sustainable Development of Petroleum Programme.

Department/Entity	Roles and responsibilities
	<ul style="list-style-type: none"> <li>v. Appoint of a Gender Focal Point Person to spearhead the implementation of the strategy in the respective Departments and Agencies.</li> </ul>
<b>Programme Gender Sub-Committees</b>	
	<ul style="list-style-type: none"> <li>i. Work with the Development Partners to identify and plan how the strategic interventions in each Programme will be funded and implemented.</li> <li>ii. Support the Department and Agency Gender Focal Point Persons in developing Programmes and work plans to support gender mainstreaming in the different Departments/Agencies.</li> <li>iii. Make regular reports on the progress made in implementation of the strategic Plan to the respective programmes and the Gender Sector Working Group.</li> <li>iv. Promote intra and inter-collaboration to contribute to improving the policy dialogue among the key actors and increase coordination and appreciation of gender issues across the Departments and Agencies in the programme</li> <li>v. Review Departmental/Agency reports on gender mainstreaming for consolidation and reporting to the respective programmes</li> <li>vi. Provide quarterly reports to the Gender Sector Working Group on gender mainstreaming in the respective programme</li> </ul>
<b>Department and Agency Gender Focal Point Persons</b>	
	<ul style="list-style-type: none"> <li>i. Serve as a Focal Point in the Department/Agency on matters related to gender;</li> <li>ii. Coordinate and facilitate gender related activities in the Department/Agency and ensure quality of services;</li> <li>iii. Facilitation of information sharing amongst Department/Agency staff</li> <li>iv. Liaise with the respective Programme Gender Sub-committee on day-to-day basis and provide a link between Department/Agency with the Gender sub-committee in enhancing gender mainstreaming in the Department/Agency</li> <li>v. Work with the Budget officers to prepare the annual budgets and work plan plans to support gender mainstreaming in the Department/Agency;</li> <li>vi. In collaboration with Gender sub-committee conduct sensitization and training for Department/Agency staff to enhance their technical capacity and skills required in gender mainstreaming;</li> </ul>



Department/Entity	Roles and responsibilities
	vii. Preparation and submission of Departmental/Agency reports on gender mainstreaming to the Programme Gender sub-committee, including ensuring that the deadline for submission is met
<b>Human Resource Management Division</b>	
	i. Facilitate the development of MEMD staff technical capacity and skills enabling them to fully understand what is required in gender mainstreaming. ii. Facilitate information sharing amongst Department/Agency staff iii. Facilitate the provision of supportive infrastructure to promote gender friendly work environment that will enable women effectively participate. iv. Ensure gender and Equity concerns are taken care of during recruitment of staff v. Advocate for affirmative action for women and PWDs in recruitment, vi. Institute and implement a rewarding scheme for the employers/ champions who have distinguished themselves by working hard in mainstreaming gender in the sector;
<b>Civil Society Organisations, Media and affiliated agencies</b>	
	<ul style="list-style-type: none"> <li>• Integrate G&amp;E Policy interventions in their core functions.</li> <li>• Allocate resources to G&amp;E interventions.</li> <li>• Monitor, evaluate, and report on G&amp;E interventions.</li> <li>• Support the Ministry in the implementation of the policy</li> <li>• Monitor, evaluate, and report on G&amp;E interventions</li> <li>• Hold the Ministry accountable to G&amp;E interventions</li> <li>• Share knowledge, experience, and skills on G&amp;E in the sector</li> </ul>

**5.3 PARTNERSHIP, COORDINATION AND COLLABORATION**

The Strategy will be implemented in a collaborative manner engaging all key actors in the sector to ensure mutual networking, collaboration and strategic partnerships for enhanced synergy and optimal use of existing resources to enhance gender mainstreaming in the sector. The Strategy envisages a broad partnership of the public and private sector, Development Partners, Civil Society Organisations (CSOs) and local communities.

The Sectoral Planning and Policy Analysis Department will spearhead the coordination of the implementation of Energy, Mineral and Petroleum Development Gender Strategy and Action Plan in collaboration with the Sector Gender Focal Point Person and Human Resource Management (HRM) Division of the Ministry. Different MDAs, Local Governments, Civil Society Organizations and the private sector companies will directly implement gender-mainstreaming activities.

Gender Focal Point Persons (GFPPs) in different Departments; and, Local Governments will provide day today leadership to enhance effectiveness on the ground, increase knowledge on gender equality and scale up best practices for improved results.

These GFPPs at the different Departments and agencies will also undertake routine gender analysis for better results, better design, and for closer supervision. Coordination with the umbrella civil society organizations in the Energy, Mineral and Petroleum Development sector, private sector, Ministries and Development Partners will on the other hand facilitate policy dialogue, enhance lobbying and advocacy for resources, harmonize approaches and encourage sharing of experiences on gender mainstreaming.

#### **5.4 COMMUNICATION ARRANGEMENTS**

The Ministry will ensure that the Gender Strategy is disseminated to the entire sector. The Strategy will build a supportive environment for the sector and involve educating the public about the importance of Gender mainstreaming, engagement with the MDAs associated with the sector, and strategic engagements with sector and non-sector stakeholders. The Strategy will be disseminated through print and electronic on Ministry website and other forums. It will also be disseminated to the programmes and Agencies that implement the sector mandate. The strategy will also be reflected and implemented in the individual communications strategies of sector companies and organizations.

This bridged version of the strategy has been developed for easy communication to other stakeholders. The Ministry's Communication Division will ensure that the strategy is disseminated to all the key stakeholders.

## **6.0 MONITORING, EVALUATION AND REPORTING**

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### **6.1 OVERVIEW**

Monitoring and evaluation are part of the entire implementation of the Gender Strategy, specifically focusing on proposed strategic interventions and achievement of set targets as well as strategic objectives. It requires a dynamic results-based monitoring, evaluation and reporting as well as learning functions that generates adequate, timely, and appropriate information to inform and influence policy and evidence-based decision making at various levels. It is critical to ensure that all structures and agencies of the MEMD, and other stakeholders are well aligned and monitored in their respective mandates.

Monitoring and evaluation of the implementation of the strategic interventions is particularly important in view of the fact that the implementation is being done in various ways, levels, environment, interests and locations with different agencies and financing modalities. This will be important in checking whether the strategic objectives and targets are being realized, materialized and whether the shared vision is on course as well as anticipated results are being concretized. Furthermore, monitoring and evaluation will allow for lessons to be learned from best practices and challenges for future improvement.

There is currently a gap with regard to monitoring and evaluation of gender in the energy, mineral, and petroleum Programmes. Therefore, there is a need for MEMD to coordinate the monitoring and evaluation of this Strategy as a whole.

### **6.2 MONITORING OF THE GENDER STRATEGY AND ACTION PLAN**

The Gender Strategy for Energy, Mineral and Petroleum Development shall adopt a results-based monitoring, which will be conducted routinely / continuously throughout the implementation of the strategy, involving collecting and analysing information on key performance indicators of the strategy, to determine the extent of achievement of the strategic objectives. Both the implementation (inputs, activities, outputs) and results (outcomes and impacts) shall be continuously tracked i.e., results monitoring and implementation monitoring.

Monitoring of the Gender Strategy and Action Plan shall be done internally, specifically by the programme Gender sub-committees who will be responsible for tracking, coordinating and overseeing the implementation of this strategy. The Committee will develop a robust monitoring and evaluation framework with clear milestones and indicators for the efficient implementation of the strategic interventions prioritized in the strategy. As part of the monitoring process the Programme Gender Sub-committee will undertake regular support supervision visits to Departments and Agencies to monitor progress and appraise them in regards to strategy implementation and compliance with the provisions of the strategy as well as meeting the targets.

### **6.3 GENDER ASSESSMENTS, REVIEWS, AND COMPLIANCE CHECKS**

The development of this Gender Strategy for Energy, Petroleum Mineral Development was informed by a gender situation analysis conducted in 2021. The gender situation analysis report equally provided important baseline information to provide a benchmark upon which success or lack thereof can be measured, as well as informed the setting of new targets for the strategy.

All the reports, documents, new policies, plans and guidelines shall be subjected to gender compliance review and checks before approval and dissemination. And it will be the responsibility of MEMD, through its Departments, Gender Focal Persons, and Gender Champions, to enforce the gender compliance checks.

The Gender tools and reporting templates / formats are one of the proposed interventions herein, once developed, approved and correctly used, they will facilitate timely collection, tracking and reporting on the gender related monitoring data for the MEMD. The proposed tools, templates and formats will also be used for monitoring, evaluation, accountability, learning, and reporting on the various gender assessments, reviews and compliance checks conducted.

### **6.4 EVALUATION OF THE GENDER STRATEGY AND ACTION PLAN**

Evaluation herein is referred to as, a systematic and objective assessment of an ongoing or completed gender mainstreaming strategy and action plan, with the aim of determining its relevance, efficiency, effectiveness, impact, sustainability and coherence. Evaluations shall seek to answer evaluation questions using credible, reliable and useful information got, and in cooperate lessons learned into the decision-making process.

Specifically, two types of evaluations shall be conducted for the Energy, Mineral and Petroleum Development Gender Strategy, all these will be commissioned by the Ministry of Energy and Mineral Development, and conducted by external and independent agencies such that the process is free from bias and ensure objectiveness to get credible results. The evaluations will be done in line with the national and international evaluation standards and principles.

### **6.5 MID-TERM EVALUATION OF THE GENDER STRATEGY**

The Mid-Term review will be conducted during the implementation phase of the gender mainstreaming strategy, specifically in the first quarter of the Financial Year 2024/25. This will evaluate the extent of the implementation, to ascertain progress against set objectives of the Gender Strategy and provide recommendations for corrective measures. The results of the evaluation will be used to address the gaps and inform the remaining period of the implementation.

## 6.6 END-TERM EVALUATION OF THE GENDER STRATEGY

The End Term evaluation shall be conducted towards the end of implementation of the Gender Strategy, precisely during the third quarter of the Financial Year 2025/26, this will allow for sufficient time to review the strategy. The end term evaluation will be done specifically to inform decisions concerning continuity, replication and scaling up of activities. It will generate knowledge about what worked well and what did not, and why. It will also inform the designing of the revised Gender Strategy for Energy, Mineral and Petroleum Programmes. The evaluation will further promote learning from best practices and accountability, and provide the opportunity to utilise the findings to guide decision-makers in gender interventions in the sector.

## 6.7 LEARNING FROM BEST PRACTICES

Learning herein shall involve a continuous process of formulating evidence-based responses to the identified challenges and thereafter, implementing those responses in real-time. Therefore, learning is one of the critical elements which shall be undertaken to contribute towards achievement of the goal of this gender strategy and action plan. Several tools and processes shall be used to enhance learning such as; consistent use of recommendation tracking matrix, other M&E tools and frameworks already provided for (as annexed) in this strategy, as well as the proposed gender tools, reporting templates and formats for the MEMD.

## 6.8 REPORTING

Reporting on the progress for the implementation of the Energy, Mineral and Petroleum Development Gender Strategy will be conducted on a regular basis. Results-based reporting will be adopted, and for every report, efforts will be made to ensure that progress, implementation challenges, and recommendations are provided with clarity, including case studies.

The Ministry through her established monitoring system, commits to providing information to inform reporting, and the following reports will be produced and used to inform evidence-based decision-making regarding the implementation of the Gender Strategy:

- **Activities report**- produced by implementing agencies;
- **Quarterly progress and annual performance reports** - compiled by the leading Departments;
- **Evaluation Reports** (both Mid-Term, and End-Term evaluation reports)
- **Emergency reports**- produced depending on where the request has been placed;
- **Development Partners reports** (if any)- produced by the Ministry coordinating Department.

## **6.9 SECTOR PERFORMANCE REPORTING**

The progress made towards achievements of the strategic objectives of the Gender Strategy, including key selected indicators and priority areas shall be reported and documented in the Annual Sector Performance Reports, some of these key priority areas shall include compliance checks and key findings of studies conducted to improve gender integration and mainstreaming amongst others.

## **6.10 COMMUNICATION AND FEEDBACK STRATEGY**

It is recognized that the attainment of gender mainstreaming and appreciation is also hedged on the behavioural change and communication. It is, therefore, important that the feedback mechanisms and communication is put in place. It is hoped that information and communication strategy of the Ministry will be used to guide the dissemination and feedback on the various reports produced, as well as to reinforce the following:

- Participation: The importance of participation of all stakeholders in the implementation of this Gender Strategy, its ownership and sustainability.
- Information dissemination: Support and enhancement of information dissemination in order to effectively promote the implementation of the Gender Strategy and maximization of inter and cross-sectoral/governmental communication and coordination.
- Mobilization: Mobilization of all stakeholders at all levels
- Behavioural change: There are many aspects of energy, mineral and petroleum resources that require attitudinal change. The communication provides how to reach out to everyone.
- Targeting: The communication will enable to reach out to different groups with different objectives for each group including potential beneficiaries of different categories.

## **6.11 TOOLS AND FRAMEWORKS FOR MONITORING AND EVALUATING THE GENDER STRATEGY**

MEMD will ensure implementation of relevant monitoring and evaluation activities using several M&E tools and frameworks, amongst these is:

The results framework detailing key strategic objectives, key performance indicators (KPIs), targets and responsibility as outlined in the strategy, has are provided in the M&E framework for this Strategy. The results framework will be used as one of the tools for measuring progress made towards achieving the strategic targets, with clear assigned responsibility and time frames for achievements. The results framework is not cast in stone, and thus will be reviewed not more than two times during the implementation of the Gender Strategy as consequently informed by the Mid-Term Review (MTR) and End-Term Evaluation (ETE).

MEMD and other implementing Agency's staff will conduct meetings to review the progress in meeting the targets and milestones of the Gender Strategy. The Ministry and other implementing Agencies' staff shall follow the detailed M&E implementation requirements including verification of targets.

Likewise, for the efficient implementation of the strategic interventions of the gender mainstreaming strategy, a monitoring and evaluation framework in has been developed. The main objectives of the Monitoring and Evaluation Framework are:

- To guide all stakeholders in measuring the progress on implementation of strategic interventions towards promoting gender equity.
- To guide the continuous tracking of the Gender Strategy in terms of inputs, activities, outputs, outcomes and impact.

Therefore, for effective and coherent coordination of implementation of the Gender Strategy and Action Plan, a comprehensive Monitoring and Evaluation (M&E) Plan will be developed, the M&E plan will then further clarify and operationalize the M&E system for the Energy, Mineral and Petroleum Development Strategy. The M&E plan will describe in detail, the M&E framework that the MEMD, Departments and Agencies will use to collect and compile report to provide feed-back amongst other usage.

## **6.12 INTERNAL TRANSFORMATION**

Effective implementation of the strategy will necessitate internal organisational and management transformation. The MEMD will continue to develop and revise already existing policy and legal documents, guidelines and plans for inclusion of gender perspectives to guide gender mainstreaming into all Energy, Mineral and Petroleum Development programmatic activities, projects and all other operations. Equally, other key sector players will adopt a similar approach to ensure that the right environment is created to support all activities geared towards mainstreaming gender. The reviewed policies, guidelines and plans will form operational procedures to guide and establish a common framework for ensuring gender mainstreaming and a unified approach to promoting gender equality through the Ministry. Other internal mechanisms will include improving the work environment to attract and retain staff and in particular encourage women to remain at work, as well as reporting using gender disaggregated data.

## **6.13 RESEARCH, DOCUMENTATION AND DISSEMINATION**

The Sector Gender Working Group will spearhead periodic gender assessments to inform the review of policies, guidelines, regulations, plans and development of targeted interventions. The information generated from such assessments will be vital in identifying pertinent gender gaps, establish performance indicators; realistic targets and baseline information on which monitoring of gender indicators will be based.

Providing gender- disaggregated data and information will not only improve gender programming in the sector but also clearly address gender issues, offer solutions and include gender equity indicators and targets. The involvement of the gender perspectives at all stages of programme development will also improve on gender results and provide opportunities for fine-tuning project/programme design during implementation and to gender audits, identify and develop follow-up gender initiatives.

#### **6.14 CAPACITY BUILDING AND STAFFING**

Continuous capacity building of all key stakeholders in the Energy, Mineral and Petroleum Development sector will be critical to develop competencies, abilities and strengthen skills needed for gender mainstreaming. Inter alia, this will help to improve ownership of the gender initiatives and appreciation of gender in development and service delivery. The MEMD will continue to build the capacity of both new and existing staff in gender mainstreaming to drive forward the gender agenda and create a positive attitude towards the gender agenda in the sector. In this regard, the training plan will be developed which will be incorporated into the Ministry's training plan.



## 7.0 ESTIMATED BUDGET FOR GENDER STRATEGY

*Table 4: Estimated Gender Strategy and Action Plan 2022/23-2026/27*

OBJECTIVES	Estimated Costs (in Ug. Shs (000))					
	2022/23	2023/24	2024/25	25/26	2026/27	Total
<b>Objective 1:</b> To create awareness and sensitization among the Energy and Mineral sector stakeholders on the importance of mainstreaming gender and equity concerns in their work	328,605	255,609	265,120	192,196	189,216	<b>1,230,746</b>
<b>Objective 2:</b> To assess the status of gender equality and equity in the sector in order to understand the needs of women, men and other vulnerable persons in order to inform programming	43,250	153,750	19,622	18,234	19,887	<b>254,743</b>
<b>Objective 3:</b> To build the capacity of sector stakeholders on identification of sector-specific gender and equity issues and how to address them in the policies, programmes and activities	166,055	170,610	205,510	142,951	454,093	<b>1,139,219</b>
<b>Objective 4:</b> To support the development and operationalization of Affirmative Action Mechanisms in favour of marginalized and vulnerable populations so that they effectively participate in and benefit from the sector services	106,000	103,850	95,695	103,163	111,319	<b>520,027</b>
<b>Objective 5:</b> To develop a gender responsive Management Information System that will track sector results	170,050	389,800	86,800	91,563	96,607	<b>834,820</b>
<b>Objective 6:</b> To establish mechanisms for ensuring accountability for gender equality and women's empowerment as well as equity in the sector.	166,055	170,406	205,510	142,951	170,406	<b>855,328</b>
<b>Objective 7:</b> To support knowledge development, management and sharing on gender and women's empowerment in the sector to enhance learning, mutual support and synergy with other actors	170,610	170,406	142,951	255,609	170,610	<b>910,186</b>
<b>TOTAL</b>	<b>1,150,625</b>	<b>1,414,431</b>	<b>1,021,208</b>	<b>946,667</b>	<b>1,212,138</b>	<b>5,745,069</b>

## **7.1 RESOURCE MOBILIZATION**

The source of funding for the implementation of the Strategy will be from the Government of Uganda and other potential Development Partners that support Gender equality initiatives in the Sector.

MEMD through MoFPED will be responsible for resource mobilization from Development Partners and the private sector. The MEMD will collaborate and partner with the Development Partners, Civil Society and Private Sector in mobilizing funds for gender mainstreaming programmes in the sector.

The Ministry will also tap in opportunities provided by the existing, new and future donor funded projects by ensuring that strategic interventions provided in this strategy are deliberately included in the proposals and work plans of projects. The respective programmes shall use this strategy to budget and allocate resources for implementation of activities aligned to their mandate and interventions.

