



# OKACOM

*The Permanent Okavango River Basin Water Commission  
Comissão Permanente das Águas da Bacia Hidrográfica do Rio Okavango*



## GENDER MAINSTREAMING STRATEGY AND IMPLEMENTATION PLAN





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# FOREWORD

The Basin States of the Cubango-Okavango River Basin; Angola, Botswana and Namibia have expressed steadfast commitment to gender equality. To achieve this broad development goal, the three Basin States have set ambitious targets as espoused in their National Development Plans as well as policy and legislative frameworks. The Member States have also signed to the Sustainable Development Goals which also provides a framework for inclusive growth and development.

The Permanent Okavango River Basin Water Commission (OKACOM) Gender Mainstreaming Strategy and Implementation Plan has been formulated to guide OKACOM's efforts on gender equality in all spheres of the RBOs programmes. This Strategy acknowledges that policies, systems, organisational processes and technical competencies can play a significant role in entrenching gender responsive practices. It is anticipated that the measures outlined in the Strategy will facilitate and support the transformation of norms, legal frameworks and policies towards gender equality in OKACOM, within the Basin States as well as the local and international collaborating partners.

The Strategy has been informed by broad consultations with the Basin stakeholders such as the governments, OKACOM organs, Gender Machineries, SADC Gender Unit and leading development partners that are committed to supporting OKACOM's vision and mandate.

Consistent application of a gendered approach in policy formulation and programming will undoubtedly advance the interests of communities in the Basin and contribute to sustainable human development and equitable economic growth.

We look forward to working with all our partners in taking concrete action aimed at promoting gender equality and the empowerment of women and other vulnerable groups. This, we regard gender mainstreaming as central to our interests in promoting sustainable economic growth and reducing poverty in the Basin.

**Mr Phera Ramoeli**  
OKACOM Executive Secretary



**“ Consistent application of a gendered approach in policy formulation and programming will undoubtedly advance the interests of communities in the Basin and contribute to sustainable human development and equitable economic growth. ”**

# ACKNOWLEDGEMENTS



The OKACOM Gender Mainstreaming Strategy and Implementation Plan was prepared by Ms Rennie Munyayi, Ms Hope Chigudu and Ms Carmeliza Rosario.

The document was informed by country consultations with the OKACOM Basin States, a validation workshop with selected representatives of the Okavango Basin Steering Committee (OBSC), the Gender Machineries and Gender Focal Points of the Basin States.

The Permanent Okavango River Basin Water Commission wishes to thank representatives of OKACOM organs, government ministries in the Basin States, Regional Partners and SADC Gender Unit for their direct contributions to the content of the Gender Mainstreaming Strategy and Implementation Plan.

Further thanks go to the Federal Republic of Germany (BMZ), in delegated cooperation with the United Kingdom, Department for International Development (DfID) and the Deutsche Gesellschaft für Internationale Zusammenarbeit through the Programme on Transboundary Water Management in the SADC for the financial and technical support.

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# EXECUTIVE SUMMARY

The Permanent Okavango River Basin Water Commission (OKACOM) was established as a River Basin Organisation (RBO) by the governments of Angola, Botswana and Namibia under the 1994 OKACOM Agreement. This document presents the gender mainstreaming strategy as well as the associated Implementation Plan for OKACOM. The Strategy has been developed through a broad consultative process with stakeholders and is anticipated to facilitate and support action towards gender equality aspirations in the Cubango-Okavango River Basin (CORB).

The Permanent Okavango River Basin Water Commission's basin-wide shared vision is an *"Economically prosperous, socially just and environmentally healthy development of the Cubango-Okavango River Basin."* To realise this vision, OKACOM has developed ten key guiding principles. The fourth principle commits OKACOM *"to develop a gender equity strategy that actively involves women and men in both the Commission's activities*

*and which promotes women's involvement in development initiatives and required implementation strategies"*. This gender mainstreaming strategy has been developed in response to this position.

The Strategy serves as a guiding framework for OKACOM, the Basin States and broad Basin stakeholders to mainstream gender in policies, programmes, and processes. It seeks to promote good practice and enhance accountability to gender mainstreaming commitments in the Basin in line with the SADC Gender policy framework and targets. This includes the expression of the regional policy framework and commitments as espoused in the development plans, policies and legislation of the OKACOM Basin States. The strategy establishes three priority objectives that are set to guide OKACOM's work on gender equality. These objectives and the associated commitments that underpin implementation actions are detailed below.

## OKACOM Gender Mainstreaming Strategic Objectives

Structural Dimension	Personnel Dimension	Output Dimension
<b>Strategic Objective 1:</b> Catalyse change through soliciting political will, reviewing and implementing existing policies, strategies and plans.	<b>Strategic Objective 2:</b> Build capacity, generate knowledge, and promote understanding of gender equality as a critical requirement in Integrated Water Resources Management.	<b>Strategic Objective 3:</b> Develop and implement an effective basin wide gender responsive monitoring and evaluation system.

## Implementation of this Strategy is underpinned by the following commitments

Integration of gender equality into policy, systems, procedures and practices with the aim of transforming OKACOM into a gender responsive organization.	Development of competency to mainstream gender across all levels and ensuring accountability for gender responsive outputs and outcomes.	Promotion of gender equality in the planning, design and execution of programmes, projects and processes, recognising the importance of consistency in the application of a gendered approach internally and in external engagement.
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The ownership of the gender mainstreaming strategy and its implementation lies with OKACOM. The Secretariat will coordinate the implementation of the Strategy and leverage support from OKACOM structures and Basin stakeholders. At country level, implementation will be led by the water ministries in partnership with the Gender Machineries and Gender Focal Points (GFPs) in the sector. To ensure broader reach, OKACOM and the Basin States

will leverage the support of local and international cooperating partners, research institutions, and civil society organisations to support the implementation of activities as spelt out in the implementation plan. These, aforementioned actors will not only catalyse implementation, but also enhance the sustainability of efforts in the long term.

# LIST OF ACRONYMS AND GLOSSARY OF TERMS



## LIST OF ACRONYMS

<b>AMCOW</b>	African Ministers' Council on Water
<b>BMZ</b>	German Federal Ministry for Economic Cooperation and Development
<b>CORB</b>	Cubango-Okavango River Basin
<b>CRIDF</b>	Climate Resilient Infrastructure Development Facility
<b>GFPs</b>	Gender Focal Points
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>ICPs</b>	International Cooperating Partners
<b>IMO</b>	Integrated Management Objectives
<b>IWRM</b>	Integrated Water Resources Management
<b>MDG</b>	Millennium Development Goals
<b>NAP</b>	National Action Plan
<b>OBSC</b>	Okavango Basin Steering Committee
<b>OKACOM</b>	The Permanent Okavango River Basin Water Commission
<b>OKASEC</b>	Permanent Okavango River Basin Water Commission Secretariat
<b>RBOs</b>	River Basin Organisations
<b>RISDP</b>	SADC Regional Indicative Strategic Development Plan
<b>SADC</b>	Southern African Development Community
<b>SAP</b>	Strategic Action Plan for the Sustainable Development and Management of the Cubango-Okavango Basin
<b>TDA</b>	Transboundary Diagnostic Analysis
<b>UNDP</b>	United Nations Development Programme

## GLOSSARY OF TERMS

The section defines the key concepts that are used in the gender mainstreaming strategy document with the aim of enhancing the readers understanding and interpretation of the document in its totality. The definitions are adopted from the SADC Gender Mainstreaming Guidelines for Mainstreaming Gender in River Basin Organisations.

**Table 1: Key Gender Concepts**

Concept	Definition
<b>Gender</b>	The socially constructed differences between women and men, which can change over time and which vary within a given society and from one society to the next.
<b>Sex</b>	The biological difference between women and men.
<b>Gender Equality</b>	Women, men, girls and boys enjoy equal rights, and equal access to opportunities and outcomes, including resources.
<b>Gender Equity</b>	The just and fair distribution of benefits, rewards and opportunities between women, men, girls and boys.
<b>Gender Mainstreaming</b>	The process of identifying gender gaps and making women's, men's, girls' and boys' concerns and experiences integral to the design, implementation, monitoring and evaluation of policies and programmes in all spheres so that they can benefit equally.
<b>Gender Machinery</b>	National structures with the mandate of executing and monitoring gender and related policies and programmes, in line with national, regional and international commitments.
<b>Gender Management System</b>	A network of structures, mechanisms and processes put in place within an existing organisational framework to guide, plan, monitor and evaluate the process of mainstreaming gender into all areas of the organisation's work in order to achieve greater gender equality and equity within the context of sustainable development.
<b>Gender Sensitive</b>	Acknowledging and taking into account the specific gender needs of both men and women at all levels of planning, implementation, monitoring and evaluation.
<b>Sex Disaggregated Statistics</b>	The collection and separation of data and statistical information by sex to enable comparative analysis.

**Source: SADC (2015). Guidelines for Strengthening River Basin Organisations Mainstreaming Gender in RBOs in SADC**

# PART A: GENDER MAINSTREAMING STRATEGY

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# 1. BACKGROUND AND CONTEXT

## 1.1 The Permanent Okavango River Basin Water Commission (OKACOM)

The Permanent Okavango River Basin Water Commission (OKACOM) was established on September 15, 1994 by the governments of Angola, Botswana and Namibia. The objective of the Commission is to act as the technical advisor to the Contracting Parties on matters relating to the conservation, development and utilization of water resources of common interest in the Cubango-Okavango River Basin. In line with OKACOM's Basin-wide shared vision of an *"Economically prosperous, socially just and environmentally healthy development of the Cubango-Okavango River Basin"*, the Commission promotes the coordinated and sustainable management of water resources in the Basin, while addressing the legitimate social and economic needs of the riparian countries (OKACOM, 2015).

The Basin States have embraced the principles of Integrated Water Resources Management (IWRM) to guide the sustainable development and management of the Cubango-Okavango River Basin (OKACOM, 2015). In addition, OKACOM has established ten principles, which guide its actions and these, are articulated in the Strategic Action Programme (SAP) and the National Action Plans (NAPs) as follows:

- The **well-being of the people** in the Basin and in the Basin States as a whole – in economic, health, social and cultural terms – and the improvements of their livelihoods is a primary objective, with the achievements of the UN MDG's being an immediate priority;
- Development and management of the Basin through national as well as joint action shall take place in a **spirit of Basin-wide cooperation**, within the frameworks set by existing national legislative and policy frameworks and guided by the new Basin vision;
- The principle of **sustainable development** shall be applied in accordance with the MDG's such that there is a prudent and rational utilization of living resources together with preservation of the rights of future generations to a viable environment;
- Integrated water resources management and the underlying **Dublin Principles** shall be adopted;
- The **precautionary principle** shall be applied, such that measures shall be taken when there are reasonable grounds for concern that any activity may increase the potential harm to the river ecosystems;



“ In line with OKACOM's Basin-wide shared vision of an “Economically prosperous, socially just and environmentally healthy development of the Cubango-Okavango River Basin”, the Commission promotes the coordinated and sustainable management of water resources in the Basin, while addressing the legitimate social and economic needs of the riparian countries (OKACOM, 2015). ”

- The **polluter-pays principle** shall be applied;
- The principle of **anticipatory action** shall be applied;
- The principle of **preventative action** shall be applied;
- The principle of **accessibility of information** shall be applied;
- The principle of **public participation and transparency** shall be applied, so that all stakeholders, including communities, individuals and concerned organizations shall be given the opportunity to participate in decision-making and management processes that affect the Basin.







## 2. THE GENDER EQUALITY LANDSCAPE

Gender and social inclusion are at the heart of equitable supply, management and conservation of water resources as well as protection of health and wellbeing. The importance of involving both women and men in the management and use of water resources is recognized at the global, regional, national and local levels.

### 2.1 International Frameworks on Gender and Water

- **The Dublin Statement (1992)** acknowledges the role of women as providers and users of water and guardians of the living environment and advocates for this reality to be reflected in institutional arrangements for the development and management of water resources.
- **The Rio Declaration (1992)** states that “Women have a vital role in environmental management and development. Their full participation is therefore essential to achieve sustainable development”.
- **The International Decade for Action, ‘Water for Life’ (2003)** called for a focus on the implementation of water - related programmes and projects, “whilst striving to ensure women’s participation and involvement in water-related development efforts”.
- **The Millennium Declaration, (2000)** includes targets on gender equality and the empowerment of women, as well as on safe water and sanitation.

### 2.2 Continental Commitments on Gender and Water

- **The Protocol of the African Charter on Human and Peoples’ Rights on the Rights of Women in Africa (2003)** calls Member States to address all forms of discrimination against women through appropriate legislative, institutional and other measures; to include in their national constitutions and legislative instruments the principle of equality between men and women and ensure effective application; and take corrective measure in those areas where discrimination against women in law and in fact continues to exist.
- **AU Solemn Declaration on Gender Equality in Africa (2004)** promotes gender parity in decision making at all levels and calls upon Member States to adopt it at the continental, sub-regional and national levels.
- **AU Gender Policy** provides a mandate for operationalising the AU leaders’ commitments on gender and is accompanied by a comprehensive Action Plan that guides the implementation of these commitments by all AU organs.
- **The African Water Vision (2025)** includes targets to mainstream gender in water resources management, with the vision calling on women to take on key positions and functions in decision-making on water issues and for stakeholder involvement in water resources management

by, in particular, women and youth. Furthermore, the vision aspires for 30% gender mainstreamed national water policies by the end of 2005 and 100% gender sensitive national water policies by 2015.

- **The African Union Woman’s Decade (2010-2020)** with the theme of “Grassroots Approach to Gender Equality and Women’s Empowerment”, aims to accelerate the implementation of gender equality and women empowerment commitments made over the last decade to African women.
- **The AMCOW Policy and Strategy for Mainstreaming Gender in the Water Sector in Africa (2011)** policy goals are (i) to achieve gender equality and equity as an integral part of AMCOW’s socio- economic development and environmental sustainability goals; and (ii) to enhance efficiency, effectiveness and sustainability in water resources management, trans-boundary and sanitation management in Africa.

### 2.3 SADC Gender Policy Framework

The Windhoek Declaration and Treaty established the Southern African Development Community (SADC) in 1992 (SADC, 2016). The Declaration and Treaty commits to ending discrimination against women and shaping a society based on equality and equity (SADC, 2016). In line with this proclamation, the SADC Declaration on Gender and Development on the Prevention and Eradication of Violence against Women and Children was developed in 1997, and presented as an Addendum effected in 1998 (SADC, 2016). In 2007, the SADC Council of Ministers adopted the SADC Gender Policy and a year later, 2008, the SADC Heads of State and Government signed and adopted the SADC Protocol on Gender and Development. Following ratification by Member States, the Protocol on Gender and Development was approved and entered into force on 22 February 2013 (SADC, 2016). The Protocol “*consolidates and creates synergies among various commitments to gender equality and women’s empowerment, producing one comprehensive regional instrument that enhances the capacity to plan, implement, and monitor the SADC gender agenda effectively*”. Further, it proclaims the commitment of all SADC Member States to gender equality and equity as “*a fundamental human right*”.

Furthermore, the SADC Regional Indicative Strategic Development Plan (RISDP) calls for all sectors at national and regional levels to integrate gender issues into their work. In line with the RISDP, the SADC Water Vision calls for “*equitable and sustainable utilisation of water for social, environmental justice and economic benefit for present and future generations*”. Importantly, the targets to achieve the vision include a focus on “*integrated, people-centred planning by addressing gender specific needs, working towards poverty alleviation, social justice, and equitable access to water and provision of affordable safe water and sanitation*”.



for basic human needs". In addition, the SADC Water Policy of 1995 recommends that all SADC water institutions adopt the principles, goals and objectives of gender mainstreaming in their administration and implementation.

## 2.4 National Commitments on Gender and Water

The Basin States of the Cubango-Okavango River Basin have each made considerable progress in the local adaptation of the SADC Protocol on Gender and Development. The three countries have made strides in developing relevant policy frameworks in support of gender equality across all sectors (SADC Gender and Development Monitor, 2016). They all have developed and strengthened national Gender Machineries to direct the implementation of the SADC Protocol on Gender and Development (SADC, 2016). Further, the water and sanitation policies of the Basin States commit to:

- Ensuring gender and social equity in accessing water resources;
- Empowering women to participate fully in issues and decisions relating to sustainable development and management of water resources;
- Reducing gender inequalities and enhancing participation of all gender groups in socio-economic development;
- Taking the role of women into special account in the promotion of community based social development;
- Examining gender implications at all stages of management of water resources; and
- Ensuring active and effective participation of women and men in rural water supply programmes.

## 2.5 Gender Mainstreaming in OKACOM

The Strategic Action Programme is a Basin-wide framework document for the Cubango-Okavango River Basin that lays down the principles for the development of the Basin and improvements of the livelihoods of its people through the cooperative management of the Basin and its shared natural resources. The Cubango-Okavango Basin States have agreed on a set of six Integrated Management Objectives (IMOs) that guide implementation of the SAP of which **IMO 5** - "*The livelihoods of the Basin's peoples are improved*" and **IMO 6** - "*Technical capacity in the Basin and involvement of stakeholders in SAP and NAP implementation is improved*" have gender mainstreaming implications.

Beyond the need for a clear policy on gender, the Commission recognises the importance of ensuring social justice, equity and inclusiveness in delivering its codified mandate. In pursuance of this, OKACOM with support from the "Gender Mainstreaming in Transboundary Water Management Programme" developed a



Gender Mainstreaming Strategy in 2015. However, little progress was made in terms of gender mainstreaming in the RBO due to some structural limitations of the Gender Strategy. The absence of a clear implementation plan has also limited implementation of the Gender Strategy. It is against this background that OKACOM commissioned the revision of its Gender Mainstreaming Strategy and the development of a comprehensive Implementation Plan. The aim is to empower the RBO to strengthen its gender mainstreaming efforts in line with the common and shared vision of the Basin.

## 2.6 Gender and Development Approach

The OKACOM Gender Mainstreaming Strategy is informed by the Gender and Development (GAD) approach, which focuses on the socially constructed basis of differences between men and women and emphasises the need to challenge existing gender roles and relations. The GAD approach encourages planning, implementation, monitoring and evaluation to:

- address the practical and strategic needs of women to bring about change in gender relations;
- work in a participatory way with men and women, recognising that it takes men as well as women to change gender relations, and
- take a broader, historically informed view of gender relations and its social context - acknowledging that unequal social relations have developed over a long period and will require systematic and concerted efforts to be changed (World Vision, n.d).

In line with the SADC Gender Policy, gender mainstreaming is a strategy for making women's and men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally (SADC, 2015). To achieve this end, the OKACOM Gender Mainstreaming Strategy puts forward strategic gender objectives, supported by practical actions aimed at addressing gender disparities in the planning, development, management and utilisation of the OKACOM Basin resources.

# 3. OKACOM GENDER STRATEGY DEVELOPMENT PROCESS

## 3.1 OKACOM Gender Strategy Development Processes

The revision of the OKACOM Gender Mainstreaming Strategy and development of an Implementation Plan to operationalise the Strategy commenced in May 2018. The Strategy and Implementation Plan are informed by an extensive literature review, as well as findings from broad consultations with selected members of the:

- OKACOM Secretariat;
- Okavango Basin Steering Committee;
- OKACOM Water Resources Technical Committee;
- OKACOM Biodiversity and Environment Technical Committee;
- Gender Machinery in the Basin States;
- SADC Gender Unit; and
- Partners implementing projects in the Basin (Climate Resilient Infrastructure Development Facility, the Global Water Partnership Southern Africa, and the United Nations Development Programme Global Environmental Finance).

Specifically, the analysis interrogated the structural, human resource (personnel) and output dimensions of OKACOM. The structural gender analysis included an assessment of international commitments related to gender. It also entailed a brief analysis of gender in key national and regional strategies as well as policies linked to water management. In addition, the assessment reviewed OKACOM's policy framework, decision-making structures, institutional processes and organisational work and development. The human resource (personnel) dimension assessed the available capacities for fulfilling functions of conceptualising, planning, implementing, monitoring and reporting on gender mainstreaming in OKACOM. In addition, the analysis determined the additional capacities required to effectively fulfil the same functions within the RBO. The output dimension critically analysed the working results and 'products' of the RBO and how these visibly and measurably contribute to gender equality and equity (EIGE, 2016).

The Strategy formulation process is presented in the figure 1.

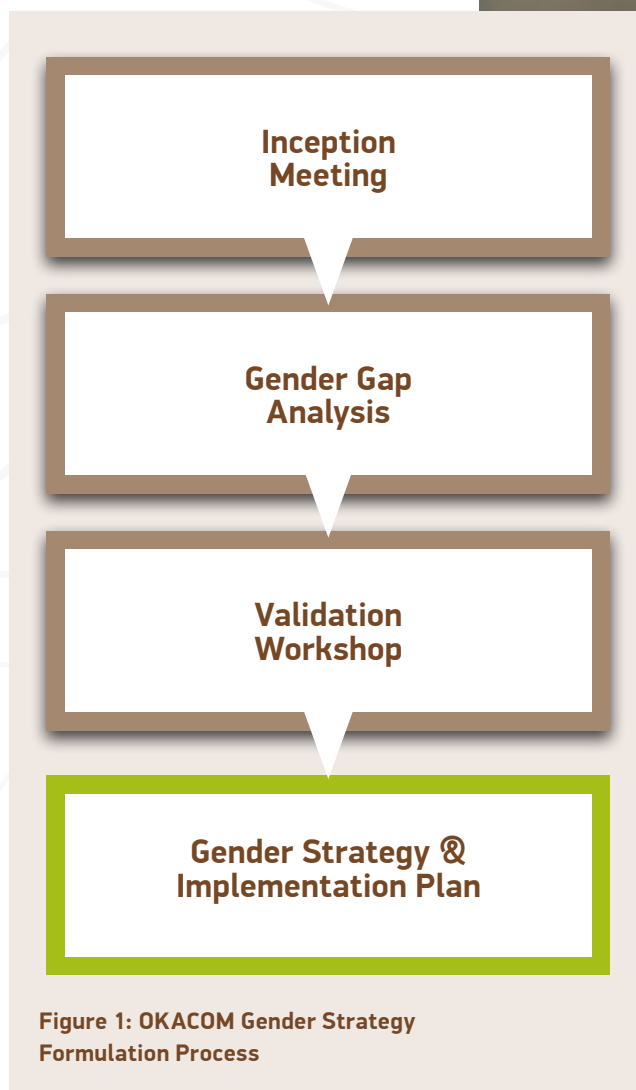


Figure 1: OKACOM Gender Strategy Formulation Process

**“ The structural gender analysis included an assessment of international commitments related to gender. ”**





## 3.2 Gender Gaps Identified

The key challenges identified through the Gender Gap Analysis are as follows.

### 3.2.1 Structural Dimension

The key structural gaps identified include:

- The absence of a functioning policy framework that enables gender mainstreaming in the RBO
- Lack of organisational mechanisms to ensure implementation
- Limited commitment to ensure gender parity in recruitment
- Lack of accountability for achieving gender equality as a common goal, and
- Absence of resources for gender equality.

### 3.2.2 Personnel Dimension

The key personnel gaps identified include:

- Limited knowledge about gender equality and tools for mainstreaming
- Limited technical gender competency by GFPs
- Weak coordination and collaboration between the ministries responsible for water and the ministries responsible for gender and women's empowerment at the country level.

### 3.2.3 Output Dimension

The key outputs gender gaps identified include:

- Absence of gender equality objectives as well as Indicators regarding working results
- Gender neutral communication products, and
- Gender gaps in the water governance structures at basin scale.

Thus, the strategic objectives, measures and activities proposed in this gender mainstreaming strategy aim at addressing these shortcomings and limitations.

## 4. GENDER MAINSTREAMING OBJECTIVES, MEASURES & ACTIVITIES

### 4.1 Purpose and Goals

The purpose of the OKACOM Gender Mainstreaming Strategy is to provide guidance for the translation of gender commitments at local, national, regional and global levels into gender equality achievements in the Basin. The goal is thus to institutionalise gender equality and equity in OKACOM, using gender mainstreaming as a tool for achieving the sustainable development, management and use of the water resources.

### 4.2 Strategic Objectives and Measures

Three strategic objectives and associated priority measures were identified to enhance gender mainstreaming in OKACOM. The measures presented are based on the three areas of interventions, the structural, personnel and output dimensions as represented in Figure 2 below.

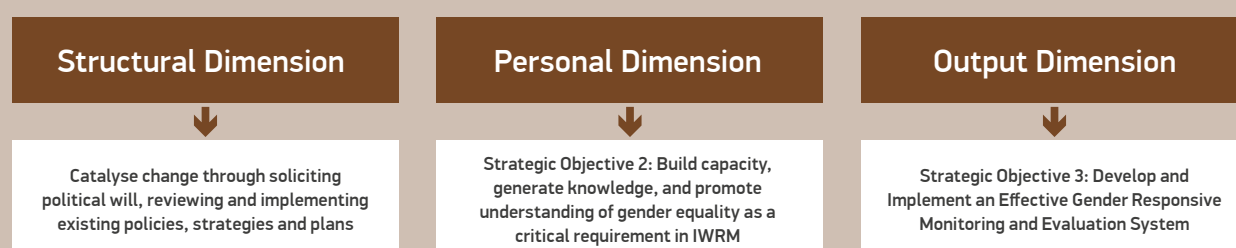


Figure 2: Strategic Objectives in relation to analytical dimensions

### Strategic Objective 1: Catalyse Change Through Soliciting Political Will, Reviewing and Implementing Existing Policies, Strategies and Plans.

The strategic actions for achieving this objective are:

1. **Secure high-level commitment to gender equality in the Cubango-Okavango River Basin.**
  - 1.1 Implement policy dialogues targeted at policy and decision makers aimed at elevating commitment to gender equality and the implementation of existing gender policies and strategies.
  - 1.2 Identify gender champions (among the Forum of Ministers and OKACOM Commissioners) and build their capacity to lobby for and promote gender mainstreaming in the RBO and the water sectors of the Basin States.
2. **Support a gender responsive policy and institutional framework in the Basin.**
  - 2.1 Institutionalise and establish formal collaborative mechanisms between OKACOM, the Gender Machineries and Gender Focal Points in the Basin States to provide technical gender mainstreaming support to the RBO.
  - 2.2 Firmly anchor gender within the organisational structure of the RBO by activating the Socio-Economic Technical Committee. The mandate of the Socio-Economic Technical Committee will be to review the gender responsiveness of

the RBOs policies, programmes and projects. In addition, the Socio-Economic Technical Committee should ensure that all future policies developed have a gender input at the formulation stage.

### 3. Cultivate and incentivise a gender responsive organisational culture in OKACOM.

- 3.1 Place the overall gender mainstreaming accountability function in the office of the Executive Secretary and incorporate progress review into the performance metrics.
- 3.2 Adequately cost and allocate financial resources in support of gender mainstreaming activities. This should include ensuring sufficient resourcing of programme and human resource plans.
- 3.4 Develop a gender responsive recruitment policy aimed at attaining gender balance in senior technical positions in the OKACOM Secretariat.
- 3.5 Review and ensure the terms and conditions of employment of the OKACOM Secretariat and the mandate of OKACOM's organs are gender responsive. This should include a review of the key performance areas to include gender mainstreaming in programme development, implementation, monitoring and evaluation.
- 3.6 Ensure that Consultants and Project Partners engaged to provide technical support to the RBO address gender in their scope of work. To achieve this, gender analysis and social inclusion should be incorporated in the terms of reference (ToR) for technical work and related reviews or studies.





- 3.7 Create platforms for communicating/reporting and addressing sexual harassment, discrimination and all other gender-based prejudice within the Secretariat.

#### **4. Promote the participation of women, men, the youth and vulnerable groups/people in the governance of the RBO:**

- 4.1 Establish Basin wide governance structures aimed at amplifying the voices of women, men, the youth and other vulnerable groups/people in policy formulation.
- 4.2 Build capacity for interactive, participatory and inclusive stakeholder platforms and processes at Basin level.

### **Strategic Objectives 2: Generate knowledge, build capacity and promote understanding of gender equality as a critical requirement in IWRM**

The strategic actions for achieving this objective are:

#### **1. Compile evidence on the effectiveness of a gendered approach in IWRM through research and implementation of demonstration projects**

- 1.1 Incorporate gender analysis during conceptualisation and proposal development, planning, implementation and monitoring of different projects.
- 1.2 Develop and implement pilot projects that apply a gendered approach from conceptualisation, designing, implementation, monitoring, evaluation and learning.
- 1.3 Carry out feasibility studies for planned projects commissioned by the RBO and the Basin States to include an assessment of the impacts on women, men, the youth and other vulnerable groups/people.
- 1.4 Include a gender assessment and a gender and social inclusion plan which is monitored during the implementation of the project/ programme.
- 1.5 Include gender analysis and disaggregated data requirements in all assessments carried out in the Basin in order to build the knowledge base.
- 1.6 Motivate the participation of women, youth and other marginalised groups in the broad activities facilitated and organized by the RBO from technical meetings, to capacity building and networking opportunities.

#### **2. Build capacity for gender mainstreaming across all levels**

- 2.1 Support and strengthen skills development for staff in areas such as shared key concepts, gender analysis, gender budgeting and gender responsive monitoring and evaluation of project and programme activities.
- 2.2 Build specific skills of Gender Focal Points (GFP) and improve their ability to support and guide the implementation of the OKACOM Gender Mainstreaming Strategy, while enhancing accountability to their Ministries in Basin States.
- 2.3 Cultivate, strengthen and sustain diverse partnerships with current and potential institutional allies; gender organisations, Non-Governmental Organisations, Community Based Organisations, media and academic institutions within the Basin States and at Basin levels.

#### **3. Enhance access to methodological tools, resources, and opportunities in support of gender mainstreaming in IWRM**

- 3.1 Generate and enable access to gender methodological tools and resources through the OKACOM website and related communication channels.
- 3.2 Develop information products that summarise the OKACOM Gender Mainstreaming Strategy and Implementation Plan and disseminate these among all stakeholders. Wider circulation and guidance of this Strategy and Implementation Plan will provide a harmonised roadmap for gender mainstreaming in the RBO and its respective development partners.
- 3.3 Pursue public diplomacy opportunities to promote gender equality, including through the media, cultural events, scientific engagement and sport.
- 3.4 Make explicit commitment to promoting gender equality in all guiding documents and processes, to be able to deliver on gender equality objectives.

### **Strategic Objective 3: Develop and Implement an Effective Gender Responsive Monitoring and Evaluation System**

The strategic action for achieving this objective is:

#### **1. Develop a culture, capacity and environment for tracking progress towards inclusive and equitable activities and outcomes**

- 1.1 Develop and build a gender responsive information management system with gender-disaggregated data, in partnership with national statistics agencies.
- 1.2 Incorporate gender analysis reporting in the OKACOM monitoring, evaluation and learning system.
- 1.3 Conduct periodic gender audits and evaluations to track progress.



# PART B: GENDER MAINSTREAMING IMPLEMENTATION PLAN

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Gender Focal Points in the respective Ministries of Water in the Basin States can play a catalytic role in facilitating gender mainstreaming across OKACOM's organs, programmes and processes

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# 5. IMPLEMENTATION

## 5.1 The Management System

Ownership of the Gender Mainstreaming Strategy and its implementation lies with the OKACOM Basin States. The Executive Secretary will provide leadership and ensure that organizational policies, programmes and practices at the Secretariat level and across all programmes are gender responsive. The OKACOM Secretariat will be responsible for developing an annual plan supported by a resourced budget. The responsibility for mobilising resources will be with the OKACOM Secretariat with support from Basin States and the stakeholders of the Cubango-Okavango Basin.

## 5.2 Key Actors, Roles and Responsibilities

The Gender Strategy and Implementation Plan will be implemented under the guidance of OKACOM and its respective organs (Ministers Forum, OKACOM Commissioners, OBSC, OKASEC, Technical Committees and the Basin Management structures in the riparian countries). In line with the mandate of these organs, the following responsibilities are envisaged for the successful implementation of the gender strategy and implementation plan.

- **Ministers Forum:** Overall accountability for the RBO and respective programmes and endorsement of the gender strategy and implementation plan.
- **OKACOM Commissioners:** Responsible for defining and guiding policy revision and oversight for activities proposed in the gender strategy and implementation plan.
- **OBSC:** Management and supervision of the implementation, coordination and monitoring of the programmes implemented aimed at bridging the gender gaps.
- **OKASEC:** Administrative and technical support, resource mobilisation in support of the implementation of measures and activities outlined in the gender strategy and implementation plan, policy analysis, and programme coordination.
- **Technical Committees:** specifically, the socio-economic committee will analyse and advise the OBSC as well as provide professional guidance to the implementation of the gender strategy and implementation plan.
- **Basin Management Structures:** primarily will enhance the participation of local level stakeholders in the planning and management of the Basin. These structures if strengthened will operationalise the subsidiarity principle and the second Dublin Principle that states, "Water development and management should be based on a participatory approach, involving all kinds of users, planners and policy-makers at all levels".

In the Basin States, implementation will be under the leadership of the Ministries of water with support from the Gender Machinery and the Gender Focal Points.

## 5.3 Strengthening Capacity to Enable Greater Reach by Basin States

To ensure the Gender Mainstreaming Strategy is strengthened and that it reaches a broader audience, OKACOM Basin States will take a lead in guiding and implementing the strategy at country level. However, support from the entities below will not only strengthen and extend the reach of the Gender Mainstreaming Strategy but also will catalyse implementation and enhance the sustainability of efforts in the long term.

**Gender Machinery:** Collaboration between OKACOM, Ministries of Water and the National Gender Machinery in the Member States is critical as the Gender Machineries have the mandate to facilitate institutional capacity building to effectively deal with gender issues, to co-ordinate the mainstreaming of gender into sectoral policies and programmes in order to attain gender responsive development as well as to disseminate information so as increase gender awareness.

**Gender Focal Points:** GFPs in the respective Ministries of Water in the Basin States can play a catalytic role in facilitating gender mainstreaming across OKACOM's organs, programmes and processes. Specifically, they could provide invaluable support to the socio-economic technical committee in its role and functions of analysing and advising the OBSC as well as provide professional guidance and advance the implementation of the Plan.

**Forging and Strengthening Partnerships for Effective Gender Mainstreaming:** Effective implementation of the gender strategy will require a concerted effort from a broad array of stakeholders. To achieve this end, OKACOM can leverage support from a wide network of development partners, non-governmental organisations (NGOs), community based organisations (CBOs), gender and social development experts in the Basin States, the SADC region and the global community.

**Strategic Objective 1: Catalyse change through soliciting political will, reviewing and implementing existing policies, strategies and plans**

Short Term (ST)	0 – 2 years
Medium Term (MT)	2 – 3 years
Long-Term (LT)	3 – 5 years



## Strategic Objective 1: Catalyse change through soliciting political will, reviewing and implementing existing policies, strategies and plans

STRUCTURAL DIMENSION										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT
1.1 Secure high-level commitment to gender equality in the Cubango-Okavango River Basin	1.1.1 Implement policy dialogues targeted at policy and decision makers aimed at elevating commitment to gender equality and the implementation of existing gender policies and strategies.	Number of policy dialogues convened. Register of participants that would have attended the policy dialogues.	<b>Short Term</b> Increased awareness on the merits of mainstreaming gender in RBO policies and programmes amongst the OKACOM organs. <b>Medium Term</b> Increased commitment to implement gender mainstreaming in RBO policies and programmes. <b>Long Term</b> Gender mainstreaming is implemented and become part of the culture of OKACOM.	Increase in the proportion of gender mainstreaming policies and strategies adopted for implementation. Budget allocation for gender mainstreaming activities. Increased proportion of gender policies and strategies implemented in the Basin States of the Cubango-Okavango River Basin. Percentage reduction in gender gaps identified in the mid-term gender audit.	Annual reports Mid-term gender audit report Financial report	OKACOM Basin States OKACOM organs Gender Machineries	Financial and technical resources from the basin States, Gender Machineries in the Basin States and International Collaborating Partners.			
	1.1.2 Identify gender champions among the Council of Ministers and build their capacity to lobby for and promote gender mainstreaming in the national water programmes.	Gender champions identified and capacitated.	<b>Short Term</b> Increased lobbying for gender and social inclusion in OKACOM and the Cubango-Okavango River Basin States. <b>Medium Term</b> Increased commitment to implement gender mainstreaming in RBO policies and programmes. <b>Long Term</b> Gender mainstreaming is implemented and become part of the culture of OKACOM.	Increased proportion of gender policies and strategies implemented in the Basin States of the Cubango-Okavango River Basin. Budget allocation towards gender mainstreaming activities. Percentage reduction in gender gaps identified in the mid-term gender audit.	Mid-term gender audit report Financial report	OKACOM Riparian States Council of Ministers Gender Machineries	Financial and technical resources from the Basin States, the Gender Machinery & Local and International Collaborating Partners.			
	1.2 Support a gender responsive policy and institutional framework in the Basin.	1.2.1 Institutionalise and establish formal collaborative mechanisms between OKACOM, the Gender Machineries and the GFPs in the Basin states to provide technical gender mainstreaming support to the RBO.	Collaborative protocol with the Gender Machineries and GFPs formally established.	<b>Short Term</b> Increased coordination and collaboration with the gender machinery in the Basin States. <b>Medium Term</b> Increased gender mainstreaming technical support provided to OKACOM and the ministries of water in the Basin States. <b>Long Term</b> Gender responsive policy and institutional framework in OKACOM.	Increased proportion of the OKACOM gender activities supported by the Gender Machinery and GFPs.	OKACOM Annual reports OKACOM project reports	OKACOM basin States OKACOM organs Gender Machineries Gender Focal Points	Financial and technical resources from the Basin States, the Gender Machinery, GFPs & Local and International Collaborating Partners.		
	1.2.2 Firmly anchor gender within the organisational structure of the RBO by activating the Socio-Economic Technical Committee.	Socio-Economic Committee established and operationalised.	<b>Short Term</b> Increased capacity to mainstream gender in the RBO. <b>Medium Term</b> Gender is mainstreamed in OKACOM's policies, programmes and projects. <b>Long Term</b> Gender responsive policy and institutional framework in OKACOM.	Increased proportion of OKACOM policies, programmes and projects reviewed for gender and social inclusion. Increased proportion of gender responsive policies, programmes and projects.	OKACOM Socio-Economic Committee minutes OKACOM Annual reports OKACOM project reports OKACOM policies and strategies	OKACOM Basin States OKACOM organs Socio-Economic Committee	Financial and technical resources from the Basin States, the Gender Machinery & Local and International Collaborating Partners.			



# 5. IMPLEMENTATION

## Strategic Objective 1: Catalyse change through soliciting political will, reviewing and implementing existing policies, strategies and plans

STRUCTURAL DIMENSION										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT
1.3 Cultivate and incentivise a gender responsive organisational culture in OKACOM.	1.3.1 Place the overall gender mainstreaming accountability functions in the office of the Executive Secretary and incorporate progress review into the performance metrics.	Leadership for gender and social inclusion established in OKASEC.	<b>Short Term</b> Improved accountability for gender mainstreaming in programme development, implementation, monitoring and evaluation. <b>Medium to Long Term</b> Achievement of gender mainstreaming targets.	Increase in the percentage of gender targets achieved by OKASEC.	OKACOM Annual reports OKACOM project reports	Commissioners OBSC OKASEC	Technical support to enable revision of the terms of reference of OKASEC staff to include responsibility to mainstream gender in programming.			
	1.3.2. Adequately cost and allocate financial resources in support of gender mainstreaming activities. This should include ensuring sufficient resourcing of programme and human resource plans.	Financial resources allocated in support of gender mainstreaming activities.	<b>Short to Medium Term</b> Increased implementation of gender mainstreaming activities.	Increased number of gender mainstreaming activities.	OKACOM Annual reports OKACOM project reports	OKACOM Basin States OKACOM organs Gender Machinery Gender Focal Points	Financial and technical resources from the Basin States, the Gender Machinery, GFPs & Local and International Collaborating Partners.			
	1.3.3 Develop a gender responsive recruitment policy aimed at attaining gender balance in senior technical positions in the OKACOM Secretariat.	Gender responsive recruitment policy developed.	<b>Medium to Long Term</b> Increased gender balance in senior technical positions in the OKACOM Secretariat. Increased gender balance in OKACOM's governance structures.	Reduction in the gap between the number of men and women holding senior technical positions in the OKACOM Secretariat.	OKACOM personnel database.	Commissioners OBSC OKASEC	Financial and technical support to enable the development of the OKACOM gender responsive recruitment policy.			
	1.3.4 Review and ensure the terms and conditions of employment of the OKACOM Secretariat are gender responsive.	Gender responsive terms and conditions developed for OKASEC.	<b>Short Term</b> Enhanced ownership and individual responsibility for realisation of gender goals in programme development, implementation, monitoring and evaluation within OKASEC. <b>Medium Term</b> Improved accountability for gender mainstreaming in programme development, implementation, monitoring and evaluation within the OKASEC <b>Long Term</b> Achievement of gender mainstreaming targets within OKASEC.	Increase in the percentage of gender targets achieved by OKASEC.	OKACOM Secretariat Terms and conditions of employment. OKACOM Annual reports OKACOM project reports	Commissioners OBSC OKASEC	Financial and technical support for the review of the OKACOM Secretariat terms and conditions of employment.			



## Strategic Objective 1: Catalyse change through soliciting political will, reviewing and implementing existing policies, strategies and plans

STRUCTURAL DIMENSION										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT
1.4 Promote the participation of women, men, the youth and vulnerable groups/people in the governance of the RBO	1.3.5 Ensure that Consultants and Project Partners engaged to provide technical support to the RBO address gender in their scope of work.	Gender incorporated in the Terms of Reference of relevant technical work and related reviews/ studies commissioned by OKACOM.	<b>Short Term</b> Technical work commissioned by OKACOM increasingly reflects gender and social inclusion.  <b>Medium Term</b> Increased gender responsive projects and programmes implemented in the Basin.	Increase in the proportion of Technical work commissioned by OKACOM that incorporates gender and social inclusion.  Percentage increase in the number of gender responsive projects and programmes implemented in the Basin.	Terms of Reference of technical work and related reviews/ studies commissioned by OKACOM.  Reports of reviews and studies commissioned.  Project and programme monitoring reports.	OBSC  Socio-economic Technical Committee  OKASEC	Financial and technical resources.			
	1.3.6 Create platforms for communicating and addressing sexual harassment, discrimination and all other gender based prejudice within the Secretariat.	Platforms and systems for communicating and addressing sexual harassment and abuse established within the Secretariat.	<b>Short Term</b> A culture of reporting sexual harassment, abuse and prejudice within the OKACOM Secretariat developed.  Appropriate redressing of sexual harassment, abuse and prejudice within the OKACOM Secretariat.  <b>Medium Term</b> Reduction of incidences of sexual harassment, abuse and prejudice based on gender within the Secretariat.  <b>Long Term</b> Gender sensitive working environment that protects both men and women in OKASEC.	Increase in the proportion of reported sexual harassment, abuse and prejudice cases that are appropriately addressed.  Reduction in the number of sexual harassment incidents in OKASEC.	Survey  Reports of reported cases  Minutes of disciplinary hearings on sexual harassment, abuse and prejudice cases.	OKASEC	Political, technical and financial support to establish an appropriate communication platform and systems to report sexual harassment and prejudice based on gender within the Secretariat.			
	1.4.1 Establish Basin wide governance structures aimed at amplifying the voices of women, men, the youth and other vulnerable groups/people in policy formulation.	Basin level governance structures established in the Basin States.  Proportion increase in representation of women and vulnerable grassroots in Basin management meetings.	<b>Short Term</b> Increased participation of grassroots stakeholders in Basin management decision-making processes.  <b>Medium Term</b> Inclusive planning and management of Basin resources.	Increased number of grassroots stakeholders participating in Basin management meetings.  Increased percentage contribution by grassroots stakeholders in Basin management meetings.	Basin management structures in the Basin States  Minutes of meetings	OKACOM Basin States  OKASEC	Financial and technical support from Basin States.			
	1.4.2 Build capacity for interactive, participatory and inclusive stakeholder platforms and processes at the Basin level.	Interactive, Basin level capacity building activities implemented	<b>Short Term</b> Enhanced capacity to meaningfully participate in the Basin level management structures.  <b>Medium Term</b> Inclusive planning and management of Basin resources.	Increased number of women, men, the youth and other vulnerable groups actively participating in the Basin management meetings.  Increased percentage contribution by women, men, the youth and other vulnerable groups in Basin management meetings.	Minutes of meetings	OKACOM Basin States  OKASEC	Financial and technical support from Basin States, OKACOM and International Collaborating Partners.			



# 5. IMPLEMENTATION

## S.O 2: Generate knowledge, build capacity and promote understanding of gender equality as a critical requirement in IWRM

PERSONAL DIMENSION										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT
2.1.1 Compile evidence on the effectiveness of a gendered approach in IWRM through research and implementation of pilot projects	2.1.1 Incorporate gender analysis during project conceptualisation and proposal development, planning, implementation and monitoring of different projects.	Gender gap analysis reports.	Short Term Gender gaps for all planned projects identified.  Medium Term Gender gaps effectively mitigated in project conceptualisation and design.  Long Term Gender responsive projects planned and implemented.	Number of gender gaps identified.  Increased proportion of gender gaps mitigated in project conceptualisation and design  Increase in the number of gender responsive projects planned and implemented.	Gender Gap Analysis report Project documents Project reports	OKACOM Basin States OKASEC OKACOM Implementing Partners	Financial and technical support from Basin States, OKACOM and International Collaborating Partners.			
	2.1.2 Develop and implement pilot projects that apply a gendered approach from conceptualisation, designing, implementation, monitoring, evaluation and learning.	Pilot projects developed using a gender lens.  Pilot projects implemented using a gender approach.	Short Term Evidence of a gendered approach gathered to inform full-scale project design and implementation.  Medium Term Increased implementation of evidence based gender responsive projects.  Long Term Increased gender responsive project results and downstream impacts.	Gender content in pilot studies reports  Increased number of projects/programmes implemented using a gendered approach.  Increase in the percentage of gender responsive targets achieved and downstream impacts achieved	Pilot Project reports  Project reports  Annual reports	OKACOM Basin States OKASEC OKACOM Implementing Partners	Financial and technical support from Basin States, OKACOM and International Collaborating Partners.			
	2.1.3 Carry out feasibility studies for planned projects commissioned by the RBO and the Basin States to include an assessment of the impacts on women, men, the youth and other vulnerable groups/people	Gender gap analysis reports.	Short Term Identification of gender gaps for all planned projects.  Medium Term Gender gaps effectively mitigated in project conceptualisation and design.  Long Term Gender responsive projects planned and implemented.	Number of gender gaps identified.  Increased proportion of gender gaps mitigated in project conceptualisation and design.  Increase in the number of gender responsive projects planned and implemented.	Gender Gap Analysis report Project documents Project reports	OKACOM Basin States OKASEC Implementing Partners	Financial and technical support from Basin States, OKACOM and International Collaborating Partners.			
2.1.4. Include a gender assessment and a gender and social inclusion plan which is monitored during the implementation of the project/ programme.	2.1.5 Include gender analysis and disaggregated data requirements in all assessments carried out in the Basin to build the knowledge base.	Gender assessment included in projects/ programmes.  Gender and social inclusion plan developed.	Short Term Assessment of gender and social inclusion during the implementation of projects/programmes  Improved gender and social inclusiveness during implementation of projects/ programmes.	Reduction in gender and social gaps identified in the mid-term gender audit.	Mid-term gender audit report Project reports	OKACOM Basin States Council of Ministers Gender Machineryes	Financial and technical support from Basin States, OKACOM and International Collaborating Partners.			
		Gender disaggregated data.	Short Term Increased gender disaggregated data to inform planning and decision-making processes.  Identification of gender gaps for all planned projects.  Medium Term Gender gaps effectively mitigated in project conceptualisation and design.  Long Term Gender responsive projects planned and implemented.	Gender disaggregated database Number of gender gaps identified. Number of mitigation strategies developed to address identified gender gaps. Number of mitigated gender gaps	Gender disaggregated database Gender Gap Analysis report Project documents Project reports	OKACOM Basin States OKASEC Implementing Partners	Financial and technical support from Basin States, OKACOM and International Collaborating Partners.			



## S.O 2: Generate knowledge, build capacity and promote understanding of gender equality as a critical requirement in IWRM



PERSONAL DIMENSION										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT
2.2 Build capacity for gender mainstreaming across all levels	2.1.6 Motivate the participation of women, youth and other marginalised groups in the broad activities facilitated and organized by the RBO from technical meetings, to capacity building and networking opportunities.	Technical meetings, capacity building and networking events convened.	Short term Increased access to capacity building opportunities by men and women in the Cubango-Okavango River Basin States.  Increased professional development opportunities for men and women in the Cubango-Okavango River Basin States.	Increased proportion of men and women attending technical, capacity building and networking meetings.  Increased proportion of men and women capacitated	Minutes of meetings Capacity building report	OKACOM Basin States OKACOM organs Implementing Partners	Financial and technical support from Basin States, OKACOM and International Collaborating Partners.			
	2.2.1 Support development for staff in areas such as shared key concepts, gender analysis, gender budgeting and gender responsive monitoring and evaluation of project and programme activities.	Gender mainstreaming training received.	Short term Increased capacity to mainstream gender for all staff.  Medium term Increased gender mainstreaming in the RBOs projects and programmes and broader operations.	Percentage of staff members that score at least 80% on the gender self-assessment scorecard.  Increase in the percentage of gender targets achieved in the RBOs projects and programmes and broader operations.	Gender Audit Report  Annual reports Project reports	OKACOM Basin States OKACOM organs Implementing Partners	Financial and technical support from Basin States, OKACOM and International Collaborating Partners.			
	2.2.2 Build specific skills of Gender Focal Points (GFP) and improve their ability to support and guide the implementation of the OKACOM Gender Mainstreaming Strategy, while enhancing accountability to their Ministries in Basin States	Gender mainstreaming training received.	Short term Increased capacity to support the Basin States and OKACOM's Gender Mainstreaming efforts.  Medium term Increased gender mainstreaming in the RBOs projects and programmes and broader operations.	Percentage of staff members that score at least 80% on the gender self-assessment scorecard.  Increase in the percentage of gender targets achieved in the RBOs projects and programmes and broader operations.	Survey Gender Audit Report	OKACOM Basin States OKACOM organs Implementing Partners	Financial and technical support from Basin States, OKACOM and International Collaborating Partners.			
	2.2.3 Cultivate, strengthen and sustain diverse partnerships with current and potential institutional allies, gender organisations, Non-Governmental Organisations, Community Based Organisations, media and academic institutions within the Basin States and at Basin levels.	Partnerships in support of gender mainstreaming in OKACOM and the Basin States established and strengthened.	Short Term Increased collaborations with partners in support of gender mainstreaming activities.  Medium Term Increased technical and financial resources jointly mobilised with partners in support of gender mainstreaming in OKACOM and the Basin States.	Increased number of collaborative activities in support of gender mainstreaming implemented with partners  Technical support rendered in support of gender mainstreaming  Amount of financial resources mobilised in support of gender mainstreaming  Number of joint events in support convened	Collaborative agreements Activity narrative and financial reports Annual reports	OKACOM Basin States OKASEC Local and international collaborating partners	Financial and technical resources from the Basin States, Gender Mainstreaming in the Basin States and International Collaborating Partners.			

# 5. IMPLEMENTATION

## S.O 2: Generate knowledge, build capacity and promote understanding of gender equality as a critical requirement in IWRM

PERSONAL DIMENSION										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT
2.3 Enhance access to methodological tools, resources, and opportunities in support of gender mainstreaming in IWRM	2.3.1 Generate and enable access to gender methodological tools and resources through the OKACOM website and related communication channels.	Gender mainstreaming tools uploaded on the OKACOM website.	Short Term Increased access to gender mainstreaming tools and resources.	Number of views and downloads of gender mainstreaming tools and resources from the OKACOM website.	OKACOM website analytics report	OKACOM/Basin States OKASEC	Technical resources from the Basin States, and OKASEC			
	2.3.2 Develop information products that summarise the OKACOM gender strategy and implementation plan and disseminate these among all stakeholders.	Gender Mainstreaming information products developed.	Short Term Increased awareness of the gender mainstreaming strategy among OKACOM stakeholders.  Medium Term Increased support towards implementation of the OKACOM Gender Mainstreaming strategy.	Increase in the proportion of gender activities adopted for implementation.  Increase in the proportion of the OKACOM gender mainstreaming activities implemented.	Annual reports Project reports	OKASEC	Financial and technical support from Basin States, OKACOM and International Collaborating Partners.			
	2.3.3 Pursue public diplomacy opportunities to promote gender equality, including through the media, and scientific engagement.	Public diplomacy opportunities pursued to promote gender equality.  Number of events convened to promote gender equality.	Short term Gender equality promoted through the media and other public events.  Medium to long term Improved social and gender inclusiveness in projects/programmes.	Reduction in gender and social gaps identified in the mid-term gender audit.  Increase in the number of stakeholders that rate OKACOM as a gender responsive RBO.	Annual reports Mid-term gender audit report Project reports	OKASEC Media Public OKACOM/Basin States Forum of Ministers Gender Machineryes	Financial and technical support from Basin States, OKACOM and International Collaborating Partners.			
	2.3.4. Make explicit commitment to promoting gender equality in all guiding documents and processes, to be able to deliver on gender equality objectives.	Gender promoted in all guiding documents and processes.	Short term Increased visibility of gender equality in OKACOM programmes and projects. Medium to long term Improved social and gender inclusiveness during implementation of projects/programmes	Increase in the number of stakeholders that rate OKACOM as a gender responsive RBO.	Annual reports Mid-term gender audit report Project reports	OKASEC OKACOM/Basin States Forum of Ministers Gender Machineryes	Financial and technical support from Basin States, OKACOM and International Collaborating Partners.			




### S.O 3: Develop and implement an effective gender responsive monitoring and evaluation system

OUTPUT DIMENSION										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT
3.1 Develop a culture, capacity and environment for tracking progress towards inclusive and equitable activities and outcomes	3.1.1 Develop and build a gender information management system with gender-disaggregated data, in partnership with national statistics agencies.	Gender information management system established.	Increased access to gender disaggregated data. Improved gender mainstreaming data management in all programme and project achievements and impacts.	Increased disaggregated data in projects or programme targets and achievements	Gender information management system. Project reports	OKASEC	Financial and technical support from OKACOM and International Collaborating Partners.			
	3.1.2 Incorporate gender analysis reporting in the OKACOM monitoring, evaluation and learning system.	Gender sensitive reporting established.	Short term Identification of gender gaps/ strengths. Medium term Improved gender mainstreaming performance tracking.	Number of gender gaps or strengths identified Number of projects ranked satisfactory on the OKACOM Monitoring dashboard	OKACOM monitoring dashboard Gender gap analysis report Project reports	OKASEC and the Basin States	Financial and technical support from OKACOM and International Collaborating Partners.			
	3.1.3 Conduct periodic gender audits and evaluations to track progress.	Gender audits and evaluations conducted.	Short term Identification of gender gaps/ strengths. Medium term Improved gender mainstreaming performance tracking.	Number of gender gaps or strengths identified. Number of projects ranked satisfactory on the OKACOM Monitoring dashboard.	Gender audit report Evaluation reports	OKASEC	Financial and technical support from Basin States, OKACOM and International Collaborating Partners.			



## 5. IMPLEMENTATION

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“ The OKACOM Secretariat will be responsible for developing an annual plan supported by a resourced budget ”



## **5.4 Monitoring and Reporting of the Implementation Plan**

### **5.4.1 Implementation Mechanisms**

This gender strategy and implementation plan will be executed in cycles reviewable every 5 years. Such a cyclic approach will allow the RBO to adapt and transform as the capacity and systems are developed and strengthened. Thus, the gender strategy and implementation plan will employ a phased implementation approach, with a focus on areas that can most quickly be addressed with the resources available within the RBO, (quick wins) while working towards the implementation of measures with longer-term implementation timeframes.

### **5.4.2 Critical Factors for Successful Implementation**

Commitment by the OKACOM Member States towards gender and social inclusion in the water sector is the most critical factor that will influence the successful implementation of the gender strategy and implementation plan. This should be matched with adequate budget support, openness to adopting a gendered organisational culture and consistency in applying a gendered approach in the design, planning, implementation and monitoring and evaluation of programmes and projects commissioned by the RBO and implemented by the Basin States as well as state and non-state actors alike.

### **5.4.3 Monitoring and Evaluation**

The process of monitoring and evaluating the strategy shall be based on Results Based Management principles. Specifically, focus will be on assessing the extent to which results are achieved and the limit to which these contribute effectively towards gender equality and equity in the RBO and promoting an accountability culture.

In line with the institutional processes, OKASEC will produce progress reports to be presented for review and approval by the OBSC, the Commission and the Ministers Forum.



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# OKACOM

*The Permanent Okavango River Basin Water Commission  
Comissão Permanente das Águas da Bacia Hidrográfica do Rio Okavango*



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