



DEVELOPMENT OF A COMPREHENSIVE IMPLEMENTATION PLAN FOR GENDER MAINSTREAMING IN THE ORANGE-SENQU RIVER BASIN COMMISSION



GM Implementation
Plan Report

December 2018

ORASECOM 009/2018

The *Support to **Development of a Comprehensive Implementation Plan for Gender Mainstreaming in the Orange-Senqu River Basin Commission*** was commissioned by the Secretariat of the Orange-Senqu River Commission (ORASECOM) with technical and financial support from the German Federal Ministry for Economic Cooperation and Development (BMZ), in delegated cooperation with the UK Department for International Development (DFID), implemented through Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

Prepared by
PEGASYS



TABLE OF CONTENTS

1. INTRODUCTION.....	1
1.1. Background	1
1.2. Purpose of this Plan	2
1.3. Structure of the Gender Mainstreaming Implementation Plan.....	2
2. APPROACH TO DEVELOPING THE PLAN	3
2.1. Methodology.....	3
2.1.1. <i>Literature Review</i>	4
2.1.2. <i>Key Informant Interviews and Questionnaires</i>	4
2.1.3. <i>Stakeholder Workshops</i>	4
2.2. Three-Phase Approach	5
3. THE GENDER FRAMEWORK	6
3.1. Overview	6
3.2. Global Development Agenda	7
3.3. Regional Gender Framework	7
3.3.1. <i>Policies and Plans</i>	7
3.3.2. <i>Tools for Gender Mainstreaming</i>	8
3.4. Gender Mainstreaming in ORASECOM.....	9
3.5. Riparian State Reflection on GAD.....	10
3.5.1. <i>Botswana</i>	10
3.5.2. <i>Lesotho</i>	11
3.5.3. <i>Namibia</i>	11
3.5.4. <i>South Africa</i>	11
4. ADDRESSING THE GAPS IN GENDER MAINSTREAMING.....	13
4.1. Critical considerations from review and engagements	13
4.2. Summary of critical considerations	14
4.2.1. <i>Financial resources for gender mainstreaming</i>	14
4.2.2. <i>Successful models for mainstreaming gender</i>	15
4.2.3. <i>Responsibility for gender mainstreaming</i>	15
4.2.4. <i>Stepping stones to gender mainstreaming in ORASECOM</i>	16
5. GENDER MAINSTREAMING IN ORASECOM	17
5.1. Gender and the IWRM Plan	17
5.2. Strategic Outcomes and Objectives	18
5.3. Strategic Actions and Activities	19

6. FROM STRATEGY TO IMPLEMENTATION	22
6.1. Prioritisation for Implementation	22
6.2. Demonstrating Impact through the Theory of Change	23
7. IMPLEMENTATION STEPS FOR 2019/2020	28
8. CONCLUSION	29
9. REFERENCES	30
APPENDIX A: ORASECOM GM STRATEGIC ACTION TABLES WITH TIMEFRAMES	31

LIST OF TABLES

Table 1: Review process	4
Table 2: Number of Workshop Participants	4
Table 3: GAD Interpretation.....	7
Table 4: Objectives of the ORASECOM IWRM Plan.....	17
Table 5: Strategic Objective, Actions and Activities	19
Table 6: SPECIFIC OUTCOME A: Prioritised Actions	25
Table 7: SPECIFIC OUTCOME B - Prioritised Actions	26
Table 8: SPECIFIC OUTCOME C - Prioritised Actions.....	27
Table 9: Action Plan and Budget for 2019/2020	28

LIST OF FIGURES

Figure 1: Structure of the ORASECOM Gender Mainstreaming Implementation Plan	3
Figure 2: National and Basin Workshop Stakeholders	5
Figure 3: Summary of Literature Review and Engagements.....	5
Figure 4: The Global and Regional Gender Framework.....	6
Figure 5: The Sustainable Development Goals	7
Figure 6: Some complexities in realising beneficiation from water resources	17
Figure 7: Specific Outcomes for ORASECOM GM.....	18
Figure 8: Strategic Objectives for the ORASECOM Gender Mainstreaming	18
Figure 9: ORASECOM GM Priorities.....	22
Figure 10: Theory of Change for Gender Mainstreaming for ORASECOM	24

LIST OF ACRONYMS

Acronym	Definition
CTT	Communication Task Team
GAD	Gender and Development
GFP	Gender Focal Point
GM	Gender Mainstreaming
GMIP	Gender Mainstreaming Implementation Plan
GWHC	Groundwater Hydrology Committee
IWRMP	Integrated Water Resource Management Plan
M&E	Monitoring and Evaluation
ORASECOM	Orange-Senqu River Commission
RBO	River Basin Organisation
SADC	Southern African Development Community
SETT	Socio-economic Task Team
SDG	Sustainable Development Goal
SO	Strategic Objectives
TOC	Theory of Change
TTT	Technical Task Team

1. INTRODUCTION

1.1. Background

Transboundary fresh water resources account for approximately 70% of the southern African's renewable water resources (SADC, 2012). The region's water resources play a vital role in the maintenance of the region's rich natural ecosystems, and for promoting sustainable economic growth and social development. However, southern Africa's water resources are unevenly distributed over time and space furthermore, socio-economic development varies markedly among Southern African Development Community (SADC) member states (Vogel, 2012). Invariably, these factors create complexities towards the coordinated management, utilisation, development and protection of the region's shared water resources. This is further compounded by the ever-rising demand on resources, increasing water pollution and climate change impacts.

As a result, regional collaboration and coordination is key to transboundary water resource management in order to promote sustainable development and tackle issues of peace, poverty, gender, inequality and security. To this end, SADC's Member States (MS) have established principles and protocols on joint integrated water resource management. Moreover, at a river basin level, various riparian states have signed agreements, formed river basin organisations and developed instruments aimed at facilitating water cooperation, development and equitable utilisation. While significant strides have been made regarding regional cooperation, there is still a way to go in terms of River Basin Organisations being able to effectively implement and operationalise the series of frameworks, strategies and plans developed.

The GIZ *Transboundary Water Management in SADC programme*¹ aimed to build the capacity of River Basin Organisations towards the implementation of selected strategies and policies. Under *Output B7: Gender Mainstreaming in Transboundary Water Management*, GIZ has dedicated support to mainstreaming gender in the Orange-Senqu River through the Orange Senqu River Commission (ORASECOM). The Programme has taken a conscientious decision to responsibly contribute to the undertakings and commitments aimed at making meaningful progress towards gender equality in the water sector. Gender and the mainstreaming of gender remains a complex and under-prioritised component in the water sector. Prior interventions

Gender: *the roles duties and responsibilities which are culturally or socially ascribed to men, women, boys and girls*

Gender Mainstreaming: *the process of identifying gender gaps and making women's, men's, girls', boys' concerns and experiences integral to the design, implementation, monitoring, and evaluation of policies and programmes in all spheres so that they benefit equally [SADC Protocol on Gender and Development, 2016]*

in water resource management did not proactively ensure that the marginalisation of women and girls was not perpetuated. As a result, the broader marginalisation of women in water resources has prevented the equal sharing of benefits and deepened social exclusions and disparities between men and women. It is therefore crucial to understand and address gender inequality in order to improve the living conditions and the status of women and men as well as to ensure sustainable water resources management. Without

¹ GIZ has been commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) with co-financing by the United Kingdom Department for International Development.

ORASECOM Gender Mainstreaming Implementation Plan

specific attention to gender, projects and initiatives that are aimed at water resources management could further reinforce gender inequalities between men and women. Therefore, gender mainstreaming is fundamental for promoting efficiency, effectiveness and sustainable water management.

The Orange-Senqu River Commission (ORASECOM) was established to promote the equitable and sustainable development of the resources of the Orange-Senqu River and to provide a forum for consultation and coordination between the riparian states to support integrated water resources management and development within the basin. In light of the above, ORASECOM has also identified gender mainstreaming as a cornerstone for reaching these goals as a result, the Commission has a strong commitment to mainstreaming gender in the basin. In 2015 ORASECOM developed a Gender Mainstreaming (GM) Strategy as a framework for promoting gender equity and equality during the implementation of projects and activities of the ORASECOM IWRM Plan, to contribute towards the effective and sustainable management of the Orange-Senqu River Basin.

1.2. Purpose of this Plan

The purpose of the ORASECOM Gender Mainstreaming Implementation Plan (GMIP) is to operationalise the GM Strategy. This should strengthen gender mainstreaming efforts in the basin by centrally positioning gender in water resource management programmes and initiatives consequently, raising the profile of gender in the basin. The GMIP:

- Aligns strongly to the basin's vision, as set out in the Integrated Water Resources Management (IWRM) Plan;
- Identifies how gender mainstreaming will enable ORASECOM to meet its strategic goals and objectives;
- Provides clarity on roles and responsibilities between Member states and the Secretariat;
- Identifies gaps in the current GM Strategy;
- Ensures pragmatism, by prioritising key actions that will deliver positive benefits in relation to the gender mainstreaming objectives of ORASECOM and the Member States; and
- Outline costs and resources required to support implementation of the prioritised actions.

1.3. Structure of the Gender Mainstreaming Implementation Plan

The ORASECOM Gender Mainstreaming Implementation Plan consists of the following seven Chapters as described below:

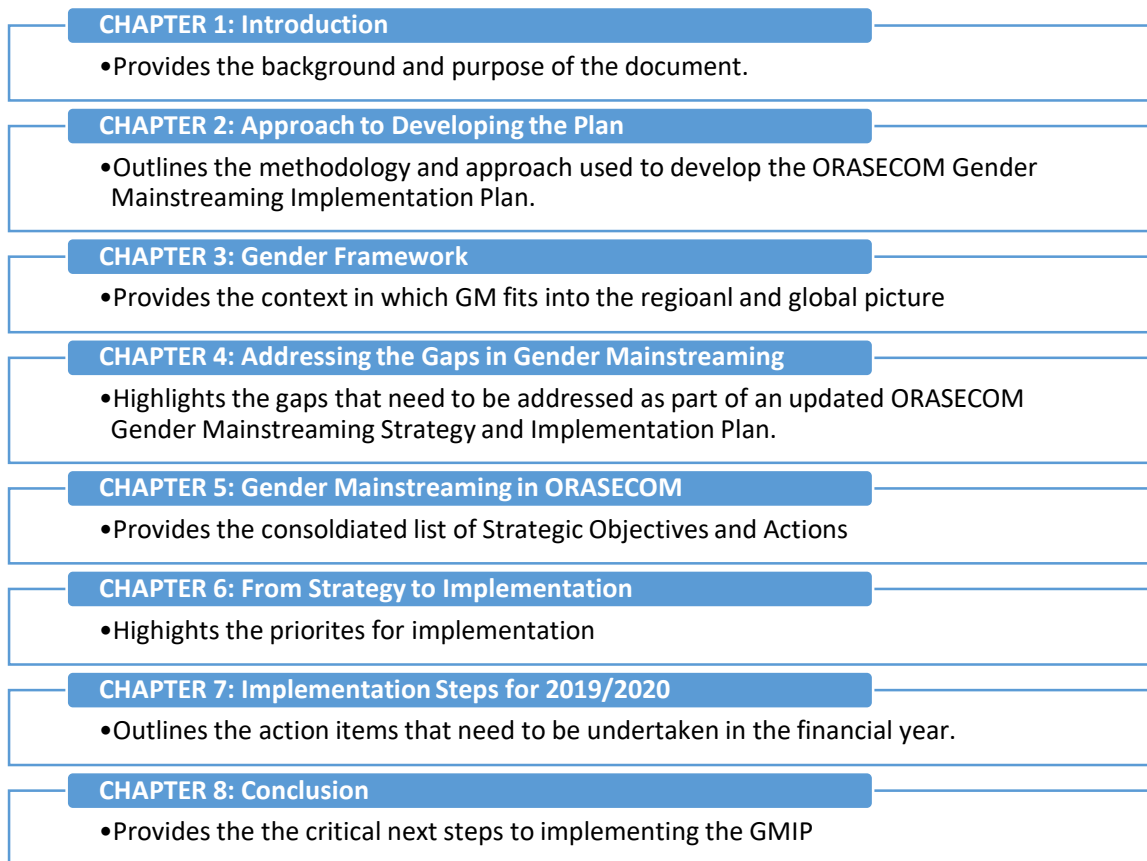


Figure 1: Structure of the ORASECOM Gender Mainstreaming Implementation Plan

2. APPROACH TO DEVELOPING THE PLAN

2.1. Methodology

The development of the GMIP was driven by the need to:

- Understand existing initiatives and gender mainstreaming gaps in riparian states and the Secretariat;
- Understand resources (human and financial) available to support gender mainstreaming while gaining an understanding of resources required;
- Understand challenges in gender mainstreaming;
- Identify key areas for mobilising resources and support aimed at mainstreaming gender in the basin;
- Understand how gender mainstreaming is prioritised within member states;
- Understand the roles and responsibilities of the various actors (i.e. GFP, GM, ORASECOM, SADC Gender Unit) tasked with mainstreaming gender in the river basin; and
- Develop a holistic understanding of gender mainstreaming in the basin.

As a result, four methods were used to inform the Final ORASECOM GMIP, namely, **Literature review, Key Informant Interviews, Questionnaires and Stakeholder Workshops.**

2.1.1. Literature Review

A comprehensive desktop review on the following literature was undertaken:

Table 1: Review process

Framing Documents	SADC Protocol on Gender and Development Gender Mainstreaming Strategy for Transboundary Water Management Programme (2016-2019) ORASECOM IWRM Gender Mainstreaming Strategy
Plans	IWRM Plan for the Orange Senqu River Basin Draft Final SADC Gender Mainstreaming Action Plan for the Water Sector SADC Gender Action Plan
Guidelines and Tools	SADC Handbook on Mainstreaming Gender in the Water Sector Commonwealth gender management system

2.1.2. Key Informant Interviews and Questionnaires

Telephonic and skype interviews were held with key stakeholders. Additionally, comprehensive questionnaires were developed and distributed to key stakeholders in order to gain in depth knowledge regarding the prioritisation of gender mainstreaming in the riparian states. Input was received from SADC Water, Gender Unit, ORASECOM leadership, member state Gender Focal Points and Gender Machineries, and other strategic stakeholders.

2.1.3. Stakeholder Workshops

Targeted stakeholder engagement workshops were held in each of the riparian states. The workshops were aimed at gaining practical understanding of national gender initiatives and initiating the process towards the prioritising key areas to inform the Implementation Plan. The stakeholder groups represented were government, private sector and civil society organisations.

Table 2: Number of Workshop Participants

Stakeholder Workshop	Number of Participants
Botswana	17
Lesotho	14
Namibia	7
South Africa	30
Basin-Wide Validation	17

ORASECOM Gender Mainstreaming Implementation Plan



Figure 2: National and Basin Workshop Stakeholders

2.2. Three-Phase Approach

The development of the GMIP took place over three phases:

- **Phase 1: Inception** – This phase provided the opportunity for clarification on the project scope and outcomes through discussions with the CTT and submission of the Inception Report.
- **Phase 2: Desktop Review and Engagements** – A desktop review of existing literature was conducted as well as engagements and discussions with key informants (Figure 3). A questionnaire was developed and circulated to the Gender Focal Points (GFPs) and Gender Mechanisms to get a deeper understanding of their roles, challenges and recommendations for improving gender mainstreaming and integration into their work. Four National in-country workshops took place that provided the opportunity to reach a wider stakeholder audience to provide their inputs into the GMIP. The outcomes of this Phase were collated and summarised in the Summary Findings Report.

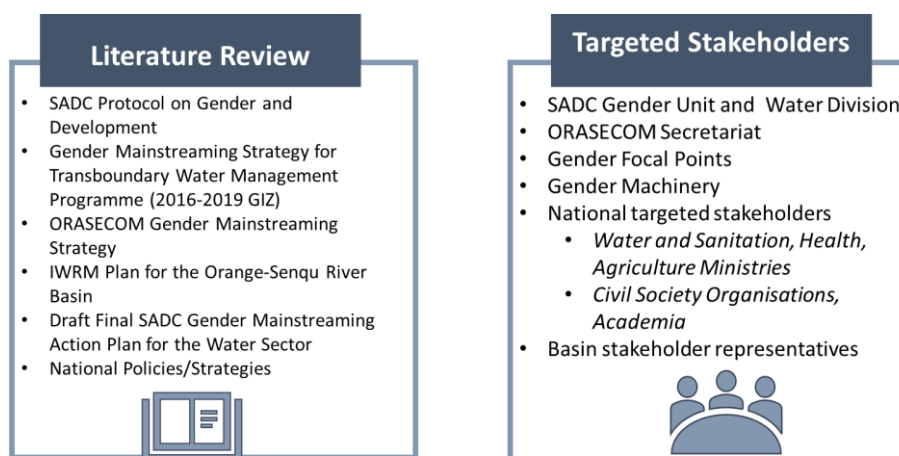


Figure 3: Summary of Literature Review and Engagements

ORASECOM Gender Mainstreaming Implementation Plan

- Phase 3: Finalisation of the Implementation Plan** – Development and finalisation of the GMIP Plan also required iteration through engagement. Based on the findings of Phase 2, a draft Action Plan was presented at the Basin Workshop for validation. The workshop also provided participants the opportunity to negotiate priorities, as each group had different Member State representation. The implementation plan was recommended for Council’s approval by the CTT. The implementation plan was then approved in principle, by Council, at its meeting of 11th December 2018, on condition that further re-prioritisation of actions were undertaken i.e. make sure the plan was going to be more pragmatic, including realistic timeframes and budgets for the proposed actions. The implementation plan was finalised with the incorporation of the above-mentioned comments of Council.

3. THE GENDER FRAMEWORK

3.1. Overview

For ORASECOM to achieve GM, it must to understand and align its initiatives to global, regional and national mandates, implying both a bottom-up and top-down alignment of gender mainstreaming initiatives. This helps ensure that initiatives are not conducted in isolation, but instead contributes to the broader global agenda on gender equality.

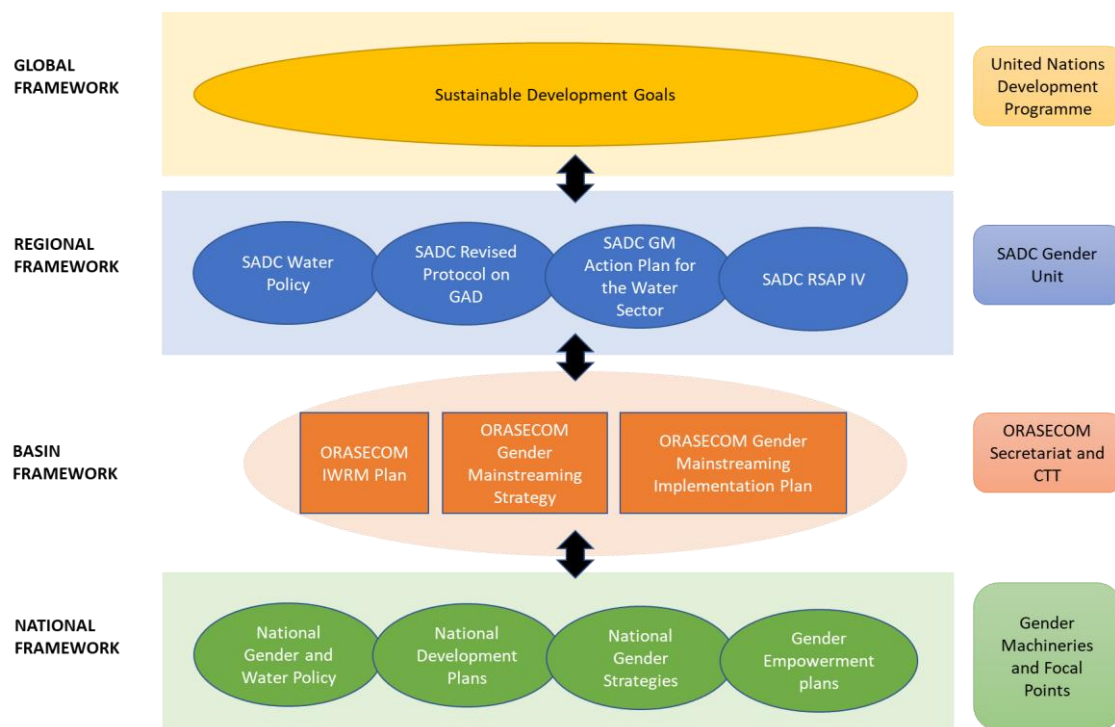


Figure 4: The Global and Regional Gender Framework

3.2. Global Development Agenda

The Sustainable Development Goals (SDGs) are a global initiative to end poverty. ORASECOM, through its commitment to support gender equity and equality, adopts the following SDGs as part of achieving its mandate. Gender, like water, underlies several SDGs. Based on the mandate of ORASECOM and its objective, the two most crucial SDGs are:



Figure 5: The Sustainable Development Goals

- SDG 5: Achieve Gender Equality; and
- SDG 6: Ensure sustainable management of water.

3.3. Regional Gender Framework

A myriad of gender legislation, policies and programmes exist within SADC at national, transboundary and regional levels. The development of a basin-wide implementation plan must therefore seek to reflect and operationalise these commitments in a harmonised and pragmatic manner that speaks to the capacities and ambitions of the Riparian States – both individually and collectively as a River Basin Organisation. As a starting point, it is therefore important to understand the evolution of gender mainstreaming within the wider SADC context, and more specifically, the water sector

3.3.1. Policies and Plans

In 1997, SADC's Member States signed a declaration on Gender and Development (GAD) that formally endorsed efforts to foster regional cooperation and collective action toward improved gender equality. The commitment laid the foundation for the establishment of an institutional framework and advisory system – that is, the SADC Gender Unit and national Gender Focal Points within key sectoral ministries. Albeit high-level, this declaration indicates the importance of committing targeted human and budgetary resources to gender issues; unfortunately, 20 years on, securing these resources remains a critical impediment to achieving gender targets.

Table 3: GAD Interpretation

Issue	Gender and Development (GAD) Interpretation
The focus	Relations between women and men
The problem	Unequal relations that prevent equitable development and the full participation of women and men
The goal	Equitable development with women and men sharing decision making and power, opportunities and resources
The solution	Transform unequal relations and structures; empower the disadvantaged and women

The strategies	Identify and address practical and strategic needs determined by women and men to improve their condition
----------------	---

To harmonise the various gender policies and instruments that SADC Member States subscribe to, the SADC **Gender Protocol on Gender and Development** was developed 2008, and subsequently revised in 2016 to integrate increasingly prevalent regional issues, such as the impacts of climate change. It provides a framework for gender-responsive legislation, policies, programmes and projects. The Protocol is underpinned by SADC's two-pronged approach to achieving gender equality, which lies in creating equal opportunities for women and men and promoting a specific focus on women's empowerment. The Head of SADC's Gender Unit has identified specific parts within the Protocol that are most relevant to the water sector:

- Part 5: Productive Resources and Employment
 - Article 17: Economic empowerment – *ensuring access and control over natural assets and productive resources for economic benefit.*
 - Article 18: Access to property and resources – *ending discrimination against women and girls regarding water rights, and providing them with the access to credit, capital and security to access appropriate technology to benefit from it.*
- Part 10: Climate Change – *ensuring policies, strategies and programmes are informed by an understanding of the gendered impacts of climate change.*

Textbox 1: Mainstreaming Gender in Regional Water Plans & Policies

The SADC Water Sector has progressively recognised the concept of gender mainstreaming - moving beyond the traditional sense of promoting women's improved access to adequate water supply, towards empowering them at various decision-making levels so that they can proactively influence and inform SADC plans, processes and programmes. This is explicitly recognised in the 2005 **SADC Water Policy** and forms the basis for gender considerations in the **Revised Regional Indicative Strategic Development Plan** (2015 – 2020) and the **Regional Strategic Action Plan IV** (2016 – 2020):

- *Gender and Development* is a cross-cutting priority area within the **Revised RISDP**, with a focus on domesticating and implementing regional and national gender policy frameworks in all SADC structures and institutions.
- *Gender Mainstreaming, Youth and Stakeholder Engagement* forms a core component of **RSAP IV**, with a focus on the mobilisation of resources to build a capacitated and empowered community of practice on gender issues in the water sector (at national and regional scales). Importantly, it endeavours to move away from the theoretical aspects of gender mainstreaming, by promoting on-the-ground demonstration in river basins using appropriate M&E processes, tools and guidelines.

3.3.2. Tools for Gender Mainstreaming

The **GAD Monitor** is one of several pragmatic SADC tools that have been developed in recent years to tangibly identify, address and track both targeted and mainstreamed gender actions. It tracks actual and perceived progress against the Protocol's targets and goals at a national scale. The most recent publication (2016) noted

that climate and water-related issues are primary impediments to progress in critical development areas, such as health and education.

Another key tool of relevance to this study is the **SADC Handbook on Mainstreaming Gender in the Water Sector**. Developed in 2015, the Handbook contributes to building the capacity of non-gender experts in the water sector and assists institutions in considering and addressing gender issues in all stages of a project life cycle. The Handbook is widely regarded as a highly useful resource for Water Ministries, and Gender Focal Points in particular, but has not been effectively or consistently rolled out across member states.

Most recently, the **SADC Gender Action Plan for the Water Sector (2018 – 2020)** has been iteratively developed by the SADC Gender Unit, Gender Focal Points from the water ministries, and national Gender Machineries. It was formally endorsed at the WRTC Meeting in May 2018 and provides a framework of specific objectives and related actions, outputs, indicators and responsible institutions. It reflects the needs and aspirations of the member states, and endeavours to provide structure and accountability to gender efforts in the water sector. It is therefore critical that any other national and/or river basin implementation plans closely aligns with the SADC GAP.

3.4. Gender Mainstreaming in ORASECOM

ORASECOM's Riparian States have signed and ratified the Protocol on GAD, which is a critical first step toward its domestication (i.e. incorporating clauses into national laws). However, within SADC's broader framework of gender policies, plans and tools, it is important to distinguish *if* and *to what extent* gender fits at a river basin organisation level.

As identified in the 2014 ORASECOM Gender Mainstreaming Strategy, whilst the IWRM Plan is not explicit on gender issues, it does speak to the need for equitable allocation of benefits and socio-economic upliftment, which inherently promotes gender equality. Furthermore, one of the IWRM key principles recognises the importance of gender mainstreaming in transboundary water management (i.e. **Principle 3: Women play a central part in the provision, management and safeguarding of water**), and another infers the need for participation of women (i.e. **Principle 2: Water development and management should be based on a participatory approach, involving users, planners and policy-makers at all levels**). However, translating these principles into practice has proved challenging. The ORASECOM Gender Strategy does identify the following Strategic Initiatives for addressing gender:

- **SI1: Secure high-level commitment to gender equality**
 - *Identify high policy level gender champions in the member states*
- **SI2: Strengthen linkages with the GFPs in the Department of Water**
 - *Strengthen linkages between GFPs and ORASECOM*
 - *Conduct continuous GM capacity building*
- **SI3: Improve sectoral coordination in WRM**
 - *Identify strategic partners*
 - *Strengthen cross-sectoral linkages between the water sector and gender machinery and civil society and ORASECOM*
- **SI4: Promote meaningful stakeholder participation**
 - *Develop a gender sensitive stakeholder engagement strategy for ORASECOM*
- **SI5: Improve the collection and dissemination of gender disaggregated data**

- *GFPs partnerships with national Statistics agencies*
- *GFPs and partners collect gender appropriate data during implementation of IWRM Plan*
- **SI6: Capacity Strengthening and awareness**
 - *Identify GM capacity needs and gaps*
 - *Design GM capacity building programmes for institutions and individuals*

The 2008 Orange-Senqu's Transboundary Diagnostic Analysis² is silent on gender issues and there is a notable gap on gender disaggregated information. The socio-economic assessment does not consider gender equality issues in the basin, and the extensive stakeholder engagements that informed the study do not differentiate between male and female respondents, their differing needs or opinions.

Furthermore, A. Earle and S. Bazilli's 2013 paper on *A Gendered Critique of Transboundary Water Management* assessed the visibility of gender issues in ORASECOM's policies and governance structures, and identified several notable gaps – which indicate misalignment between the IWRM principles and practice:

- *The formation agreement of ORASECOM is silent on gender issues;*
- *There is limited requirement for gender equality in the representation of Commissioners;*
- *IWRM plan needs stronger reflection of gender entry points; and*
- *Limited reflection of gender initiatives in the ORASECOM Monitoring and Evaluation Plan.*

From this analysis, there is scope to significantly improve the way in which ORASECOM addresses gender – both *internally* (within the organisation and wider governance structures that underpin the Commission), and *externally* in the work they implement. This GMIP addresses these issues, amongst others.

3.5. Riparian State Reflection on GAD

3.5.1. Botswana

Despite being the most recent member state to sign the SADC Protocol on Gender and Development (in 2017), Botswana aligned its National Policy on GAD to the Protocol in 2015. Furthermore, practical steps have been put in place to standardise the national approach to promoting gender equality – such as the Gender Mainstreaming Training Curriculum developed by the Gender Affairs Department. Recent feedback at the WRTC Meeting in Lilongwe -2018 noted that increased efforts are being made to develop a community of practice between governmental departments:

“As GFPs, we are not gender experts. We need the expertise of our gender machineries to adequately fulfil our role. I have therefore enlisted the support of my gender machinery when conducting focus group discussions and stakeholder consultations during our project planning phases and follow-up monitoring.”
Saniso Sakuringwa, Botswana Water Ministry GFP

² The TDA provides a scientific and technical basis for the identification and prioritisation of key issues concerning the degradation of aquatic ecosystems in the Orange–Senqu River basin

3.5.2. Lesotho

Lesotho remains committed to gender mainstreaming and prioritisation. This is reflected in several national policies and strategies. The National Strategic Development Plan identifies gender as cross cutting issues and engenders to improve coordination and mainstreaming of gender into sector policies, programmes and budgets. Gender mainstreaming in the water sector is guided by national plans and strategies including the Water Sanitation Policy. As a result, the sector recognises gender mainstreaming as a critical component for social and economic development. The country still needs to make significant strides in developing guiding instruments and tools for enabling gender mainstreaming in the water sector's activities and projects. In an effort to address the gaps, the sector is in the process of developing the terms of reference for a Water Sector Gender Committee.

“To be nominated as a GFP gave me a privilege to have a better understanding of the importance of incorporating gender issues in the water projects for them to be sustainable.” Nthabiseng Mokhabuli, Ministry of Water: Lesotho, GFP.

The literature review has found that in the main, relevant policies, institutions and guidelines are all in place to support Gender Mainstreaming at RBO level within SADC, including in ORASECOM. Additionally, the desktop review revealed convincing arguments and objectives for gender mainstreaming in the water sector. However, the documents fail to clearly lay out roles and responsibilities for planning and integration, available funding mechanisms to support gender mainstreaming, and embedding gender mainstreaming such that its impacts can be seen throughout ORASECOM's suite of activities. Therefore, these remain critical issues and gaps that need to be addressed in a carefully developed implementation plan.

3.5.3. Namibia

The integration and mainstreaming of gender is key for closing the gaps created by the socio-economic, political and cultural inequalities that existed previously in Namibian society. As a result, the country has developed a Namibia National Gender Policy (2010-2020) which seeks to create an enabling environment for sectors to mainstream gender in line with National Development Plans (NDPs). It identifies who will be responsible for the implementation of the policy and who will be accountable for gender equality results. Additionally, the country has a myriad of policies, strategies and legislations prioritising gender. Although quite progressive in policy formulation nationally, there remains a challenge in filtering and implementing the national objectives on gender mainstreaming into the water sector. As a result, there is a gap in developing dedicated practical plans and guidelines for incorporating gender mainstreaming in water sector projects and programmes. However, the country continues to invest resources to address the challenges indicating the fundamental role gender mainstreaming plays in driving growth and development for the country.

“At the moment there is no specific monitoring mechanism in place to assess the Gender Mainstreaming in water sub-sector.” Theopoline Nantanga, Namibia Water Ministry GFP.

3.5.4. South Africa

South Africa is one of three member states to have established a Commission on Gender Equality. It has also developed a Gender Policy Framework, which seeks to harmonize the integration of gender equality principles into all sectoral policies and plans. The Water Sector has been particularly proactive in developing

ORASECOM Gender Mainstreaming Implementation Plan

strategies and policies for prioritising gender in the sector’s programmes and initiatives. The *National Implementation Strategy and Action Plan for Mainstreaming Gender into the Water Services Sector enables the justification and subsequent allocation of specific gender budget lines:*

“Our ministry has acknowledged that climate and extreme weather events, availability and quality of surface and ground water, and other water related activities affect women and men differently. The ministry has therefore allocated a specific budget line for gender mainstreaming; worth ZAR 8m total (5m for personnel and 3m for programmatic work). The budget is primarily used to educate, advocate and conduct awareness campaigns.” Setati Phuti, South Africa Water Ministry GFP [WRTC Gender Meeting, 11th October 2018, Malawi]

Furthermore, the Department of Water and Sanitation has a Water and Sanitation Gender Policy (1997) which provides guiding principles for gender integration in the water sector and redressing of previous inequalities. This policy is being reviewed in order to address gaps, align to current policies and objectives to more effectively respond to existing challenges.

Text Box 2: Broad Principles of the Water and Sanitation Gender Policy

- *In order to follow the Constitutional principle of gender equality, the Department commits itself to recognising and addressing the current conditions that mitigate against women taking their full part in society.*
- *Therefore, the Department is committed to a programme of action which recognizes present gender roles and works to counteract the gender inequities of the past.*
- *This entails ending discriminatory practices and according recognition and special treatment to women as a means towards redressing the imbalances of the past.*

Most recently, at a Water Sector “Women in Management” Session, the Chief Director for Transformation (DWS) revealed their 8-point plan to address gender, which is currently being implemented.

1. Transformation for non-sexism
2. Establishing policy environment
3. Meeting equity targets
4. Creating enabling environment
5. Empowerment
6. Providing adequate resources
7. Gender mainstreaming
8. Accountability, monitoring and evaluation

4. ADDRESSING THE GAPS IN GENDER MAINSTREAMING

4.1. Critical considerations from review and engagements

The key informant interviews and questions brought to light several factors linked to gender mainstreaming in the water sector. The factors are discussed below:

- **Unclear roles and responsibilities.** The interviews and questionnaires revealed that the uncertainty in role and functions experienced by GFPs and GMs limits their ability to meaningfully participate in gender mainstreaming activities.
- **Piece-meal approaches to gender mainstreaming.** There remains a challenge with gender mainstreaming being only recognised during project life cycles rendering it an event / pilot rather than cornerstone for addressing gender disparities and enabling social and economic development. As a result, this culture prevents proper embedding of gender mainstreaming.
- **Lack of dependable and dedicated gender resources (human and financial);** the interviews and questionnaires revealed that at ORASECOM level and in-country level there are insufficient resources dedicated to operationalising gender initiatives. This can be attributed to the lack of political buy in and support for gender mainstreaming, lack of awareness regarding the importance of gender mainstreaming and lack of understand on how to operationalise gender mainstreaming
- **Lack of a critical mass of gender expertise for application to mainstreaming;** The questionnaires answered by GFPs from the riparian states reveled that gender mainstreaming is often difficult to implement because there is no pool of knowledge to learn from or consult with regarding gender implementation.
- **Event-linked communication between ORASECOM, gender machineries and gender focal points regarding matters on gender mainstreaming;** The questionnaires revealed that although there is a good relationship between GFPs and ORASECOM, the relationship does not extend to include knowledge sharing and brokering on gender mainstreaming. As a result, the relationship is event linked rather than permanent engagement. Furthermore, the questionnaires revealed that there is lack of interaction between member state GFPs and GMs outside events.
- **Lack of acknowledgment/recognition regarding the importance of gender mainstreaming;** Although there is recognition at a basin and national level regarding the importance of gender, at local and ministerial level gender mainstreaming is often not acknowledged and it is contingent on political will and buy in of managers.
- There is **lack of stringent actions** that ensure that gender mainstreaming activities are prioritized once they have been recognized; and
- There is **lack of specific monitoring mechanisms** to assess gender mainstreaming in water sector.

The key informant interviews and questionnaires provided in depth knowledge on challenges to implementing and embedding gender mainstreaming initiatives. In accordance with previous discussions, key informant interviews and questionnaires also recognised the importance of gender mainstreaming.

ORASECOM Gender Mainstreaming Implementation Plan

To effectively inform the findings report, four national workshops were held one in each member state. The workshops were attended by 68 stakeholders. The stakeholder engagement revealed the following factors:

- There is a significant role that ORASECOM needs to fulfil in steering gender mainstreaming initiatives. By taking the lead it will help member states prioritise their gender activities accordingly.
- GFP's are insufficiently capacitated for their role, as a result they cannot meaningfully contribute towards gender mainstreaming initiatives.
- National Ministries of water need to proactively integrate gender mainstreaming in water sector programs and activities.
- There needs to be a strong relationship between Ministries of Water and Gender in order to streamline and coordinate gender mainstreaming in country.
- There needs to be alignment between regional, basin and national strategies and plans to ensure effective and holistic gender mainstreaming.
- Lack of resources (human and financial) continues to be a challenge in the uptake and embedding of gender mainstreaming.
- Opportunities exist in establishing partnerships (with donors) to support the integration of gender mainstreaming in water projects and activities.
- Gender mainstreaming requires structured data and information management tools as well as standardised monitoring and evaluation indicators.
- Develop and implement a gender mainstreaming capacity building programme
- A gender Community of Practice on gender mainstreaming needs to be established.

4.2. Summary of critical considerations

4.2.1. Financial resources for gender mainstreaming

While there is wide-spread agreement on the need to mainstream gender in RBOs, there is no commitment to consistently provide the financial resources necessary to do so. Gender and gender mainstreaming remain a high-profile priority as and when funding (typically from donors) becomes available specifically for that purpose. As such the long-term process necessary to mainstream and monitor gender in RBOs remains somewhat haphazard and linked to key individuals and institutions.

Rather than applying a rational and consistent approach to mainstreaming gender, inconsistent or insufficient funding leads to fragmented implementation. This can create confusion and uncertainty around an already complex process.

Gender focal points need recognition and remuneration for this role, which is above and beyond their regularly assigned professional tasks. Current reward and remuneration for GFPs does not recognize the roles they play under this title.

Include a gender mainstreaming 'levy' in all budget lines to ensure adequate long-term financial support for implementing gender mainstreaming—pass the costs on to all aspects of the organization because gender

mainstreaming touches them all. Develop a step-wise long-term gender mainstreaming plan that can be implemented as resources become available.

4.2.2. Successful models for mainstreaming gender

Gender mainstreaming is often seen as an end (or goal) in and of itself rather than a critical process to ensure resource governance, planning and management is done in an equitable way, which does not exacerbate existing inequalities. Either as a means to an end or an end in and of itself, mainstreaming gender is complex, on-going process whereby an institution's policies and practices are all unpacked and examined using a specific gender lens—after which relevant changes in organizational policies, partners, practices, and structures are made.

There are very few examples of successful, on-going gender mainstreaming in water governance institutions, which can make it difficult to know how best to approach it. It may be useful in the case of RBOs to ask the guiding questions “when, where and how can gender mainstreaming improve RBOs?”. The responses can help identify entry points into RBO systems and functions with the most gender relevance. Use those entry points to develop and refine a process of prioritization, implementation, monitoring and evaluation.

Acknowledging that gender mainstreaming takes time and considerable resources, develop and undertake a process of prioritizing areas for addressing gender in all RBO activities such that all outcomes reflect gender and social inclusion.

4.2.3. Responsibility for gender mainstreaming

Given that gender mainstreaming applies to all areas of an RBOs structures and functions, responsibility for it must be at the highest levels and include everyone in the organization. Related to the points above, gender needs to be prioritized, well understood and adequately funded at the highest levels of RBOs. Similarly, it needs to be built into critical structures such as a CTT and M & E systems.

As long as responsibility for gender remains outside of RBOs power structures, it will continue to be seen as a specialized set of activities that do not pertain to all of the organizations' staff and all of their activities. In this way gender mainstreaming becomes an end in and of itself and not a critical approach to improving overall RBO performance and 'service delivery'. Gender mainstreaming requires status in the RBO sufficient to be recognized as a key investment area, not subsumed under headings related to stakeholders, communication and the like.

National gender machineries have more robust gender structures and policies than those currently at RBO level. Therefore RBOs (through dedicated mechanisms such as gender focal points) should invest in their ability to link effectively to national processes related to RBO implementation priorities, e.g. climate change. However, RBOs cannot force gender mainstreaming priorities and processes at national level, and therefore strengthened relationships between these parties are critical. Capacity must exist at RBO level in addition to that which rests at national level.

Implementing gender mainstreaming at RBO level will take a high degree of coordination, management and integration across levels and sectors. A dedicated and resourced management structure will need to be conceptualized to ensure this investment of time and money produces worthy results.

Either elevate the status, resources and authority of the gender experts OR expand expertise to the top levels by establishing the linkages between gender and overall RBO performance. Ensure that those with responsibility for gender mainstreaming have the corresponding authority to make it happen.

4.2.4. Stepping stones to gender mainstreaming in ORASECOM

In review of the M&E framework that ORASECOM has developed, it became critical to highlight the areas in which gender can be mainstreamed with minimal resources, by obtaining gender disaggregated data and asking if the process has allowed for equal participation.

It has been noted that addressing Gender as part of the Communications Task Team relegates it as a communication tool, rather than an initiative that is both fundamental and intrinsic to the success of ORASECOM. A proposal to be discussed further is the development of a socio-economic task team as part of the ORASECOM structures to elevate gender and ensure it is mainstreamed from the inception of projects.

It will also be useful to explore initiatives that gender focal points can undertake in collecting and collating gender data from existing projects and products, to build a repository of information that ORASECOM can house as part of its institutional memory.

5. GENDER MAINSTREAMING IN ORASECOM

5.1. Gender and the IWRM Plan

The Vision of the IWRM Plan clearly indicates that gender dimensions need to be considered:

“to provide a framework for sustainable development and management of the water resources, taking into account the need for **improved distribution and equitable allocation of benefits, in order to contribute towards socio-economic upliftment of communities within the basin**, and ensure future water security for the basin States”

The ORASECOM IWRM plan provides 11 objectives structured according to central objectives, enabling strategic objectives and cross-cutting strategic objectives.

In effectively managing and developing water resources there are significant challenges that must be unlocked for shared and equitable beneficiation from these water resources (Figure 6). The IWRM plan provides a framework for doing just this. From the perspective of gender, Objective 11 of the IWRM plan directly speaks to ensuring that GM occurs through the planned actions towards water resource management and development. However, for gender to be truly mainstreamed, it should be reflected in all aspects of the IWRM Plan. In this regard, the enabling strategic objectives play a key role in supporting Objective 11 through strengthening knowledge, building capacity, strengthening stakeholder participation, reviewing financing and tracking progress through ongoing monitoring and evaluation.

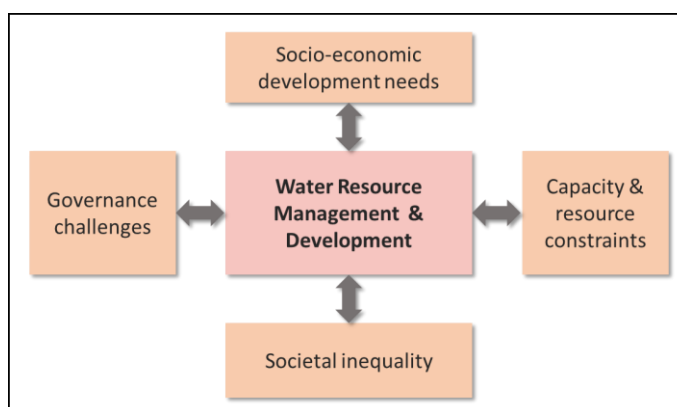


Figure 6: Some complexities in realising beneficiation from water resources

Table 4: Objectives of the ORASECOM IWRM Plan

Central Objectives	Enabling strategic objectives	Cross-cutting strategic objectives
<ol style="list-style-type: none"> 1. Ensure the optimized sustainable management of the basin's water resources 2. Support socio-economic upliftment and eradication of poverty in the basin 3. Ensure that the adverse effects of catchment degradation are reduced and the sustainability of resource use is improved 4. Maximize security from water-related disasters (especially flood and drought) 	<ol style="list-style-type: none"> 5. Put an adequate knowledge base in place 6. Build sufficient capacity and institutional strength 7. Promote high level of stakeholder engagement 8. Ensure appropriate financing mechanisms are in place 9. Promote adaptive management and effective monitoring and evaluation systems. 	<ol style="list-style-type: none"> 10. Promote the mainstreaming of adaptation to potential impacts of climate change into planned actions 11. Ensure the mainstreaming of gender considerations into planned actions

The ethos of the IWRM Plan is echoed strongly in the GMIP.

5.2. Strategic Outcomes and Objectives

The Strategic Objectives respond to the broader GM Strategy, but also the gaps and areas that require strengthening that surfaced during the desktop review, key informant discussions and workshops. These were collated into three outcome areas (Figure 7): enhance basin knowledge on gender and GM; strengthen institutions to promote GM in projects and programmes; and partnering with private sector in support of gender integration. These three specific outcomes focus on distinctive and inter-connected areas to ensure that gender is considered in all activities in the Orange-Senqu Basin.

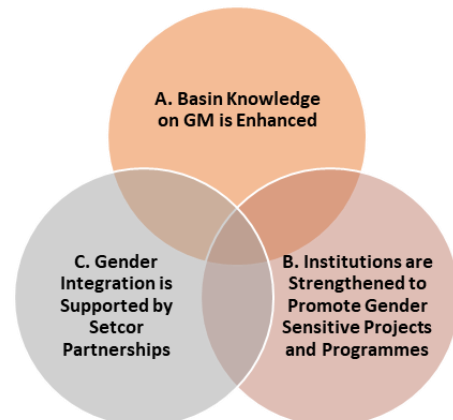


Figure 7: Specific Outcomes for ORASECOM GM

The three Strategic outcomes are expanded into ten Strategic Objectives (SO) areas that reflect the high-level objectives that need to be achieved, in support of the basin’s vision.

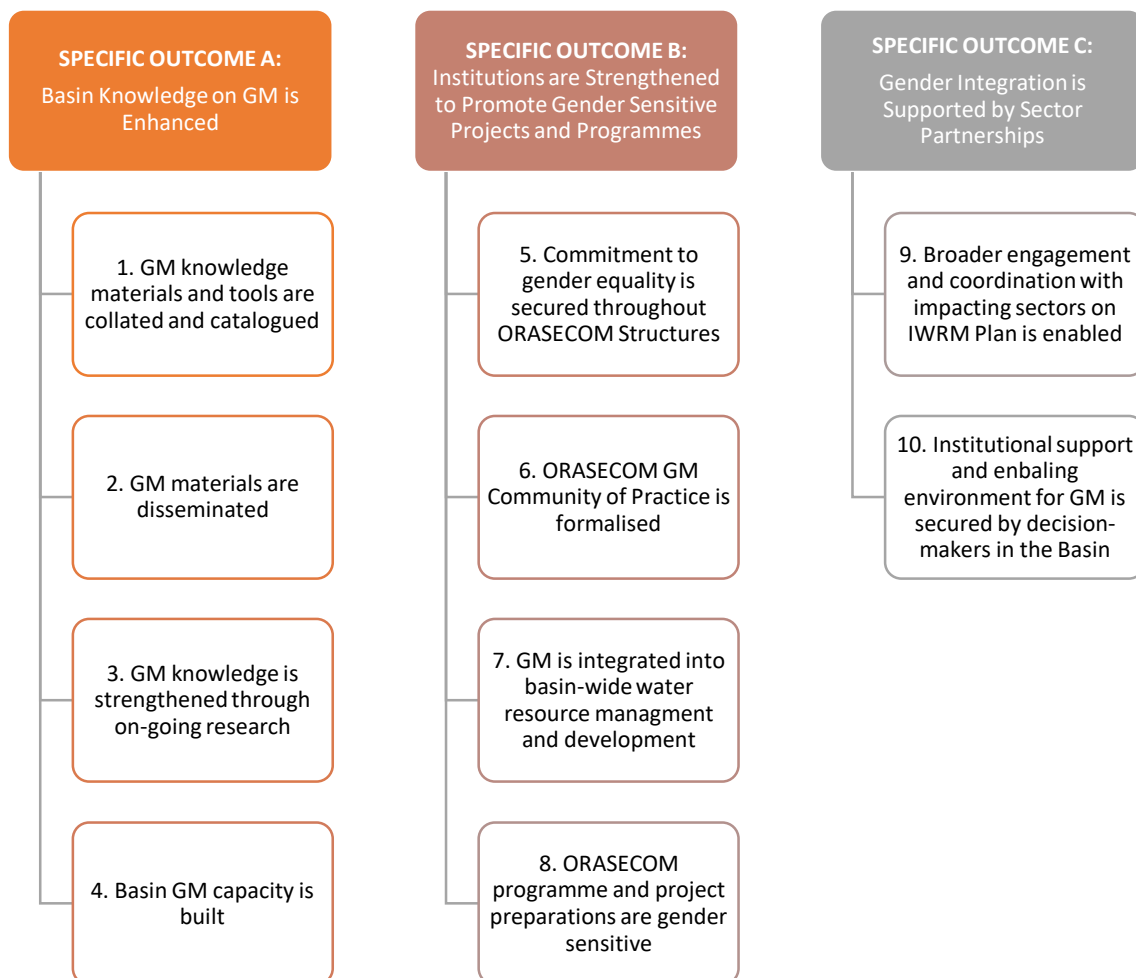


Figure 8: Strategic Objectives for the ORASECOM Gender Mainstreaming

5.3. Strategic Actions and Activities

The tables below expand the 10 Strategic Objectives into Strategic Actions and Activities.

Table 5: Strategic Objective, Actions and Activities

Strategic Objective	Strategic Action	Specific Activity
1. Gender mainstreaming knowledge materials and tools are collated and catalogued	1.1 <i>Develop a basin repository of gender related materials, reports and expertise</i>	1.1.1 Collate, adapt and adopt all relevant materials that inform gender and make it accessible to different audiences
		1.1.2 Establish a repository for gender materials
		1.1.3 Undertake continuous updates of gender repository
	1.2 <i>Adapt and adopt appropriate toolkit for mainstreaming gender for ORASECOM</i>	1.2.1 Identify existing tools (informed by SADC and other Gender Mainstreaming toolkits), and tailor for ORASECOM
		1.2.2 Develop new tools
2. GM materials are disseminated to stakeholders	2.1 <i>Strengthen the knowledge sharing wrt to GM in the basin</i>	2.1.1 Undertake stakeholder analysis
		2.1.2 Assess existing knowledge sharing platforms for suitability for GM
		2.1.3 Assess awareness and understanding of gender and GM
		2.1.4 Develop and implement knowledge sharing plan (including M&E) for basin dissemination
		2.1.5 Translation into appropriate knowledge products (good practice, successes, etc)
3. GM knowledge is strengthened through ongoing research	3.1 <i>Improve gender-based research in the basin</i>	3.1.1 Undertake a gender research gap analysis
		3.1.2 Develop a gender research roadmap
		3.1.3 Implement gender-based research roadmap
	3.2 <i>Ensure adequate attention to gender in all research being undertaken in the basin</i>	3.2.1 Ongoing review of basin research to ensure research adequately considers gender
4. Basin gender mainstreaming capacity is built	4.1 <i>Formalise and institutionalise approach to gender mainstreaming through on-going training and capacity building</i>	4.1.1 Undertake a capacity and training needs assessment for the basin
		4.1.2 Determine potential existing training interventions
		4.1.3 Develop and implement a capacity building and training plan and calendar for the basin
		4.1.4 Implement through national ministries and provincial departments
		4.1.5 Implement on-going training and capacity building training for ORASECOM structures, GFPs

ORASECOM Gender Mainstreaming Implementation Plan

Strategic Objective	Strategic Action	Specific Activity	
5. Commitment to gender equality is secured throughout ORASECOM processes	5.1 <i>Further strengthen ORASECOM leadership to provide oversight for GM</i>	5.1.1 On-going training and capacity building	
		5.2.1 Representation of Gender on all ORASECOM Structures (TTT GWHC)	
	5.2 <i>Expand representation for gender mainstreaming in all ORASECOM structures</i>	5.2.1	
		5.3.1 Develop a ToR for Socio-Economic Task Team (SETT)	
	5.3 <i>Incorporate Gender M&E to a Socio-economic Task team, that oversees all cross-cutting initiatives</i>	5.3.1	
		5.3.2 Establish SETT	
	5.4 <i>Develop an investment framework to support gender mainstreaming</i>	5.4.1 Assess funding and financing streams for mainstreaming gender	
		5.4.2 Evaluate the need and impact of a gender mainstreaming levy	
		5.4.3 Implement investment framework	
	6. ORASECOM GM Community of Practice is formalised	6.1 <i>Strengthen GFP capacity</i>	6.1.1 Regularise participation of GFPs in ORASECOM structures
6.1.2 Promote that GFPS have appropriate level of support and institutional access			
6.1.3 Develop and implement annual action plan for GFPs and Gender Machineries			
6.2 <i>Promote and support the development of national gender committees</i>		6.2.1 Develop the ToR for the National Gender Committee	
		6.2.2 Support Lesotho in the establishment of a Gender Committee	
6.3 <i>Integrate gender into appropriate events</i>		6.3.1 Develop annual gender mainstreaming/integration events calendar for basin	
		6.3.2 Implement international events	
		6.3.3 Implement basin events	
		6.3.4 Implement national events	
7. GM is integrated into basin-wide water resource management and development		7.1 <i>Develop and update a basin-wide gender mainstreaming strategy and plan</i>	7.1.1 Conduct a basin water resource management and development gender baseline assessment and gender data gap analysis through desktop review
			7.1.2 Develop a gender mainstreaming plan to support implementation of the ORASECOM 2015 GM strategy
			7.1.3 Review and update of ORASECOM GM Strategy and Plan periodically to ensure relevance
		7.2 <i>Review and update IWRM Plan with gender entry points</i>	7.2.1 Identify entry points for gender in the existing IWRM Plan
	7.2.2 Update the IWRM Plan with Gender entry points		
	7.3 <i>Support basin decision-making with regards to GM, by improving the collection and dissemination of gender disaggregated data</i>	7.3.1 Develop a gender monitoring and reporting protocol for the basin to inform decision-making processes	
		7.3.2 Implement a gender monitoring and reporting protocol for the basin to inform decision-making processes	

ORASECOM Gender Mainstreaming Implementation Plan

Strategic Objective	Strategic Action	Specific Activity
8. ORASECOM Programme and Project Preparations are Gender Sensitive	8.1 <i>Project planning and preparation to ensure gender integration</i>	8.1.1 Review and tailor Gender and Equality Checklist for ORASECOM
		8.1.2 Plan for application and monitoring of ORASECOM Gender and Equality Checklist
	8.2 <i>Monitoring and reporting framework developed and implemented at national, basin and regional levels</i>	8.2.1 Develop protocol for monitoring and reporting on gender actions/outcomes in the basin
		8.2.2 Develop a project and programme-based monitoring and reporting of gender-based actions/outcomes
		8.2.3 Project and Programme Managers to implement gender monitoring and reporting framework
	8.3 <i>Annual review of development programmes being rolled out in the Orange-Senqu River Basin</i>	8.3.1 Assessment of current and future programme and projects that will impact the Orange-Senqu
	9. Broader engagement and coordination with impacting sectors on IWRM Plan enabled	9.1 <i>Increase awareness and sensitise broader sector in support of IWRM of the Orange-Senqu Basin</i>
9.1.2 Engagement with other Ministries that impact of WRM in-country		
9.1.3 Capacity building interventions where required		
9.1.4 Strengthen relationships between Gender machinery, GFPs and other sector departments		
9.2 <i>Develop a gender strategic partners network</i>		9.2.1 Identify strategic partners
		9.2.2 Develop a partnership engagement framework for gender
10. Institutional support and enabling environment for GM is secured by decision-makers in the Basin		10.1 <i>Develop and implement strategy to secure high-level support</i>
	10.1.2 Develop and implement strategy to ensure effective engagement	

6. FROM STRATEGY TO IMPLEMENTATION

6.1. Prioritisation for Implementation

Consultation and communication with stakeholders at basin and national levels has formed an essential part of the development of the ORASECOM GM Implementation Plan. This has included a range of governmental and non-governmental stakeholders attending the four in-country National workshops together with a Basin validation workshop. These workshops provided the necessary insights as to matters of priority for the Orange-Senqu Basin for the development of the Implementation Plan. These priorities provided guidance as to issues that need to be addressed within the first phase of implementation of the GM Strategy, noting that it will be essential to initiate activities that require longer-term time frames to be realised.

It is recognised that ORASECOM faces complex challenges within a context of resource constraints. The development of the GMIP does therefore need to be both pragmatic and practical. The core considerations for the formulation of the implementation plan include:

- **Provide a framework for actions towards a strategic intent for gender mainstreaming** via a series of interventions;
- **Focus on short to medium term timeframes, while building a platform for future** interventions for gender mainstreaming;
- **Prioritising critical concerns**, while ensuring that other issues are addressed through on-going management or monitoring for future prioritisation and action;
- **Relevance at basin and national**, while ensuring horizontal alignment across sectors and institutions at each scale; and
- **Enables adaptive response** to changing circumstances and achievements based on effective on-going monitoring and evaluation.

Considering the above, and through the consultation process, the following ten actions have been prioritised (Figure 9). These priorities contribute towards attaining broader gender mainstreaming impact in the Orange-Senqu Basin.

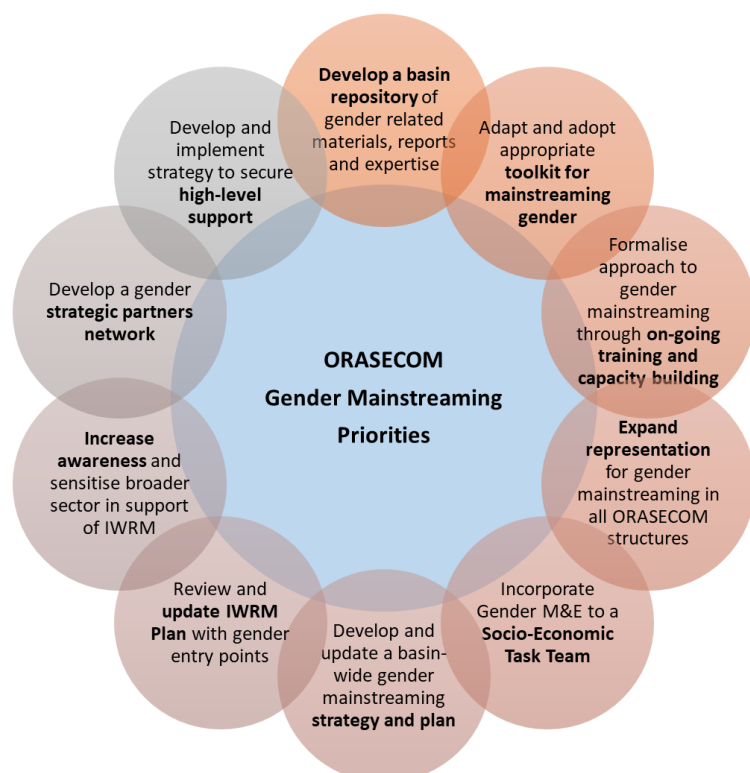


Figure 9: ORASECOM GM Priorities

6.2. Demonstrating Impact through the Theory of Change

In support of the longer-term gender objectives, presented in Chapter 5, a Theory of Change (TOC) describes the intervention logic that will be utilised towards that longer-term intent. As such, the TOC reflects the end goal or impact desired, and the outcomes, outputs, and inputs viewed as necessary for this impact to be achieved. A set of assumptions underpin the elements of the TOC and these may be challenged and improved through ongoing monitoring and evaluation (Figure 7).

This TOC together with ongoing monitoring, active learning together with adaptive approaches and potentially some organisational facilitation and coordination will support the attainment of the desired impact. The role of the ORASECOM CTT in leading specific interventions is critical, as is that of the Secretariat that will support and facilitate in many instances. However, as noted in the ToC there are a range of key actors that need to be engaged.

It must be understood that circumstances in any project or programme may change, and so the ongoing monitoring and evaluation of processes and progress become valuable in identifying the approaches that work (and that we need to maximise) and those approaches that don't work (and that we need to change).

Noting this, it is not expected that the vision or the impact should fundamentally shift in the shorter term, although the indicators and targets for the impact could be adjusted with time. It can be expected that with the experience generated it is more likely to influence the inputs, outputs and outcomes of the programme, and this will help ensure that an appropriate path is taken towards achieving the desired impact.

ORASECOM Gender Mainstreaming Implementation Plan

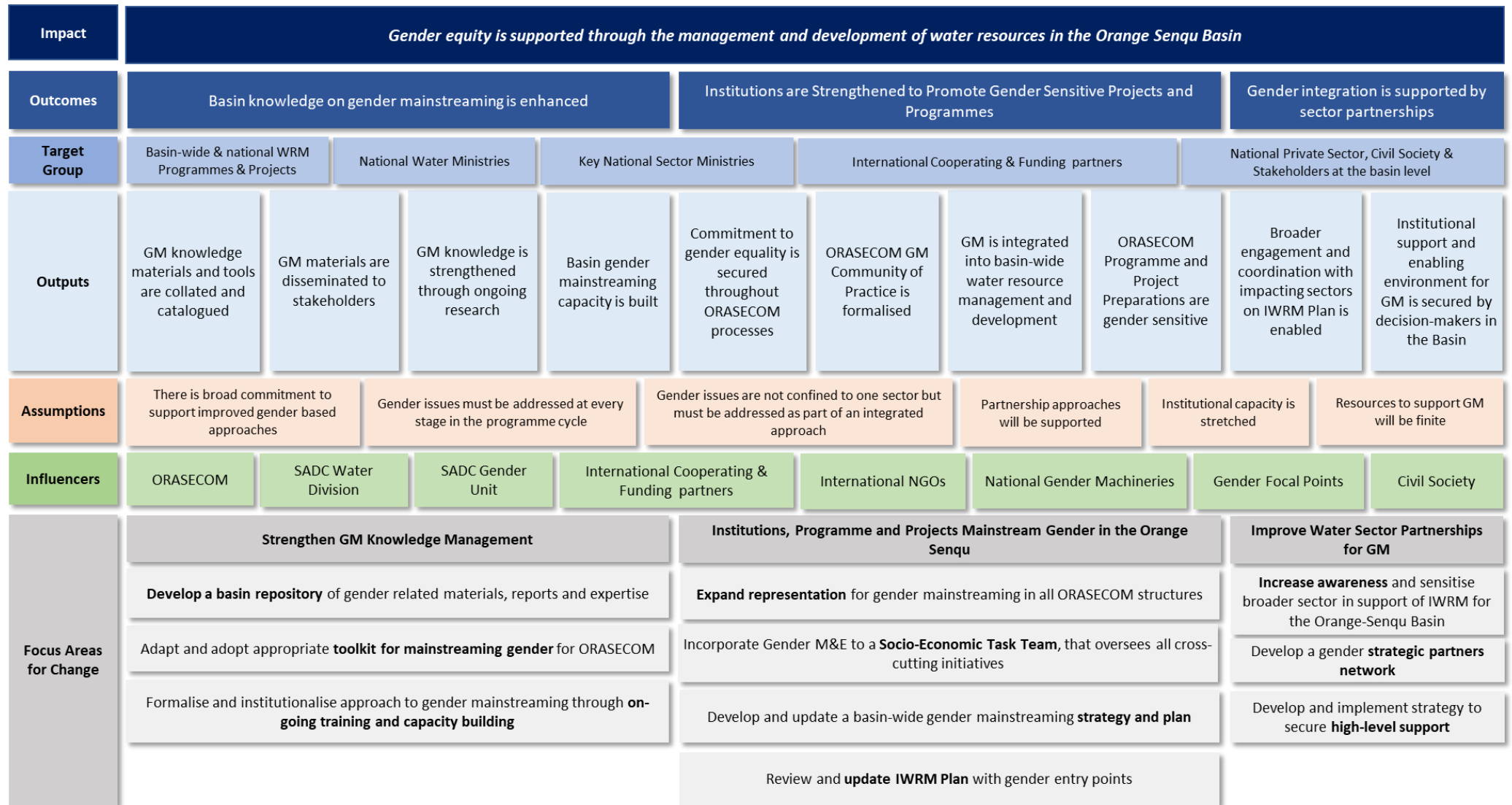


Figure 10: Theory of Change for Gender Mainstreaming for ORASECOM

ORASECOM Gender Mainstreaming Implementation Plan

Table 6: SPECIFIC OUTCOME A: Prioritised Actions

Specific Outcome A: Basin knowledge on GM is enhanced																		
Strategic Objective	Strategic Action	Specific Activity	Expected Output	Scale of Implementation		Inter-links to other Projects / Programmes	Total proposed Budget (Rands)	Financial Years				Champion / Driver	ORASECOM SEC Role	Collaboration and Sector Support				
				Basin	National			2019	2020	2021	2022			SADC	National government	Private Sector	Civil Society	Research and Academia
1. Gender mainstreaming knowledge materials and tools are collated and catalogued	<i>1.1 Develop a basin repository of gender related materials, reports and expertise</i>	1.1.1 Collate, adapt and adopt all relevant materials that inform gender and make it accessible to different audiences	Comprehensive collection of relevant gender mainstreaming documents and materials			SADC GU materials, National gender strategies and material development	R100 000					Gender Machinery and GFP	Support					
		1.1.2 Establish a repository for gender materials	Operational portal that makes gender information available to stakeholders			Links to existing websites and WIS	R150 000					ORASECOM Secretariat	Lead					
		1.1.3 Undertake continuous improvements and updates of gender repository	Up-to-date, good practice materials and guidance documents			SADC GU updates, National level materials	R75 000					ORASECOM Secretariat	Lead					
	<i>1.2 Adapt and adopt appropriate toolkit for mainstreaming gender for ORASECOM</i>	1.2.1 Identify existing tools (informed by SADC and other Gender Mainstreaming toolkits), and tailor for ORASECOM	Gender toolkit to support programmes and projects			SADC GU toolkit development, SADC gender and equity checklist, national level tools	R100 000					ORASECOM CTT, GFPs	Coordinate					
		1.2.2 Develop non-existing tools	Comprehensive gender toolkit			SADC level and national level developments	R240 000					ORASECOM CTT, GFPs	Coordinate					
4. Basin gender mainstreaming capacity is built	<i>4.1 Formalise and institutionalise approach to gender mainstreaming through on-going training and capacity building</i>	4.1.1 Undertake a capacity and training needs assessment for the basin	Gender capacity building and training requirements			Orange Senqu IWRM plan, national level planning interventions	R400 000					ORASECOM CTT, GFPs	Support					
		4.1.2 Determine potential existing training interventions	Database of training interventions			SADC GU processes, national gender machineries interventions	R100 000					ORASECOM CTT, SADC GU	Support					
		4.1.3 Develop and implement a capacity building and training plan and calendar for the basin	Capacity building plan and calendar of training interventions			SADC GU processes, national gender machineries interventions	R100 000					ORASECOM Secretariat, CTT	Lead					
		4.1.4 Implement through national ministries and provincial departments	National level gender training sessions			Gender machineries, Water and other sectoral department activities	R800 000					Gender machineries, GFPs	Support					
		4.1.5 Implement on-going training and capacity building training for ORASECOM structures, GFPs	Basin level gender training sessions			SADC GU processes, national gender machineries interventions	R400 000					SADC Gender Unit	Facilitate					

ORASECOM Gender Mainstreaming Implementation Plan

Table 7: SPECIFIC OUTCOME B - Prioritised Actions

Specific Outcome B: Institutions are Strengthened to Promote Gender Sensitive Projects and Programmes																					
Strategic Objective	Strategic Action	Specific Activity	Expected Output	Scale of Implementation		Inter-links to other Projects / Programmes	Proposed Budget	Financial Years				Champion/Driver	ORASECOM SEC Role	Collaboration and Sector Support							
				Basin	National			2019	2020	2021	2022			SADC	National government	Private Sector	Civil Society	Research and Academia	International Partners/Funders		
5. Commitment to gender equality is secured throughout ORASECOM processes	5.2 Expand representation for gender mainstreaming in all ORASECOM structures	5.2.1 Representation of Gender on all ORASECOM Structures (TTT, FTT, CTT, GWTT etc)	Gender is mainstreamed into ORASECOM structures			National level processes linked to task teams	R100 000					ORASECOM Secretariat	Lead								
	5.3 Incorporate Gender M&E to a Socio-economic Task team, that oversees all cross-cutting initiatives	5.3.1 Develop a ToR for Socio-Economic Task Team (SETT)	SETT Terms of Reference provides roles and responsibilities			Other task teams	R20 000					ORASECOM Secretariat, Council	Lead								
		5.3.1 Establish SETT	SETT functionally ready to take up roles			National level processes linked to SETT such as masterplan development						ORASECOM Secretariat	Lead								
7. GM is integrated into basin-wide water resource management and development	7.1 Develop and update a basin-wide gender mainstreaming strategy and plan	7.1.1 Conduct a basin water resource management and development gender baseline assessment and gender data gap analysis through desktop review	Baseline for gender mainstreaming in the basin			Orange Senqu IWRM plan, national level planning interventions	R800 000					ORASECOM CTT	Lead								
		7.1.2 Develop a gender mainstreaming plan to support implementation of the ORASECOM 2015 GM strategy	GM plan to guide gender interventions			SADC GU processes, Gender machineries and national level interventions						ORASECOM CTT	Facilitate								
		7.1.3 Review and update of ORASECOM GM Strategy and Plan periodically to ensure relevance	Updated and improved GM strategy and plan			SDGs and global discourse, SADC and national level processes	R75 000					ORASECOM CTT	Facilitate, Track								
	7.2 Review and update IWRM Plan with gender entry points	7.2.1 Identify entry points for gender in the existing IWRM Plan	Gender sensitive IWRM plan			Existing ORASECOM projects						ORASECOM CTT	Support								
		7.2.2 Update the IWRM Plan with Gender entry points	Gender sensitive IWRM plan			Existing ORASECOM projects	R90 000					ORASECOM Secretariat	Lead , Track								

ORASECOM Gender Mainstreaming Implementation Plan

Table 8: SPECIFIC OUTCOME C - Prioritised Actions

Specific Outcome: Gender integration is supported by sector partnerships																		
Strategic Objective	Strategic Action	Specific Activity	Expected Output	Scale of Implementation		Inter-links to other Projects / Programmes	Proposed Budget	Timeframe				Champion/Driver	ORASECOM SEC Role	Collaboration and Sector Support				
				Basin	National			2019	2020	2021	2022			SADC	National government	Private Sector	Civil Society	Research and Academia
9. Broader engagement and coordination with impacting sectors on IWRM Plan is enabled	9.1 Increase awareness and sensitise broader sector in support of IWRM of the Orange-Senqu Basin	9.1.1 Engagement with SADC structures on gender mainstreaming in support of RBOs	Up to date ad aligned GM processes			SADC WD processes such as RSAP IV review, SADC GU plans						ORASECOM CTT	Support					
		9.1.2 Engagement with other Ministries that impact of WRM in-country	Improved water sector alignment			National level gender programmes							GFPs, Gender Machineries	Support				
		9.1.3 Capacity building interventions where required	Training provided			National level gender programmes	R200 000						GFPs, Gender Machineries	Support				
		9.1.4 Strengthen relationships between Gender machinery, GFPs and other sector departments	Improved alignment between key gender functionaries and other sector departments			National level gender programmes							GFPs, Gender Machineries	Support				
	9.2 Develop a gender strategic partners network	9.2.1 Identify strategic partners	Database of potential partners			Basin and national level planning interventions	R50 000						ORASECOM CTT	Lead				
		9.2.2 Develop a partnership engagement framework for gender	Strategic framework to guide partnerships			Basin and national level planning interventions	R100 000						ORASECOM CTT, ORASECOM Secretariat	Lead				
10. Institutional support and enabling environment for GM is secured by decision-makers in the Basin	10.1 Develop and implement strategy to secure high-level support	10.1.1 Stakeholder assessment of decision-makers	Database of key stakeholders			Basin and national level planning interventions						GFPs, Gender Machineries, SADC GU	Support					
		10.1.2 Develop and implement strategy to ensure effective engagement	Engagement and support development strategy			Basin and national level planning interventions	R300 000						ORASECOM CTT	Support				

ORASECOM Gender Mainstreaming Implementation Plan

7. IMPLEMENTATION STEPS FOR 2019/2020

In considering the human and financial constraints that ORASECOM is currently experiencing, a pragmatic roadmap has been laid out for the 2019/2020 financial year. To kick-start the implementation of the plan and its activities, GIZ has committed 50 000 EUR (approx. R750 000). These funds have been allocated to those activities that are deemed critical steps for cementing gender mainstreaming within ORASECOM and its structures.

Table 9: Action Plan and Budget for 2019/2020

Strategic Objective	Strategic Action	Specific Activity	Expected Output	Total proposed Budget (Rands)
1. Gender mainstreaming knowledge materials and tools are collated and catalogued	<i>1.1 Develop a basin repository of gender related materials, reports and expertise</i>	1.1.1 Collate, adapt and adopt all relevant materials that inform gender and make it accessible to different audiences	Comprehensive collection of relevant gender mainstreaming documents and materials	R100 000
	<i>1.2 Adapt and adopt appropriate toolkit for mainstreaming gender for ORASECOM</i>	1.2.1 Identify existing tools (informed by SADC and other Gender Mainstreaming toolkits), and tailor for ORASECOM	Gender toolkit to support programmes and projects	R100 000
4. Basin gender mainstreaming capacity is built	<i>4.1 Formalise and institutionalise approach to gender mainstreaming through on-going training and capacity building</i>	4.1.5 Implement on-going training and capacity building training for ORASECOM structures, GFPs	Basin level gender training sessions	R400 000
5. Commitment to gender equality is secured throughout ORASECOM processes	<i>5.2 Expand representation for gender mainstreaming in all ORASECOM structures</i>	5.2.1 Representation of Gender on all ORASECOM Structures (TTT, FTT, CTT, GWTT etc)	Gender is mainstreamed into ORASECOM structures. This includes representation at/attendance at Technical Committees and Attendance at the Basin Workshop for existing projects.	R125 000
	<i>5.3 Incorporate Gender M&E to a Socio-economic Task team, that oversees all cross-cutting initiatives</i>	5.3.1 Develop a ToR for Socio-Economic Task Team (SETT)	SETT Terms of Reference provides roles and responsibilities	R25 000
7. GM is integrated into basin-wide water resource management and development	<i>7.1 Develop and update a basin-wide gender mainstreaming strategy and plan</i>	7.1.2 Develop a gender mainstreaming plan to support implementation of the ORASECOM 2015 GM strategy	GM plan to guide gender interventions	Completed
	<i>7.2 Review and update IWRM Plan with gender entry points</i>	7.2.1 Identify entry points for gender in the existing IWRM Plan	Gender sensitive IWRM plan	Completed
9. Broader engagement and coordination with impacting sectors on IWRM Plan is enabled	<i>9.1 Increase awareness and sensitise broader sector in support of IWRM of the Orange-Senqu Basin</i>	9.1.1 Engagement with SADC structures on gender mainstreaming in support of RBOs	Up to date ad aligned GM processes	Utilising existing platforms and engagements (email, etc)
TOTAL BUDGET REQUIRED				R750 000

The seed funding also provides space for the riparian states to further engage in the GMIP and make commitments from their side of how each state may contribute to the achievement of gender mainstreaming in the basin.

8. CONCLUSION

The ORASECOM GM Strategic Objectives matrices translate to a significant amount of work to be conducted over the next years to safeguard that the basin's water resources are appropriately managed to meet the socio-economic and environmental development needs of the people by ensuring the gender is appropriately integrated.

This document prioritises what needs to be achieved between 2019 and 2023 to work towards achieving the impact set out for the basin with regards to gender, with a specific action plan for the 2019/2020 financial year. The central challenge to the Implementation Plan process is to ensure that ORASECOM takes ownership of the Plan itself while ensuring that gender mainstreaming takes place both within the structures and programmes in the basin.

It is crucial that this first phase unlocks what is required to operationalise the Implementation Plan. The three fundamental points for unlocking GM in the basin are:

- ✓ **Ownership of the GM Strategy and Implementation Plan, by an agreed cohort of champions within ORASECOM to translate the Plan into action on the ground.** This can either be a person, group of individuals and committees, but it is crucial that the GM has a consolidated home within ORASECOM.
- ✓ **Political buy-in and support for the gender approaches in the IWRM Plan from senior decision-making officials.** This will require these officials to be capacitated to understand the crucial need to GM, but also the impact it has on a developing the basin and how it will affect the ability for Machineries and the Member States as a whole to deliver on the NDP/SDG and other developmental targets.
- ✓ **A communication and awareness drive for 2020** as the year of "Achieving Gender Integration in the Orange-Senqu together".

The above three elements are the momentum required to take GM forward and initiate the start of a longer transformation process to improve the equitable participation for all to benefit from the basin.

9. REFERENCES

- GIZ, (2016). *Gender Mainstreaming Strategy for the Transboundary Water Management Programme (2016 - 2019)*. GIZ.
- ORASECOM, (2014). *ORASECOM Gender Mainstreaming Strategy*. ORASECOM Secretariat. Johannesburg
- ORASECOM, (2014). *ORASECOM Integrated Water Resources Management Plan*. ORASECOM Secretariat. Johannesburg
- Southern African Development Community, (1997). *SADC Gender Policy*. SADC Secretariat. Gaborone
- Southern African Development Community, (2009). *SADC Gender Mainstreaming Resource Kit*. SADC Secretariat. Botswana
- Southern African Development Community, (2012). SADC Water Division. [Online]
Available at: <https://www.sadc.int/sadc-secretariat/directorates/office-deputy-executive-secretary-regional-integration/infrastructure-services/sadc-water-sector/>
[Accessed 08 November 2018].
- Southern African Development Community, (2015). *SADC Handbook on Mainstreaming Gender in the Water Sector*. SADC Secretariat. Gaborone
- Southern African Development Community, (2016). *SADC Gender and Development Monitor*. SADC Secretariat. Gaborone.
- Southern African Development Community, (2016). *SADC Revised Protocol on Gender and Development*. SADC Secretariat. Gaborone.
- United States Agency for International Development, (2008). *Gender Equality Framework*. Office of Women in Development. Washington.
- SADC, 2012. *SADC Water Division*. [Online]
Available at: <https://www.sadc.int/sadc-secretariat/directorates/office-deputy-executive-secretary-regional-integration/infrastructure-services/sadc-water-sector/>
[Accessed 08 November 2018].
- Vogel, H., 2012. *Transboundary Water Management in the Southern African*, Gaborone : Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

APPENDIX A: ORASECOM GM STRATEGIC ACTION TABLES WITH TIMEFRAMES

Table A-1: SPECIFIC OUTCOME A: Strategic Objectives, Actions and Activities

Strategic Objective	Strategic Action	Specific Activity	Lead agent	Supporting actors	Specific ORASECOM Secretariat Role	Short	Medium	Long
						0-2yrs	2-5yrs	5-10yrs
SPECIFIC OUTCOME A: Basin knowledge on GM is enhanced								
1. Gender mainstreaming knowledge materials and tools are collated and catalogued	<i>1.1 Develop a basin repository of gender related materials, reports and expertise</i>	1.1.1 Collate, adapt and adopt all relevant materials that inform gender and make it accessible to different audiences	Gender Machineries and GFPs	SADC GU, ORASECOM, Civil society, academia, consultants	Support			
		1.1.2 Establish a repository for gender materials	ORASECOM Secretariat	SADC GU, SADC WD, Gender Machineries, GFPs, Academia	Lead			
		1.1.3 Undertake continuous improvements and updates of gender repository	ORASECOM Secretariat	GFPs, Gender Machineries, SADC GU, CSO	Lead			
	<i>1.2 Adapt and adopt appropriate toolkit for mainstreaming gender for ORASECOM</i>	1.2.1 Identify existing tools (informed by SADC and other Gender Mainstreaming toolkits), and tailor for ORASECOM	ORASECOM CTT, GFPs	SADC Gender Unit, ORASECOM, GFPs, Gender Machineries	Coordinate			
		1.2.2 Develop non-existing tools	ORASECOM CTT, GFPs	SADC Gender Unit, GFPs, Gender Machineries	Coordinate			
	2. GM materials are disseminated to stakeholders	<i>2.1 Strengthen the knowledge sharing wrt to GM in the basin</i>	2.1.1 Undertake stakeholder analysis	Gender Machineries, GFPs	Gender Forums, Research and Academia	Support/ Coordinate		
2.1.2 Assess existing knowledge sharing platforms for suitability for GM			Gender Machineries, GFPs	Gender Forums, Research and Academia	O-Sec and CTT to support and coordination			
2.1.3 Assess awareness and understanding of gender and GM			GFPs and Gender Machineries	SADC Gender Unit, Water Ministries	Support			
2.1.4 Develop and implement knowledge sharing plan (including M&E) for basin dissemination			CTT	ORASECOM (Gender expert group)	Support			
2.1.5 Translation into appropriate knowledge products (good practice, successes, etc)			CTT	SADC GU, GFPs, Gender Machineries,	Support			

Table A-2: SPECIFIC OUTCOME A: Strategic Objectives, Actions and Activities

Strategic Objective	Strategic Action	Specific Activity	Lead agent	Supporting actors	Specific ORASECOM Secretariat Role	Short	Medium	Long
						0-2yrs	2-5yrs	5-10yrs
SPECIFIC OUTCOME A: Basin knowledge on GM is enhanced								
3. GM knowledge is strengthened through ongoing research	<i>3.1 Improve gender based research</i>	3.1.1 Undertake a gender research gap analysis	CTT	Gender Machineries, Academic institutions, GFPS	Support			
		3.1.2 Develop a gender research roadmap	CTT	Gender Machineries, Academic institutions, GFPS, WRC, SADC GU, ORASECOM	Support			
		3.1.3 Implement gender-based research roadmap	CTT	Gender Machineries, Academic institutions, GFPS, WRC, SADC GU, ORASECOM	Support			
	<i>3.2 Ensure adequate attention to gender in all research being undertaken in the basin</i>	3.2.1 Ongoing review of basin research to ensure research adequately considers gender	Academia	GFPS, Gender Machineries	Support			
	4. Basin gender mainstreaming capacity is built	<i>4.1 Formalise and institutionalise approach to gender mainstreaming through on-going training and capacity building</i>	4.1.1 Undertake a capacity and training needs assessment for the basin	CTT, GFPS	GFP, ORASECOM Secretariat, GFPS	Support		
4.1.2 Determine potential existing training interventions			CTT, SADC GU	Gender Machineries, GFPS	Support			
4.1.3 Develop and implement a capacity building and training plan and calendar for the basin			ORASECOM Secretariat, CTT	SADC Gender Unit, Gender Machineries, GFPS	Lead			
4.1.4 Implement through national ministries and provincial departments			Gender machineries, GFPS	SADC Gender Unit, Gender Machineries, GFPS	Support			
4.1.5 Implement on-going training and capacity building training for ORASECOM structures, GFPS			SADC GU	ORASECOM, SADC GU, GFPS, Gender Machineries	Facilitate			

Table A-3: SPECIFIC OUTCOME B: Strategic Objectives, Actions and Activities

Strategic Objective	Strategic Action	Specific Activity	Lead agent	Supporting actors	Specific ORASECOM Secretariat Role	Short	Medium	Long
						0-2yrs	2-5yrs	5-10yrs
SPECIFIC OUTCOME B: Institutions are Strengthened to Promote Gender Sensitive Projects and Programmes								
5. Commitment to gender equality is secured throughout ORASECOM processes	5.1 Further strengthen ORASECOM leadership to provide oversight for GM	5.1.1 On-going training and capacity building	SADC GU	ORASECOM, Gender Machineries GFPs	Facilitate			
	5.2 Expand representation for gender mainstreaming in all ORASECOM structures	5.2.1 Representation of Gender on all ORASECOM Structures (TTT GWHC)	ORASECOM Secretariat	ORASECOM, GFPs	Lead			
	5.3 Incorporate Gender M&E to a Socio-economic Task team, that oversees all cross-cutting initiatives	5.3.1 Develop a ToR for Socio-Economic Task Team (SETT)	ORASECOM Secretariat, Council	Gender Focal Points	Lead			
		5.3.2 Establish SETT	ORASECOM Secretariat	Gender Focal Points	Lead			
	5.4 Develop an investment framework to support gender mainstreaming	5.4.1 Assess funding and financing streams for mainstreaming gender	FTT, CTT	ORASECOM, SADC GU	Facilitate			
		5.4.2 Evaluate the need and impact of a gender mainstreaming levy	FTT, CTT	ORASECOM, SADC GU	Facilitate			
		5.4.3 Implement investment framework	FTT, CTT	All relevant parties	Facilitate			

Table A-4: SPECIFIC OUTCOME B: Strategic Objectives, Actions and Activities

S+A1:I45strategic Objective	Strategic Action	Specific Activity	Lead agent	Supporting actors	Specific ORASECOM Secretariat Role	Short	Medium	Long
						0-2yrs	2-5yrs	5-10yrs
SPECIFIC OUTCOME B: Institutions are Strengthened to Promote Gender Sensitive Projects and Programmes								
6. ORASECOM GM Community of Practice is formalised	<i>6.1 Strengthen GFP capacity</i>	6.1.1 Regularise participation of GFPs in ORASECOM structures	ORASECOM Secretariat	ORASECOM, SADC GU	Lead			
		6.1.2 Promote that GFPs have appropriate level of support and institutional access	Gender Machineries, GFPs	SADC Gender Unit	Facilitate			
		6.1.3 Develop and implement annual action plan for GFPs and Gender Machineries	Gender Machineries, GFPs	ORASECOM, SADC GU	Support			
	<i>6.2 Promote and support the development of national gender committees</i>	6.2.1 Develop the ToR for the National Gender Committee	Gender Machineries, GFPs	ORASECOM, SADC GU	Support			
		6.2.2 Support Lesotho in the establishment of a Gender Committee	Gender Machineries, GFPs	ORASECOM, SADC GU	Support			
	<i>6.3 Integrate gender into appropriate events</i>	6.3.1 Develop annual gender mainstreaming/integration events calendar for basin	CTT	ORASECOM, SADC GU, Gender Machineries, Gender FPS, SADC WD	Facilitate			
		6.3.2 Implement international events	SADC GU	SADC Gender Unit, SADC WD, ORASECOM	Support			
		6.3.3 Implement basin events	CTT	ORASECOM	Lead			
		6.3.4 Implement national events	Respective National Ministries and NGO's	Gender Machineries, GFPs	CTT facilitate/support			

Table A-5: SPECIFIC OUTCOME B: Strategic Objectives, Actions and Activities

Strategic Objective	Strategic Action	Specific Activity	Lead agent	Supporting actors	Specific ORASECOM Secretariat Role	Short	Medium	Long
						0-2yrs	2-5yrs	5-10yrs
SPECIFIC OUTCOME B: Institutions are Strengthened to Promote Gender Sensitive Projects and Programmes								
7. GM is integrated into basin-wide water resource management and development	7.1 Develop and update a basin-wide gender mainstreaming strategy and plan	7.1.1 Conduct a basin water resource management and development gender baseline assessment and gender data gap analysis through desktop review	CTT	National water ministries, academic, research and statistical agencies, Gender Machineries, GFPs	Support			
		7.1.2 Develop a gender mainstreaming plan to support implementation of the ORASECOM 2015 GM strategy	CTT	GFPs, Gender Machineries, ORASECOM	Facilitate			
		7.1.3 Review and update of ORASECOM GM Strategy and Plan periodically to ensure relevance	CTT	ORASECOM, GFPs, Gender Machineries	Facilitate, Track			
	7.2 Review and update IWRM Plan with gender entry points	7.2.1 Identify entry points for gender in the existing IWRM Plan	CTT	ORASECOM Secretariat, GFPs	Support			
		7.2.2 Update the IWRM Plan with Gender entry points	ORASECOM Secretariat	ORASECOM Secretariat	Lead, Track			
	7.3 Support basin decision-making with regards to GM, by improving the collection and dissemination of gender disaggregated data	7.3.1 Develop a gender monitoring and reporting protocol for the basin to inform decision-making processes	ORASECOM Secretariat	GFPs, Gender Machineries, SADC Gender Unit	Lead, Track			
		7.3.2 Implement a gender monitoring and reporting protocol for the basin to inform decision-making processes	ORASECOM Secretariat	GFPs, Gender Machineries, SADC Gender Unit	Lead, Track			

Table A-6: SPECIFIC OUTCOME B: Strategic Objectives, Actions and Activities

Strategic Objective	Strategic Action	Specific Activity	Lead agent	Supporting actors	Specific ORASECOM Secretariat Role	Short	Medium	Long
						0-2yrs	2-5yrs	5-10yrs
SPECIFIC OUTCOME B: Institutions are Strengthened to Promote Gender Sensitive Projects and Programmes								
8. ORASECOM Programme and Project Preparations are Gender Sensitive	<i>8.1 Project planning and preparation to ensure gender integration</i>	8.1.1 Review and tailor Gender and Equality Checklist for ORASECOM	CTT, GFPs	ORASECOM, Gender Machineries, GFPs	Support			
		8.1.2 Plan for application and monitoring of ORASECOM Gender and Equality Checklist	ORASECOM Secretariat	ORASECOM	Lead			
	<i>8.2 Monitoring and reporting framework developed and implemented at national, basin and regional levels</i>	8.2.1 Develop protocol for monitoring and reporting on gender actions/outcomes in the basin	ORASECOM Secretariat	GFPs, Gender Machineries, SADC Gender Unit	Lead			
		8.2.2 Develop a project and programme based monitoring and reporting of gender based actions/outcomes	ORASECOM Secretariat	GFPs, Gender Machineries, SADC Gender Unit	Lead			
		8.2.3 Project and Programme Managers to implement gender monitoring and reporting framework	CTT	All relevant parties	Facilitate			
	<i>8.3 Annual review of development programmes being rolled out in the Orange-Senqu River Basin</i>	8.3.1 Assessment of current and future programme and projects that will impact the Orange-Senqu	ORASECOM Secretariat	ORASECOM, ICP, Donors, Relevant Ministries (agriculture, energy, mining, health etc)	Lead			

Table A-7: SPECIFIC OUTCOME C: Strategic Objectives, Actions and Activities

Strategic Objective	Strategic Action	Specific Activity	Lead agent	Supporting actors	Specific ORASECOM Secretariat Role	Short	Medium	Long
						0-2yrs	2-5yrs	5-10yrs
SPECIFIC OUTCOME C: Gender integration is supported by sector partnerships								
9. Broader engagement and coordination with impacting sectors on IWRM Plan is enabled	9.1 Increase awareness and sensitise broader sector in support of IWRM of the Orange-Senqu Basin	9.1.1 Engagement with SADC structures on gender mainstreaming in support of RBOs	CTT	SADC GU, SADC WD, ORASECOM, GFPS	Support			
		9.1.2 Engagement with other Ministries that impact of WRM in-country	Gender machineries, GFPS	National water ministries, academic, research and statistical agencies, Gender Machineries, GFPS	Support			
		9.1.3 Capacity building interventions where required	Gender machineries, GFPS	Gender Machineries, GFPS, SADC GU	Support			
		9.1.4 Strengthen relationships between Gender machinery, GFPS and other sector departments	Gender machineries, GFPS	Gender Machineries, GFPS, SADC GU	Support			
	9.2 Develop a gender strategic partners network	9.2.1 Identify strategic partners	CTT	SADC Gender Unit, Gender Machineries, GFPS, SADC WD, ORASECOM	Support			
		9.2.2 Develop a partnership engagement framework for gender	CTT, ORASECOM Secretariat	ORASECOM Secretariat, GFPS	Lead			
10. Institutional support and enabling environment for GM is secured by decision-makers in the Basin	10.1 Develop and implement strategy to secure high-level support	10.1.1 Stakeholder assessment of decision-makers	GFPS, Gender Machineries, SADC GU	SADC GU, National Ministries	Support			
		10.1.2 Develop and implement strategy to ensure effective engagement	CTT	GFPS, Gender Machineries, SADC GU, ORASECOM	Support			

