

Zambezi Watercourse Commission



ZAMCOM



Gender Mainstreaming Strategy and Implementation Plan

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FOREWORD

The Zambezi Watercourse Commission is a major river basin organisation in Africa. It was established in 2014 as an intergovernmental organisation that brings together eight riparian countries that share the Zambezi River Basin, these are Angola, Botswana, Malawi, Mozambique, Namibia, Tanzania, Zambia and Zimbabwe. ZAMCOM promotes and coordinates the cooperative management and development of the Zambezi Watercourse in an equitable, efficient and sustainable manner.

ZAMCOM envisages a future characterised by equitable and sustainable utilisation of water for social and environmental justice, regional integration and economic benefit for present and future generations. However, equity cannot be realised without understanding and addressing the unequal power relations and the different roles, responsibilities, capabilities and needs of women, men, girls, boys and other vulnerable groups in the Basin.

To this end, ZAMCOM developed a draft Gender Strategy in 2015. However, a number of limitations were noted in the draft Gender Strategy which include structural limitations, limited consultations with Basin stakeholders in the formulation of the Strategy and inadequate reference to key ZAMCOM strategic documents and on-going programme of work. As such, ZAMCOM commissioned a strategic review and re-orientation of the gender strategy which should be operationalised through a robust implementation plan with accountability and responsibility clearly outlined.

The revised Gender Mainstreaming Strategy and Implementation Plan expresses ZAMCOM's commitment to promoting the goal of gender equality in the planning, development, management and utilisation of the Basin's resources. To accomplish this goal, the riparian countries, ZAMCOM organs, and affiliated partners shall mainstream gender into their operations. This will include systematically analysing and addressing the differentiated impacts of policies, processes, programmes and projects on women and men and in particular vulnerable groups in the Basin.

The revised Gender Mainstreaming Strategy and Implementation Plan outlines the strategic direction for the organisation and will serve as a gender mainstreaming reference document for ZAMCOM organs, the riparian countries and partners. We implore all Basin stakeholders to support the implementation of the activities outlined herein with the aim of making equitable and sustainable management of the Zambezi Watercourse a reality.

ZAMCOM Secretariat

ACKNOWLEDGEMENTS

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

This strategic document is the culmination of a consultative process involving a broad range of stakeholders in the Basin. Their co-operation and rich inputs are acknowledged and much appreciated.

Special gratitude goes to the Ministries responsible for water resources management and development in the riparian countries, the Gender Focal Persons (GFPs), the wider Gender Machineries in the riparian countries, as well as ZAMCOM organs, for the guidance and inputs into the consultative process.

Further thanks go to the SADC Gender Unit and International Cooperating Partners for their invaluable contribution.

Last but not least, ZAMCOM most sincerely appreciates the financial and technical support of the Federal Republic of Germany (BMZ), in delegated cooperation with the United Kingdom, Department for International Development (DfID). This partnership is supported by Deutsche Gesellschaft für Internationale Zusammenarbeit through the Programme on Transboundary Water Management in the SADC.

EXECUTIVE SUMMARY

The Gender Mainstreaming Strategy

Part A of the document elaborates the Gender Mainstreaming Strategy.

The Zambezi Watercourse Commission envisions “*regional cooperation and integration through sharing the benefits from cooperative development of the water resources of the Zambezi River Basin*” (World Bank, 2005). The Gender Mainstreaming Strategy and Implementation Plan thus provides an overarching framework for integrating gender and social inclusion in the operations of ZAMCOM. Gender mainstreaming is in line with and strengthens ZAMCOM’s Mission “*to promote equitable and reasonable utilization of the water resources of the Zambezi Watercourse as well as the efficient management and sustainable development thereof*”, which is anchored in ZAMCOM’s overall development objective of “*equitable sustainable utilisation of water for social and environmental justice, regional integration and economic benefit for present and future generations*”.

The Gender Mainstreaming Strategy and Implementation Plan is inspired by and consistent with the Southern African Development Community (SADC) system-wide policy on gender equality.

The Strategy outlines five strategic objectives and priority measures that seek to enhance gender mainstreaming in ZAMCOM. The measures are based on the three areas of intervention: the structural, personnel and outputs dimensions. The objectives and measures are summarised in Table 2 below.

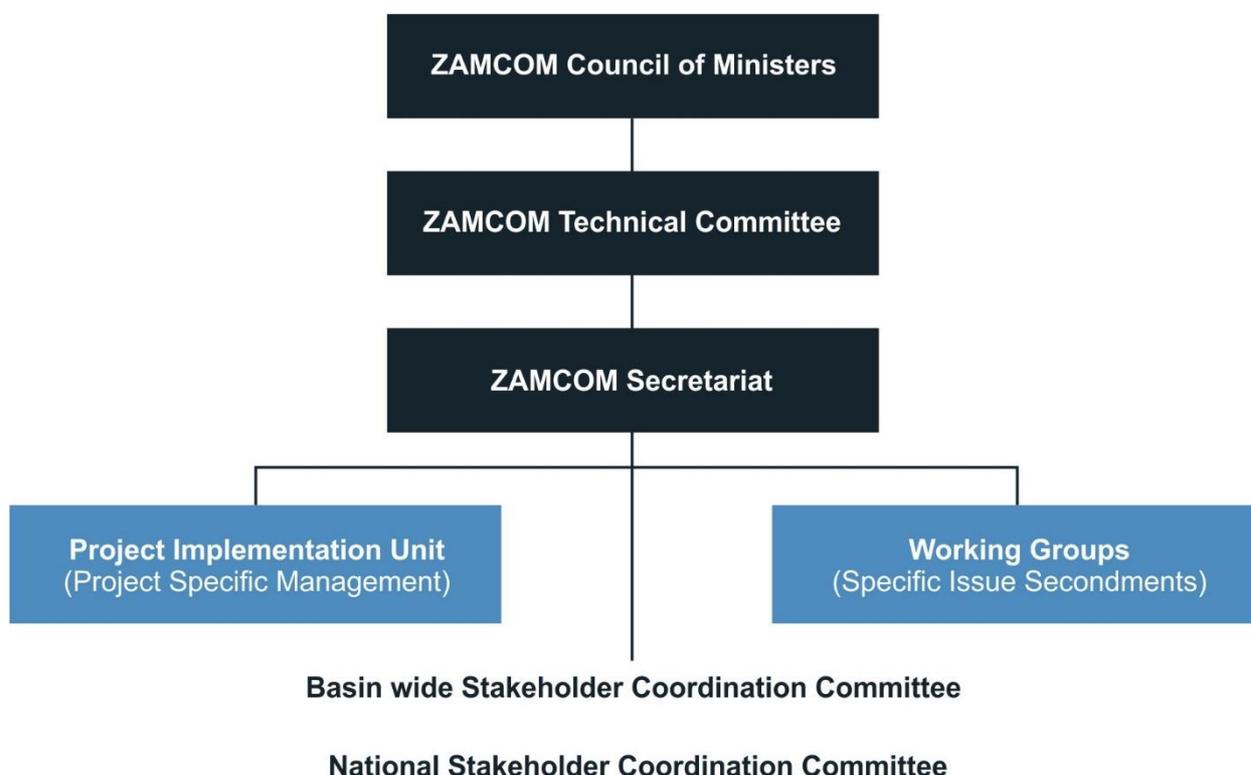
Table 1: ZAMCOM gender mainstreaming strategy strategic objectives and associated priority measures

Structural Dimension	Human Capital (Personnel Dimension)	Output Dimension
<p>Strategic Objective 1</p> <p>Institutionalise gender mainstreaming in ZAMCOM through the creation of an enabling policy and organisational framework.</p>	<p>Strategic Objective 2</p> <p>Build and strengthen capacity to effectively mainstream gender in ZAMCOM through targeted, periodic education and training across all ZAMCOM organs.</p>	<p>Strategic Objective 3</p> <p>Strengthen gender equity in the establishment and operations of the National Stakeholder Coordination Committees (NASCs) and decentralised basin management structures in the riparian countries.</p> <p>Strategic Objective 4</p> <p>Integrate a gendered approach in programming and generate evidence on the merits of the approach.</p> <p>Strategic Objective 5</p> <p>Develop and implement a gender-responsive monitoring and evaluation system which enables effective tracking of gender responsiveness of policies, processes, programmes, projects and related outputs and outcomes.</p>

The Implementation Process

Part B of the document elaborates the Implementation Plan for the ZAMCOM Gender Mainstreaming Strategy and will be executed under the guidance of ZAMCOM and its respective organs as shown in Figure 1.

Figure 1: ZAMCOM Governance structures (Source: ZAMCOM, 2017)



Ownership of the gender mainstreaming strategy and its implementation lies with the ZAMCOM riparian countries who shall entrust ZAMCOM Secretariat and the respective ZAMCOM organs to provide guidance on strategy implementation. The ZAMCOM Secretariat will, in this respect, provide leadership and ensure that organizational policies, programmes, and practices at the Secretariat level and across all programmes are gender responsive. The ZAMCOM Secretariat will be responsible for developing an annual plan supported by a resourced budget. The responsibility for mobilising resources will be with the ZAMCOM Secretariat with support from the riparian countries and the relevant stakeholder groups of the Zambezi River Basin.

In the riparian countries, implementation will be led by the respective Ministries of Water with support from the National Gender Machineries and Gender Focal Points (GFPs) for the water sector. In order to ensure that the gender strategy reaches a broader audience, the riparian countries will take a lead in disseminating the Strategy. Support from the riparian countries, National Gender Machineries, Gender Focal Points, and strategic partners will extend the reach of the strategy, catalyse implementation and enhance the sustainability of gender mainstreaming efforts in the long term.

Commitment by the ZAMCOM riparian countries towards gender and social inclusion in the water sector is the most critical factor of successful implementation of the Gender Mainstreaming Strategy and Implementation Plan. Such commitment 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 riparian countries and non-state actors.

The process of monitoring and evaluating the Strategy will be based on Results Based Management principles. Thus, the monitoring and evaluation will employ manageable, measurable and verifiable indicators, through a monitoring plan that ensures that milestones are achieved timeously as well as to provide regular feedback to the ZAMCOM organs and broader stakeholders on the progress made against set milestones and targets. This approach not only focuses on progress towards gender equality and equity but will also promote an accountability culture within the RBO. It will also enable timeous strategic adjustments to the Gender Strategy should this be deemed necessary.

Table 4 summarizes the structure and processes of the Gender Strategy and Implementation Plan, indicating the measures to be implemented, the planned activities, the anticipated outputs and outcomes thereof, the indicators for tracking progress and the related means of verification, the responsible actors for each planned activity, and the requisite resources by activity. The table also indicates whether the planned activities are Short-Term (ST), Medium-Term (MT) or Long-Term (LT) with respect to timing and duration of the activities.

ABBREVIATIONS AND ACRONYMS

AMCOW	African Ministers' Council on Water
BASCs	Basin-wide Stakeholders Coordination Committee
BMZ	German Federal Ministry for Economic Cooperation and Development
CBO	Community-Based Organization
CSO	Civic Society Organization
GAD	Gender and Development
GFPs	Gender Focal Points
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GM	Gender Mainstreaming
ICPs	International Cooperating Partners
IWRM	Integrated Water Resources Management
NASC	National Stakeholders' Coordination Committee
NGO	Non-Governmental Organisation
RBOs	River Basin Organisations
RISDP	SADC Regional Indicative Strategic Development Plan
SADC	Southern African Development Community
ZAMCOM	Zambezi Watercourse Commission
ZAMSEC	Zambezi Watercourse Secretariat
ZAMTEC	Zambezi Watercourse Technical Committee

GLOSSARY OF TERMS

This section defines key concepts used in the gender strategy document, with the aim of enhancing the reader’s understanding and interpretation of the document. The definitions are adopted from the Guidelines for Strengthening River Basin Organisations: Mainstreaming Gender in RBOs in SADC.

Table 2: Key Gender Concepts

Concept	Definition
Gender	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.
Sex	The biological difference between women and men.
Gender Equality	Women, men, girls and boys enjoy equal rights, and equal access to opportunities and outcomes, including resources.
Gender Equity	The just and fair distribution of benefits, rewards, and opportunities between women, men, girls and boys.
Gender Mainstreaming	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.
Gender Machinery	National structures with the mandate of executing and monitoring gender and related policies and programmes, in line with national, regional and international commitments.
Gender Management System	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.
Gender Sensitive	Acknowledging and taking into account the specific gender needs of both men and women at all levels of planning, implementation, monitoring, and evaluation.
Sex Disaggregated Statistics	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



1 INTRODUCTION

A large portion, as much as 70% of the SADC region's available surface water resources are found in fifteen major river basins across the region that are shared among two or more countries (GIZ, 2018). The need for effective transboundary cooperation preempts the foundation of inter-state collaboration in the management and development of the region's water resources. Since the mid-1990s, SADC Member States have engaged in intense and wide-ranging consultations on the management and development of water resources in the region. These consultations culminated in the SADC's adoption of the principles of Integrated Water Resources Management (IWRM) as set out in the Revised Protocol on Shared Watercourses, as well as the SADC Regional Water Policy and Strategy (SADC, 2006).

The aim of the SADC Revised Protocol on Shared Watercourses is to “foster closer cooperation for judicious, sustainable and coordinated management, protection and utilization of shared watercourses and advance the SADC agenda of regional integration and poverty alleviation”. Article 5 (3) of the Protocol provides for the establishment of shared watercourse institutions as the vehicles for operationalising the aims of the Protocol, thus giving birth to the RBOs with the mandate to implement IWRM strategies.

1.1 Zambezi Watercourse Commission (ZAMCOM)

ZAMCOM is a major river basin organisation in Africa. It was established in 2004 as an intergovernmental organisation that brings together eight riparian countries (Angola, Botswana, Malawi, Mozambique, Namibia, Tanzania, Zambia, and Zimbabwe) that share the Zambezi River Basin. ZAMCOM promotes and coordinates the cooperative management and development of the Zambezi Watercourse in an equitable, efficient and sustainable manner. The Commission's headquarters is in Harare, Zimbabwe (ZAMCOM, 2018).

The basis for the cooperation is the Agreement on the Establishment of the Zambezi Watercourse Commission which was signed in 2004 at Kasane, Botswana and came into force in 2011. ZAMCOM's vision, drawn from regional aspirations, is that of “*regional cooperation and integration through sharing the benefits from cooperative development of the water resources of the Zambezi River Basin*”. To this end, ZAMCOM's mission is “*to promote equitable and reasonable utilisation of the water resources of the Zambezi Watercourse as well as the efficient management and sustainable development thereof*”. The vision and mission formed the basis of the Integrated Water Resources Management Strategy and Implementation Plan for the Zambezi River Basin (ZAMSTRAT) and the ZAMCOM Agreement.

2 GENDER MAINSTREAMING CONTEXT

2.1 International and AMCOW Commitments on Gender and Water

The African Union's efforts to promote gender mainstreaming within its organs and in Africa's development sectors including water and sanitation, culminated into the Africa Water Vision 2025: '*an Africa where there is equitable and sustainable use and management of water resources for poverty reduction, socio-economic development, regional cooperation, and the environment*'. Inspired and guided by this vision, the Africa Ministers' Council on Water (AMCOW) developed its *Policy and Strategy for Mainstreaming Gender in the Water Sector in Africa* (May 2011). The AMCOW policy is a framework guiding AMCOW, the African Union (AU), the Member States and other stakeholders on mainstreaming gender in water sector policies, programmes, actions and investments, building on the second and third Dublin principles, as well as principle 20 of the Rio Declaration of 1992. The latter states that "women have a vital role in environmental management and development. Their full participation is therefore essential to achieve sustainable development". In addition, during the World Summit on Sustainable Development in 2002, governments through the Johannesburg Plan of Implementation committed to supporting capacity building for water and sanitation infrastructure and services development, ensuring that infrastructure and services were gender-sensitive.

2.2 SADC Gender Policy Framework

The Southern African Development Community (SADC) acknowledges the importance of gender mainstreaming as a development strategy. In line with the SADC Declaration and Treaty, Member States have ratified and acceded to international and regional gender and women's rights frameworks (SADC, 2015). These were consolidated into a Regional Strategic Implementation Framework on Gender and Development in 2005 (*ibid*). In 2007, the SADC Council of Ministers adopted the SADC Gender Policy and in 2008 the SADC Heads of State and Government signed and adopted the SADC Protocol on Gender and Development. 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. In addition, SADC has produced and facilitated region-wide products and processes that are relevant to ZAMCOM as they provide guidance for mainstreaming gender in the water sector and the RBOs in particular.

The broader implication is the notion that any and all development efforts must necessarily include the development of mechanisms to cater for socio-economic needs of the poor and vulnerable, including redress of gender imbalances. It is generally acknowledged that women are disproportionately affected by poverty, largely due to the hegemony of patriarchal systems that led to diminished access to land and other income-generating resources.

Thus, tackling poverty necessarily means changing and improving women's conditions and social location or positions. The SADC Regional Water Strategy acknowledges that while women play a central role as providers and users of water, and guardians of the environment that surrounds them, the women's role has not been sufficiently reflected in the institutional arrangements for water resource development and management, where they still play a peripheral role in decision-making processes. This is further exacerbated by the reality that men make the majority of the qualified workforce in water management preferred professions.

2.3 National Commitments on Gender and Water

The riparian countries of the Zambezi Watercourse have developed comprehensive policy frameworks for gender equality and women's empowerment that include strategies and general guidelines for the integration of a gender perspective into different sectors, although there still exist gaps between the policy framework and its implementation among the riparian countries.

The *Zambezi Strategic Plan Situation Analysis Report 2017* revealed variations between the riparian countries of the Zambezi River Basin in their areas of focus around legislation providing for women's access to human rights. However, the national legal environments are conducive to the institutionalisation of gender mainstreaming in trans-boundary water management as they all seek to ameliorate gender inequalities in all spheres of life.

2.4 Gender Mainstreaming in the Context of the Zambezi Watercourse Commission

It is widely recognised that integrating gender perspectives into policies and programmes is important to achieving water development goals. The ZAMCOM Gender Mainstreaming Strategy has therefore been developed in an effort to promote gender mainstreaming within its structures and development sectors, including water and sanitation (ZAMCOM, 2015). The Strategy provides ZAMCOM, its riparian countries and stakeholders with guidance on actions and approaches to incorporating the diverse needs and concerns of women and men in the planning, development, management and utilisation of water resources in the Zambezi Basin (*ibid*).

This Strategy is firmly anchored in and strengthens ZAMCOM's IWRM Strategy and Implementation Plan (2008) which acknowledges the need to '*enhance the participation of women in water resources management by undertaking assessments of the implications for women and men of any planned action, including legislation, policies and programmes*' (SADC, 2008).

Efforts need to focus on overcoming the particular disadvantages that women and other vulnerable people experience, stemming from gender-based discrimination, in order to improve women's, men's, boys and girls social condition.

2.5 Guiding Principles

In order to ensure that the support provided to the riparian countries fully incorporates analysis of gender roles in IWRM and determine appropriate action, the Gender Mainstreaming Strategy is guided by the Dublin principles:

Principle 1: *Fresh water is a finite and vulnerable resource, essential to sustain life, development and the environment. Since water sustains life, effective management of water resources demands a holistic approach, linking social and economic development with protection of natural ecosystems. Effective management links land and water uses across the whole of a catchment area or groundwater aquifer.*

Principle 2: *Water development and management should be based on a participatory approach, involving users, planners, and policy-makers on all levels. The participatory approach involves raising awareness of the importance of water among policy-makers and the general public. It means that decisions are taken at the lowest appropriate level, with full public consultation and involvement of users in the planning and implementation of water projects.*

Principle 3: *Women play a central part in the provision, management, and safeguarding of water.* Acceptance and implementation of this principle requires positive policies to address women's specific needs and to equip and empower women to participate at all levels in water resources programmes, including decision-making and implementation, in ways defined by them.

Principle 4: *Water has an economic value in all its competing uses and should be recognised as an economic good.* Managing water as an economic good is an important way of achieving efficient and equitable use and encouraging conservation and protection of water resources.

The Dublin principles reflect the notion that water is not only an economic good but a social and environmental one as well. The 3rd principle provides mandate for gender mainstreaming in water resources management as it has been recognised by SADC and the riparian countries of the Zambezi River Basin. The same principle acknowledges that resource allocation and efficiency can be enhanced when all stakeholder groups participate in water resources planning, development, and management.

3 ZAMCOM GENDER MAINSTREAMING STRATEGY DEVELOPMENT PROCESS

3.1 Gender and Development Framework and Approach

The ZAMCOM gender strategy is informed by the Gender and Development (GAD) approach, which focuses on socially constructed 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:

- i. address the practical and strategic needs of women to bring about change in gender relations;
- ii. work in a participatory way with men and women, recognising that it takes men as well as women to change gender relations, and
- iii. take a broader, historically-informed view of gender relations within social contexts - 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).

The SADC Gender Policy recognizes gender mainstreaming as 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 social spheres, so that women and men benefit equally (SADC, 2015). In line with the SADC Gender Policy, the ZAMCOM Gender Mainstreaming Strategy puts forward strategic gender objectives that are supported by practical actions aimed at addressing gender disparities in the development, management, and utilisation of the Zambezi Basin resources.

3.2 ZAMCOM Gender Strategy Development Processes

The revision of the ZAMCOM Gender Mainstreaming Strategy and Implementation Plan was initiated in May 2018. The Strategy and Implementation Plan were informed by an extensive literature review and findings from broad stakeholder consultations. The consultations were held with selected members of the ZAMCOM Secretariat, the National Stakeholders Coordination Committee (NASCs), National Gender Machineries in the riparian countries (excluding Angola), the SADC Gender Unit and Partners implementing projects within the Basin.

Analysis interrogated the structural, human capital and output dimensions of ZAMCOM as detailed below:

- The structural gap investigation included an assessment of international commitments related to gender and a brief analysis of gender in key national and regional strategies and policies linked to water resources management. In addition, the assessment reviewed ZAMCOM's policy framework, decision-making structures, institutional processes, and organisational work and development.
- The human capacity dimension assessed the available capacities for fulfilling functions of conceptualising, planning, implementing, monitoring and reporting on gender mainstreaming in ZAMCOM. In addition, the analysis looked into 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 gender gap analysis informed the formulation of the Gender Mainstreaming Strategy and Implementation Plan. The draft Gender Mainstreaming Strategy and Implementation Plan were

interrogated by selected ZAMTEC members, representatives of National Gender Machineries and GFPs in the riparian countries through a validation workshop leading to the current revised document. Figure 2 below depicts the process.

Figure 2: Formulation Process of the ZAMCOM Gender Mainstreaming Strategy and Implementation Plan



4 GENDER MAINSTREAMING OBJECTIVES AND MEASURES

The goal of this Strategy is to institutionalise gender mainstreaming as an essential aspect of the sustainable planning, development, management, and utilisation of the Zambezi River Basin resources.

The Strategy has thus been formulated to:

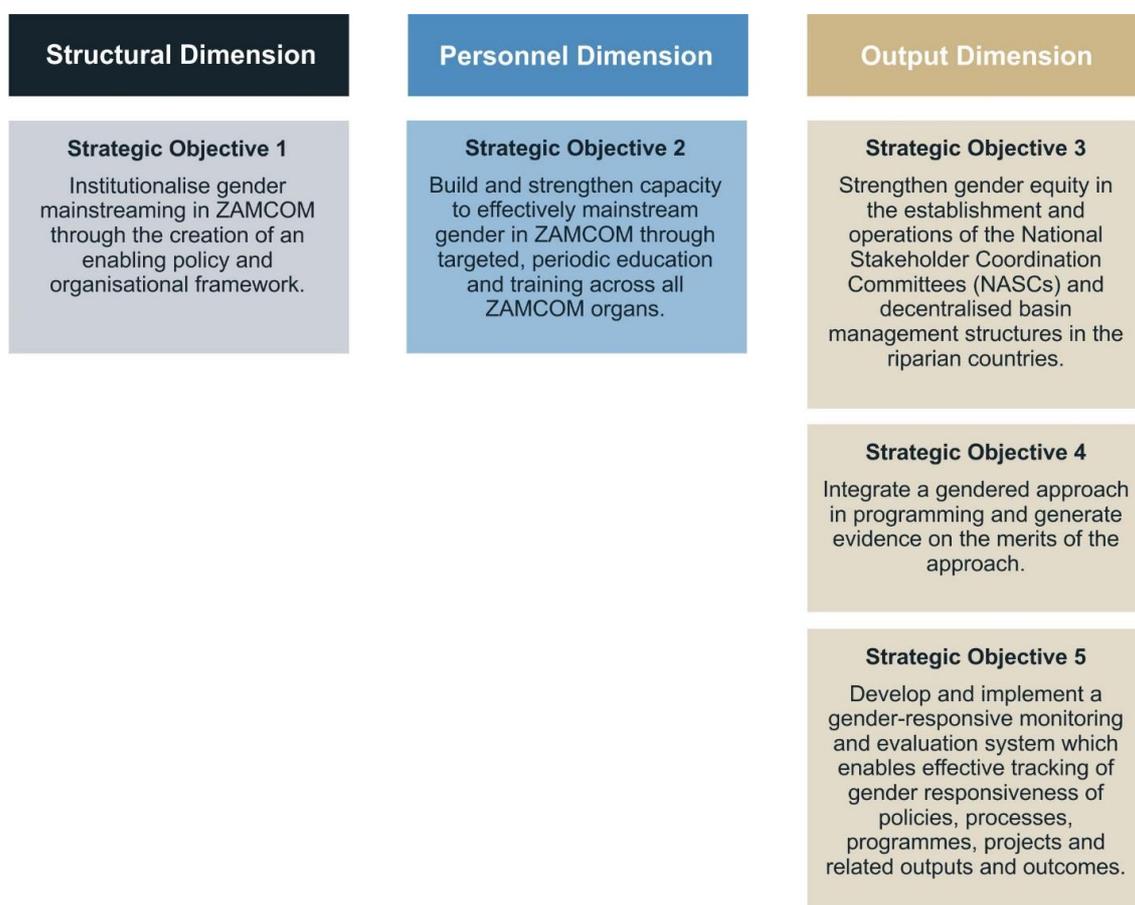
- Transform ZAMCOM into a gender-responsive organisation, implementing a similarly responsive agenda for development in which women and men have equal opportunities to derive the full and equitable benefits of the development and management of the Basins’ resources; and
- Position ZAMCOM to effectively drive and facilitate transformation towards gender equality in the Basin.

The goal is to be attained through the process depicted in the diagram below (Figure 3) which shows the main pillars of the transformation.

4.1 Strategic Objectives and Measures

A set of 5 strategic objectives (SOs) and priority measures were identified to drive gender mainstreaming in ZAMCOM (Figure 4). The interventions span three dimensions: structural, human capital (personnel) as well as programme outputs.

Figure 3: Pillars for ZAMCOM’s transformation into a Gender Responsive RBO



The strategic objectives are discussed in detail below. The associated priority measures and actions to facilitate their realisation are also outlined.

SO 1: Institutionalise gender mainstreaming in ZAMCOM through the creation of an enabling policy and organisational framework.

The establishment of supportive institutional machinery is essential for gender mainstreaming as it provides the platform for implementation. The development of policies and frameworks is a key element in the establishment of an enabling environment for gender mainstreaming. Within ZAMCOM and the Basin at large, the expectation is that, the business culture will reflect the gender responsiveness sought by established policies and frameworks. Operational guidelines should be established where possible to ensure the translation of the policies and frameworks into practice.

Strategic actions for achieving this objective are as follows:

1. Policy re-orientation towards gender mainstreamed vision, mission, policy goals, development objectives, and operational methodologies.

- 1.1. Convene policy dialogues aimed at securing buy-in and commitment for gender mainstreaming in all the structures of ZAMCOM and respective Ministries of Water in the riparian countries and the National Gender Machinery. Important will be measures to ensure dialogue between the policy makers for the water ministries and the riparian countries' national Gender Machineries.
- 1.2. With effective participation of Member States and stakeholders in the Basin, carry out a visioning exercise which should culminate in a gender-responsive vision, policy statement, mission, and development objectives for ZAMCOM.

2. Review and incorporate a gender perspective into the institutional arrangements of the RBO.

- 2.1. Develop and operationalise formal collaboration with the national Gender Machineries and Gender Focal Points in the riparian countries to provide technical support to the RBO.
- 2.2. Establish a gender working group that addresses gender issues in the RBO and in its programmes. The working group's mandate should include reviewing policies and programmes for gender responsiveness.

3. Develop and promote a gender-responsive organisational culture.

- 3.1. Incorporate gender mainstreaming competencies in the terms and conditions of employment of the ZAMCOM Secretariat staff.
- 3.2. Establish and clarify accountability structure and appropriate incentive system on gender equality among ZAMCOM Secretariat management and staff.
- 3.3. Incorporate gender and social inclusion as key components of the relevant technical support provided by Consultants and Project Partners.
- 3.4. Promote equality in the workplace through equitable access to opportunities for women and men.
- 3.5. Develop and implement sexual harassment and other prejudice safeguards in the organisation with the aim of creating a safe environment for all secretariat staff to thrive.

SO2: Build and strengthen capacity to effectively mainstream gender in ZAMCOM through targeted, periodic education and training across all ZAMCOM organs.

1. Build capacity for gender mainstreaming across all levels.

- 1.1. Develop a gender skills development plan to ensure sufficient skilled human resource capacity within ZAMCOM to support gender responsive actions at all levels.
- 1.2. Strengthen gender mainstreaming competency within ZAMSEC, ZAMCOM organs and Gender Focal Points. Priority focus areas to include gender-disaggregated data collection, gender analysis, gender responsive budgeting and gender-responsive monitoring and evaluation.

SO3: Strengthen gender equity in the establishment and operations of the National Stakeholder Coordination Committees (NASCs) and the decentralised basin management structures in the riparian countries.

1. Facilitate gender responsive stakeholder participation platforms in the Basin

- 1.1. Identify and include women's and other vulnerable groups' representation in NASCs and basin management structures in the riparian countries.
- 1.2. Through the GFPs, identify and collaboratively address local and national level barriers impeding the full participation of women and other vulnerable groups participation in the decision-making processes relating to the management of the Basins' resources.

SO4: Integrate a gendered approach in programming and generate evidence on the merits of the approach.

1. Mainstream gender in the project cycle.

- 1.1. Strengthen gender mainstreaming in all programmes and projects. Emphasis should be made to examine existing initiatives to identify opportunities for gender mainstreaming and address barriers to ensure that ZAMCOM activities, in no way instigate nor perpetuate inequality at any level.
- 1.2. ZAMCOM, together with the partner organisations will support pilot projects and opportunities where gender mainstreaming and empowerment of women could be strengthened.

2. Generate evidence on the effectiveness of a gendered approach in IWRM through research and implementation of pilot projects.

- 2.1. Commission social assessment studies across various sectors e.g. water supply and sanitation, energy, mining, tourism and fisheries to ascertain the potential roles, benefits, impacts and risks for women and men of different ages, ethnicities, and social structures and status. The findings from these studies should be used to inform project formulation, implementation and monitoring and evaluation.
- 2.2. ZAMCOM, together with the partner organisations to support pilot projects and opportunities where gender mainstreaming and empowerment of women could be strengthened.
- 2.3. Include gender analysis and disaggregated data requirements in all assessments or projects carried out in the Basin in order to build the knowledge base.

3. Operationalise gender-sensitive communication and outreach.

- 3.1. Accelerate the implementation of the ZAMCOM communication strategy, ensuring gender responsiveness.
- 3.2. Develop information products in formats that are easily accessible in terms of gender, literacy level, geographical location, and take the information needs and means of the different stakeholder groups into account.
- 3.3. Test all communication products for gender and cultural sensitivity in order to effectively respond to the wide diversity of language and cultures in the basin. The riparian countries shall translate information to the local languages so that the key stakeholder groups and the grassroots communities can access the information.
- 3.4. Develop an interactive website on gender mainstreaming in the Basin. The website will be aimed at facilitating exchange of knowledge, lessons learnt, best practices and tools for mainstreaming gender. The website should provide links to practical tools, training materials and guidelines for mainstreaming gender from partner organisations such as the SADC Gender Unit, Global Water Partnership – Southern Africa, WaterNet or CRIDF amongst others.

SO5: Develop and implement a gender-responsive monitoring and evaluation system which enables effective tracking of gender responsiveness of policies, processes, programmes, projects and related outputs and outcomes.

1. Set up and maintain a streamlined gender responsive monitoring and evaluation system that captures and enables effective tracking of progress, results and impact of gender mainstreaming initiatives.

- 1.1. Strengthen accountability for gender mainstreaming by enhancing gender-specific performance targets at all levels.
- 1.2. Develop a monitoring and evaluation framework which includes key gender indicators to examine concrete progress on gender related processes and outputs.
- 1.3. Include gender-responsive indicators and sex-disaggregated data for project monitoring and evaluation frameworks where appropriate. This will be monitored, analyzed, and reported on an annual basis. This applies to data from partners implementing projects in the Basin.
- 1.4. Conduct periodic gender audits within ZAMCOM and draw inputs from riparian countries so as to track progress over 5-year cycles. This shall include a mid-term assessment within the 5 year cycle.



PART B: Gender Mainstreaming Implementation Plan



5 IMPLEMENTATION

5.1 The Management System

Ownership of the Gender Mainstreaming Strategy and its implementation lies with the ZAMCOM riparian countries. The ZAMCOM Secretariat will provide leadership and ensure that organisational policies, programmes, and practices at the ZAMCOM Secretariat and across all programmes are gender responsive. The ZAMCOM Secretariat will be responsible for developing an annual plan supported by a resourced budget. The responsibility for mobilising resources will be with the ZAMCOM Secretariat with support from the riparian countries and the stakeholders of the Zambezi River Basin.

Effective execution of the Gender Mainstreaming Implementation Plan is a joint responsibility among the riparian countries, ZAMCOM organs, GFPs in the Ministries of Water, National Gender Machineries, local and international cooperating partners and project partners. However, the ZAMCOM Secretariat has a key role in coordinating all efforts, in close collaboration with the GFPs in the water ministries.

5.2 Key Actors, Roles and Responsibilities

The Gender Mainstreaming Strategy and Implementation Plan will be implemented under the guidance of ZAMCOM and its respective organs. In line with the mandate of these organs, the following responsibilities are envisaged for the successful implementation of the Gender Mainstreaming Strategy and Implementation Plan.

ZAMCOM Organs

Key actors	Roles and responsibilities
Council of Ministers	The Council of Ministers is the policy-making arm of ZAMCOM and comprises one delegate from the Government of each of the Member States. The Council will be responsible for adopting the Gender Mainstreaming Strategy as policy and providing guidance on its implementation. Ownership of and support for the ZAMCOM Gender Mainstreaming Strategy at their level will promote the implementation of the Strategy by ZAMCOM organs and will further the implementation of the same by the Member States.
ZAMTEC	The ZAMCOM Technical Committee (ZAMTEC) is responsible for making recommendations on matters to be submitted to the Council of Ministers for deliberation. In line with its mandate, ZAMTEC will be responsible for establishing the Gender Working Group, comprising representatives from Member States, and will provide oversight to the Secretariat for activities outlined in the Gender Mainstreaming Strategy and Implementation Plan and make recommendations to the Council of Ministers on the role Member States can play in advancing gender mainstreaming in the Basin.
ZAMSEC	The Secretariat will coordinate gender mainstreaming in policies, programmes, and projects, and undertake specific activities to enhance gender responsive outcomes and impacts. The coordination role also includes annual reporting on the actions taken and progress made on the implementation of the Gender Mainstreaming Strategy and Implementation Plan.
Gender Working Group	The Gender Working Group shall comprise experts seconded by the Member States to work on gender issues in policy and programming. The working group will be

Key actors	Roles and responsibilities
	responsible for reviewing existing and future policies, programmes and projects for gender responsiveness.
NASC	The NASCs are the medium of ZAMCOM's outreach to national stakeholder institutions and interest groups, and the mechanism by which ZAMCOM collects inputs on policy and planning issues from the stakeholder institutions. Their responsibility will be to provide a platform through which national consensus could be reached on gender mainstreaming in water resources development and management issues and to serve as a channel for disseminating ideas and information on gender mainstreaming.

The Riparian Countries

Key actors	Roles and responsibilities
Riparian Countries	Riparian countries shall take appropriate technical, legislative, and administrative measures necessary to give effect to the Gender Mainstreaming Strategy and Implementation Plan. Specifically, the Ministries responsible for water will collaborate closely with civil society, institutions and organisations with a stake in water resources planning, development and utilisation to further the strategic objectives of the Gender Mainstreaming Strategy and Implementation Plan within their respective countries.
National Gender Machineries	The National Gender Machineries will provide policy guidance to GFPs for the water sector and will avail their expertise in gender mainstreaming to the RBO and the national water governance structures in the riparian countries. The gender machinery can be seconded to support the ZAMCOM socio-economic working group as well as facilitate the establishment of gender working groups for the water sector in the riparian countries.
Gender Focal Points	GFPs in the respective Ministries of Water in the riparian countries can play a catalytic role in facilitating gender mainstreaming across ZAMCOM's organs, programmes, and processes. Specifically, they could provide invaluable support to the socio-economic working group in its role and functions.

Basin Partners

Key actors	Roles and responsibilities
Local and International Cooperating Partners	Financial and technical support agreements will be vital to the implementation of the ZAMCOM Gender Mainstreaming Strategy.
Project partners	The ZAMCOM project partners will be responsible for gender responsive project design, implementation, monitoring, reporting, and evaluation of ZAMCOM projects, including technical support and capacity building related to gender at the programme and project levels.
Civil Society Organisations and Non-Governmental Organisations	CSOs and NGOs working in the water sector may participate alongside other stakeholder organizations in the National Stakeholders Coordination Committees (NASCs). Faith-based organizations (FBOs) and community-based organizations (CBOs) in water supply and sanitation activities need to be included in the NASCs. Deliberate

Key actors	Roles and responsibilities
	efforts will be undertaken to affirmatively involve women stakeholder groups to increase women’s representation and participation in the NASCs and BASCs.
Academia	On their own initiative or on request by ZAMCOM, academia may enter agreements with ZAMCOM on research projects that address gender issues in the water sector.
Media	The media will be useful in reporting on gender mainstreaming activities, particularly where success stories in gender mainstreaming have emerged in order to promote uptake of good practices across the Basin.

SO 1: Institutionalise gender mainstreaming in ZAMCOM through the creation of an enabling policy and organisational framework.

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

Structural Dimension							ST	MT	LT
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Resources Required		
Policy re-orientation towards gender mainstreamed vision, mission, policy goals, development objectives, and operational methodologies	1.1.1 Convene policy dialogues aimed at securing buy-in and commitment for gender mainstreaming in all the structures of ZAMCOM and respective Ministries of Water in the riparian countries and the National Gender Machinery.	The number of policy dialogues convened. Register of participants that would have attended the policy dialogues.	Short Term Increased awareness of the merits of mainstreaming gender in RBO policies and programmes amongst the ZAMCOM organs, Ministries of water in the riparian countries and the National Gender Machinery. Cooperation and collaboration between the RBO, Ministries of Water in the riparian countries and the national Gender Machineries is established	Increase in the number of ZAMCOM policy makers providing strategic guidance on gender equality and lobbying for budgetary support in the RBO and the riparian countries. Increase in the proportion of gender activities adopted for implementation. Number of collaborated efforts/activities between the RBO, Ministries of Water in the riparian countries	Survey report Mid-term review report Gender audit report	ZAMCOM organs Gender Machineries	Financial and technical resources from the riparian countries, national Gender Machineries in the riparian countries and International Cooperating Partners (ICPs)		

Structural Dimension										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Resources Required	ST	MT	LT
			<p>Medium Term Increased commitment to implement gender mainstreaming in RBO policies and programmes.</p> <p>Long Term Gender mainstreaming is implemented and becomes part of the ZAMCOM organisational culture.</p>	<p>and the national Gender Machineryes.</p> <p>Increase in the proportion of gender activities implemented and become part of the ZAMCOM organisational structure.</p>						
	1.1.2 Carry out a visioning exercise which should culminate in a gender-responsive vision, mission, policy statement and objectives for ZAMCOM.	Visioning exercise implemented. Visioning exercise report.	<p>Short Term Enhanced visibility of gender equality principles in ZAMCOM's policy documents.</p> <p>Medium Term Increased commitment to implement gender mainstreaming in RBO policies, programmes, projects.</p>	<p>Gender reflected in ZAMCOM's vision, mission, policy statement, and objectives.</p> <p>Increase in the proportion of gender activities adopted for implementation.</p>	<p>Mid-term gender audit report</p> <p>Minutes of Council and ZAMTEC meetings</p> <p>Budget allocation towards gender mainstreaming activities.</p>	<p>Ministries of water in the riparian countries</p> <p>Council of Ministers</p> <p>ZAMTEC</p> <p>ZAMSEC</p>	<p>Financial and technical resources from the riparian countries, the national Gender Machineryes and ICPS.</p>			

Structural Dimension										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Resources Required	ST	MT	LT
<p>Review and incorporate a gender perspective into the institutional arrangements of the RBO.</p>	<p>1.2.1 Develop and operationalise formal collaboration with the national Gender Machineries and Gender Focal Points in the riparian countries to provide technical support to the RBO.</p>	<p>Collaborative arrangements with the national Gender Machineries and GFPPs formally established.</p>	<p>Long Term Gender embedded in ZAMCOMs norms and values.</p>	<p>Increase in the proportion of the ZAMCOM gender activities supported by the national Gender Machineries and GFPPs.</p>	<p>ZAMCOM annual reports ZAMCOM project reports</p>	<p>Ministries of water in the riparian countries ZAMTEC ZAMSEC</p>	<p>Financial and technical resources from the riparian countries, the national Gender Machineries and ICPS.</p>			
			<p>Short Term Increased coordination and collaboration with the national Gender Machineries and the GFPPs in the riparian countries.</p>							
<p>1.2.2 Establish a gender working group that addresses gender issues in the RBO and in its</p>		<p>Gender working group established and operationalised.</p>	<p>Short Term Gender mainstreaming institutionalised.</p>	<p>Increase in the proportion of ZAMCOM policies, programmes and</p>	<p>Minutes of the gender working group</p>	<p>Council of Ministers</p>	<p>Financial and technical resources from the riparian</p>			

Structural Dimension										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Resources Required	ST	MT	LT
Develop and promote a gender responsive organisational culture	1.3.1 Incorporate gender mainstreaming competencies in the terms and conditions of employment of the ZAMCOM Secretariat staff.	Gender-responsive terms and conditions developed for ZAMSEC staff.	Medium Term Gender is mainstreamed in ZAMCOM's policies, programmes, and projects.	projects reviewed for gender and social inclusion.	ZAMCOM annual reports	ZAMTEC ZAMSEC	countries, the national Gender Machineryes and ICPS.			
			Long Term Gender-responsive policy and institutional framework in ZAMCOM.	Increase in the proportion of gender activities implemented in ZAMCOM and the ministries of water in the riparian countries	ZAMCOM policies and strategies	Gender working group	Financial and technical support for the review of the ZAMSEC terms and conditions of employment.			
			Short to Medium Term Enhanced ownership and individual responsibility for the realisation of gender goals in programme development, implementation, monitoring and evaluation within ZAMSEC	Increase in the proportion of ZAMSEC terms and conditions of employment reviewed to include gender mainstreaming responsibility.	ZAMSEC Secretariat Terms and conditions of employment. ZAMSEC Secretariat performance reviews	ZAMTEC ZAMSEC				
			Medium and Long Term Achievement of gender mainstreaming targets.		ZAMCOM annual reports, mid-term review and end term review reports					

Structural Dimension										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Resources Required	ST	MT	LT
	1.3.2 Establish and clarify accountability structure and appropriate incentive system on gender equality among ZAMCOM Secretariat management and staff.	Gender mainstreaming accountability structure established with the ZAMCOM Secretariat.	<p>Short to Medium Term Improved accountability for gender mainstreaming in the ZAMCOM Secretariat.</p> <p>Medium to Long Term Increased achievement of gender mainstreaming targets.</p>	Increase in the percentage of gender targets achieved by ZAMSEC.	ZAMCOM annual reports ZAMCOM project reports	ZAMTEC ZAMSEC Gender working group	Time commitment			
		Annual gender mainstreaming targets for the ZAMCOM Secretariat established. Gender mainstreaming achievements adequately recognised.								

Structural Dimension										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Resources Required	ST	MT	LT
	1.3.3 Incorporate gender and social inclusion as key components of relevant technical support provided by Consultants and Project Partners.	Gender incorporated in the scope of work of relevant technical work and related reviews/ studies commissioned by ZAMCOM.	<p>Short Term Technical work commissioned by ZAMCOM increasingly reflects gender and social inclusion.</p> <p>Medium Term Improved gender responsiveness in projects and programmes implemented by ZAMCOM and its affiliated partners in the Basin.</p>	Increase in the proportion of Technical work commissioned by ZAMCOM that incorporates gender and social inclusion. Percentage increase in the number of gender-responsive projects and programmes implemented by ZAMCOM and its affiliated partners in the Basin.	Terms of Reference of technical work and related reviews/ studies commissioned by ZAMCOM. Reports of reviews and studies commissioned. Project and programme monitoring reports.	ZAMTEC ZAMSEC	Financial and technical resources.			
	1.3.4 Develop sexual harassment and prejudice safeguards with the aim of creating a safe environment for the ZAMCOM Secretariat staff.	Sexual harassment safeguards established within the ZAMCOM Secretariat and promoted in the riparian countries.	<p>Short Term Appropriate addressing of sexual harassment, abuse, and prejudice within the ZAMCOM Secretariat and the riparian countries.</p> <p>Medium Term Reduction of incidences of sexual harassment, abuse, and prejudice based on gender within the ZAMCOM Secretariat.</p>	Percentage of sexual harassment, abuse and prejudice cases reported from baseline. Increase or reduction in the proportion of reported sexual harassment, abuse and prejudice cases that are addressed.	Survey Reports of reported cases Minutes of disciplinary hearings on sexual harassment, abuse, and prejudice cases.	ZAMTEC ZAMSEC	Political, technical and financial support.			

Structural Dimension										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Resources Required	ST	MT	LT
			Long Term Safe and conducive working environment that protects both men and women from sexual harassment and prejudice based on gender.							

SO2: Build and strengthen capacity to effectively mainstream gender in ZAMCOM through targeted, periodic education and training across all ZAMCOM organs

Personnel Dimension											
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT	
Build capacity for gender mainstreaming across all levels	2.1.1. Develop a gender skills development plan to ensure sufficient skilled human resource capacity within ZAMCOM to support gender responsive actions at all levels.	Gender skills development plan established.	Short Term Gender main streaming skills development is prioritised	Budget allocation towards gender mainstreaming skills development	Increase in the percentage of skills development activities implemented that are aligned to the skills development plan	Financial Reports Gender Audit Report	ZAMTEC ZAMSEC Project partners	Financial and technical support from riparian countries, ZAMCOM and ICPS.			
			Medium Term Improved gender mainstreaming skills development								

Personnel Dimension										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT
	2.1.2. Strengthen gender mainstreaming competency within ZAMSEC, ZAMCOM organs and Gender Focal Points.	Gender mainstreaming training received by ZAMSEC, ZAMCOM organs and Gender Focal Points.	Short Term Increased capacity to mainstream gender in policy, processes, programmes and projects	Percentage of ZAMSEC, ZAMCOM organs and Gender Focal Points that score at least 80% on the gender self-assessment scorecard.	Survey Mid-term Gender Audit report	ZAMTEC ZAMSEC Project partners	Financial and technical support from riparian countries, ZAMCOM and ICPS.			
			Medium Term Increased gender mainstreaming in ZAMCOM	Increase in the percentage of gender targets achieved by ZAMSEC						
			Long Term Improved gender responsiveness in projects and programmes implemented in ZAMCOM	Percentage increase in gender-responsive projects and programmes implemented						

SO3: Strengthen gender equity in the establishment and operations of the NASCs and decentralised Basin management structures in the riparian countries.

Output Dimension										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT
Facilitate gender responsive stakeholder participation platforms in the Basin	3.1.1 Identify and include women's and other vulnerable group's representation in NASCs and Basin management structures in the riparian countries.	Women's and other vulnerable groups identified and representation ensured in NASCs and Basin management structures in the riparian countries.	Short Term Increased representation of women and other vulnerable groups in NASCs and basin management structures in the riparian countries.	Proportion increase in representation of women and vulnerable grassroots in NASC and Basin management meetings.	Minutes of NASCs and Basin management meetings in the riparian countries.	Ministries of water in the riparian countries	Financial and technical support from riparian countries, ZAMCOM and ICPS.			
			Medium Term Diverse participation in the planning, management and decision-making processes of NASCs and Basin management structures in the riparian countries.							
	3.1.2 Through the GPPs, identify and collaboratively address local and national level barriers impeding the full participation of women and other vulnerable groups participation in the	Barriers impeding the full participation of women and other vulnerable groups participation in the decision-making processes relating to the	Short Term Increased representation of women and other vulnerable groups in NASCs and basin management structures in the riparian countries.	Proportion increase in representation of women and vulnerable grassroots in NASC and Basin management meetings.	Minutes of NASCs and Basin management meetings in the riparian countries.	Ministries of water in the riparian countries	Financial and technical support from riparian countries, ZAMCOM and ICPS.			

Output Dimension										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT
	decision-making processes relating to the management of the Basins' resources.	management of the Basins' resources identified. Basin level training workshops convened.	Medium Term Diverse participation in the planning, management and decision-making processes of NASCS and Basin management structures in the riparian countries.							

SO4: Integrate a gendered approach in programming and generate evidence on the merits of the approach.

Output Dimension										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT
Mainstream gender in the project cycle	4.1.1 Strengthen gender mainstreaming in all programmes and projects.	Gender analysis reports Gender mainstreamed in all programmes and projects.	Short Term Project design fully integrates gender concerns.	Percentage increase in projects that have conducted gender analysis prior to project preparation	Gender Analysis reports Project documents	ZAMCOM riparian countries ZAMSEC	Financial and technical support from riparian countries, ZAMCOM and ICPS.			
			Medium Term Improved gender responsiveness in projects and programmes					Proportion increase in gender responsive projects and programmes	Project reports	Project partners

Output Dimension										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT
<p>Generate evidence on the effectiveness of a gendered approach in IWRM through research and implementation of pilot projects</p>	<p>4.2.1. Commission social assessment studies across various sectors e.g. water supply and sanitation, energy, mining, tourism and fisheries to ascertain the potential roles, benefits, impacts and risks for women and men of different ages, ethnicities, and social structure and status.</p>	<p>Social assessment studies carried out.</p>	<p>implemented in ZAMCOM</p>	<p>designed and executed.</p>	<p>Inclusion of gender content in research commissioned by ZAMCOM in the Basin.</p>	<p>Gender Audit report</p> <p>Research reports</p>	<p>ZAMCOM riparian countries</p> <p>ZAMSEC</p> <p>Research partners/ research & academia</p>	<p>Financial and technical support from riparian countries, ZAMCOM and ICPs.</p>		
			<p>Short Term Increased gender and socio-economic data available to inform project design and implementation.</p>						<p>Gender responsive pilot projects supported.</p>	<p>Short Term Feasibility of projects that strengthen gender mainstreaming and empowerment of women is evaluated</p> <p>Medium Term Increased implementation of evidence based gender responsive projects</p>

Output Dimension										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT
	4.2.3 Include gender analysis and disaggregated data requirements in all assessments or projects carried out in the Basin in order to build the knowledge base.	Gender analysis reports Gender mainstreamed in all programmes and projects.	Short Term Project design fully integrates gender concerns. Gender mainstreamed in all programme and project achievements and impacts.	Gender analysis reports Disaggregated data in projects or programme targets and achievements	Gender Gap Analysis report Project documents Project reports	ZAMCOM riparian countries ZAMSEC Project partners	Financial and technical support from riparian countries, ZAMCOM and ICPS.			
Operationalise gender-sensitive communication and outreach	4.3.1 Accelerate implementation of the ZAMCOM communication strategy, ensuring gender responsiveness.	Communication strategy measures with gender dimensions implemented.	Short Term Increased number of messages that are relevant to the varying needs of men and women in the Basin. Increased gender sensitivity in communication.	Rating of communication paths and processes by the wider Basin stakeholders. Share of communication products rated as gender sensitive to gender responsive.	Survey reports	ZAMCOM riparian countries ZAMSEC Project partners	Financial and technical support from riparian countries, ZAMCOM and ICPS.			
	4.3.2 Develop information products in formats that are easily accessible and take the information needs and means of the different	Gender strategy unpacked and easy to understand information products developed.	Short Term Increased awareness of the gender mainstreaming strategy among ZAMCOM stakeholders.	Rating of awareness of the ZAMCOM gender mainstreaming strategy among the Basin stakeholders.	Survey report	ZAMSEC Broad Basin stakeholders	Financial and technical support from riparian countries, ZAMCOM and ICPS.			

Output Dimension										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT
	stakeholder groups into account.		<p>Medium Term Increased support towards implementation of the ZAMCOM gender mainstreaming strategy.</p>							
	4.3.3 Communication products to be tested for gender and cultural sensitivity.	Communication products tested for gender and cultural sensitivity.	<p>Short Term Gender Inclusive communication and information dissemination in the Basin is ensured.</p>	Rating of communication paths and processes by the wider Basin stakeholders.	Survey reports	ZAMCOM riparian countries	Financial and technical support from riparian countries, ZAMCOM and ICPs.			
	4.3.4 Develop an interactive website on gender mainstreaming in the Basin.	Interactive webpage developed.	<p>Short Term Increased access to gender learning tools and resources.</p> <p>Medium Term Increased exchange of knowledge, lessons learned, best practice and tools.</p>	Adoption rates of gender mainstreaming best practice in the Basin. Number of website visits/Views	Survey reports Website	ZAMSEC Project partners	Financial and technical support from riparian countries, ZAMCOM and ICPs.			

S05: Develop and implement a gender-responsive monitoring and evaluation system which enables effective tracking of gender responsiveness of policies, processes, programmes, projects and related outputs and outcomes.

Output Dimension										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT
Set up and maintain a streamlined gender responsive monitoring and evaluation system that captures and enables effective tracking of progress, results and impact of the gender mainstreaming in the RBO	5.1.1 Strengthen accountability for gender mainstreaming by enhancing gender-specific performance targets at all levels.	Gender-specific performance targets established.	Strengthened gender mainstreaming performance tracking.	Increase in the percentage of reports that assess progress and results on gender targets.	Progress reports ZAMCOM Annual reports	ZAMSEC Project partners	Technical support			
	5.1.2 Develop a monitoring and evaluation framework which includes key gender indicators to examine concrete progress on gender related processes and outputs.	Monitoring and evaluation framework developed.	Strengthened gender mainstreaming performance tracking.	Increase in the percentage of reports that assess progress and results on gender targets.	Progress reports ZAMCOM Annual reports Gender audit report	ZAMSEC Project partners	Financial and technical support from riparian countries, ZAMCOM and ICPs.			
	5.1.3 Include gender-responsive indicators and sex-disaggregated data for project monitoring and	Gender-responsive indicators and sex-disaggregated data established in the RBO.	Improved gender mainstreaming performance tracking.	Increase in the number of projects ranked satisfactory on the ZAMCOM Monitoring dashboard.	ZAMCOM monitoring dashboard	ZAMSEC Project partners	Financial and technical support from riparian countries,			

Output Dimension										
Measures	Activities	Outputs	Outcomes	Indicator	Means of Verification	Responsible Actors	Source and Resources Required	ST	MT	LT
	evaluation frameworks where appropriate.						ZAMCOM and ICPs.			
	5.1.4 Conduct periodic gender audits within ZAMCOM and draw inputs from riparian countries so as to track progress over 5-year cycles. This shall include a mid-term assessment within the 5-year cycle.	Gender audits implemented.	Improved gender mainstreaming performance tracking.	More than 50% performance rating of the RBO in terms of gender mainstreaming progress.	Gender audit report	ZAMSEC ZAMCOM organs	Financial and technical support from riparian countries, ZAMCOM and ICPs.			

5.3 Monitoring and Reporting of the Implementation Plan

5.3.1 Implementation Mechanisms

This gender mainstreaming strategy and implementation plan will be executed in 5-year cycles. Such a cyclic approach will allow for 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 be addressed with the resources available within the RBO, while working towards the implementation of measures with longer-term implementation timeframes.

5.3.2 Critical Factors for Successful Implementation

Commitment by the ZAMCOM riparian countries towards gender and social inclusion in the water sector is the most critical factor that will influence the successful implementation of the Gender Mainstreaming 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, monitoring and evaluation of programmes and projects commissioned by the RBO and implemented by the Member States as well as state and non-state actors alike.

5.3.3 Monitoring and Evaluation

The process of monitoring and evaluating the strategy shall be based on Results Based Management principles. Specifically, the 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.

The monitoring and evaluation of the gender strategy will be based on manageable, measurable and verifiable indicators. To achieve the above mentioned, ZAMSEC shall develop a monitoring plan with the aim of ensuring that milestones are achieved timeously as well as to provide regular feedback to the ZAMCOM organs and broader stakeholders on the progress made against set targets.

Stakeholder participation in the implementation of the gender mainstreaming strategy will promote transparency as well as broaden ownership amongst the ZAMCOM organs, the Member States and the broader stakeholders in the Zambezi River Basin.

In line with the institutional processes, ZAMSEC will produce progress reports to be presented for review and approval by the ZAMTEC, the Commission and the Council of Ministers.

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