ACKNOWLEDGEMENT

FOREWORD

The Water Resources Commission is committed to sound management, sustainable and equitable utilization of water resources for the present and future generation. At the core of the development agenda and the mission are issues of gender equality, if addressed can enhance productivity and improve development outcomes for the next generations and make institutions more representative. Addressing the unequal gender relations, the different roles, responsibilities, capabilities and needs of women, men, girls and boys as well as other vulnerable groups during the development process can change policy choices and make institutions more representative of a range of voices.

In Ghana, as in most developing countries, women and girls are the major water collectors, users, and managers, but mostly bear the impact of inadequate, deficient or inappropriate water management services. In a bid to address this phenomena among others, the Water Resources Commission developed the premier Gender and Water Resources Management Strategy (2011-2015) to make institutions more responsive and receptive to gender equality as an essential tool for achieving equitable, sustainable use, management, and development of Ghana's water resources.

The Gender and Water Resources Management Strategy provide strategic guidelines that will ensure that appropriate planning and implementation of gender responsiveness activities at national and river basin levels are undertaken in an integrated, consistent and sustainable manner. It creates a foundation on which the stakeholders within the water resources sub-sector can holistically mainstream and implement gender interventions in regulations, capacity building, management systems, and monitoring and evaluation. This will help empower women, men, girls and boys as well as vulnerable groups by incorporating equity measures in the management and control of water resources, contributing to poverty reduction.

This Gender Strategy has been developed through a participatory consultative process that involved undertaking a gender analysis and a review of guiding documents. The strategy will indubitably serve as a reference document for all water sector stakeholders.

Let me take this opportunity to thank all those who worked tirelessly towards developing this premier strategy.

Ben Y. Ampomah

Acting Executive Secretary, WRC, Accra

TABLE OF CONTENTS

LIST OF ACRONYMS AND ABBREVIATIONS

AU – African Union

CBOs- Community Based Organizations

CONIWAS- Coalition of NGOs in Water and Sanitation

CIDA- Canadian International Development Agency

CWSA-Community Water and Sanitation Agency

DANIDA- Danish International Development Agency

DfID-Department of International Development

ECOWAS- Economic Community of West African States

GE- Gender Equality

GEF- Global Environment Facility

GLOWA- Global Water Alliance

GoG- Government of Ghana

GPRS I-Ghana Poverty Reduction Strategy

GPRS II- Growth and Poverty Reduction Strategy

GWCL- Ghana Water Company

HO- Head Office

IWSC- International Water and Sanitation Centre

MDGs- Millennium Development Goals

MOWAC- Ministry of Women and Children's Affairs

N-CAP- National Campaign

NEPAD- New Partnership for African's Development

NGOs- Non-governmental Organizations

UN- United Nations

PRSPs- Poverty Reduction Strategy Papers

UNDP- United Nations Development Programme

USAID- United States of America International Development

WBI- World Bank Institute

WRC – Water Resources Commission

WHO- World Health Organization

WR – Women's Rights

WWA- World Water Alliance

GLOSSARY OF TERMS AND CONCEPTS

Engendering: Processes and procedures for ensuring that gender issues and concerns are considered and accounted for in policies, programmes, systems and structures and that their implications are analyzed for possible redress.

Gender: Socially constructed meanings of masculinity and femininity and how they define the roles and responsibilities of women and girls in relation to men and boys and prescribe the terms and conditions of access, participation and right to resources in a society, institution or system.

Gender Awareness: The recognition that policies, programmes and projects affect women and girls as well as men and boys differently resulting in the creation of gender inequalities. It also includes recognizing that women and girls like men and boys have different perspectives, interests, roles and resources.

Gender Equality: Refers to equality of opportunities, outcomes and rights of and between men/boys and women/girls

Gender mainstreaming: A strategy for assessing and analyzing the gender implications of policies, programmes and projects and proactively and intervening to address areas of undue discrimination while compensating for historical forms of discrimination against women.

Gender Sensitivity: Being aware of inequalities in the social positioning of men/boys and women/girls and their implications for rights and voice as well as acting to address and/or stem the inequalities. It entails ensuring that men/boys and women/girls have equal participation, benefits and rights to resources, programmes and structures.

Gender Responsiveness: Providing for and acting to stem gender inequalities.

Gender Inclusive: Ensuring the women and girls like men and boys are represented, their issues heard and issues are addressed. Entails providing for voice and rights of women and girls as well as men and boys.

Sex: Biological distinctions in human beings that present as males, females or intersex.

1. INTRODUCTION

The Water Resources Commission (WRC), as the sole regulator of water resources in Ghana, is committed to ensuring that all stakeholders access water rights and resources in a sustainable and equitable manner. Recognizing that water issues are multi-faceted encompassing parallel and intersecting technical, economic, ethical, ecological and social dimensions with far-reaching consequences for water resources management (WRM), the WRC has adopted a comprehensive strategy, the integrated water management (IWRM) as its implementation strategy. The IWRM allows for the holistic management of water and related issues. It seeks a comprehensive approach that blends technical and social aspects of WRM. Under the social aspect, social equity and gender equality are emphasized.

This Gender and WRM Strategy is aimed at enabling the WRC to institutionalize gender responsive praxis for the effective delivery of the social and equity benefits in the management of water resources in Ghana.

The process dates back to 2009, when as part of working with Hydro-geological Assessment Project (HAP), it was deemed necessary to improve gender responsive praxis in the organization using a three-pronged approach. The first phase entailed an assessment of gender experiences in the WRC using interviews and documentary analysis.

At the end of the first phase, sufficient ground had been prepared for consulting with stakeholders during the second phase. The second phase entailed in-depth stakeholder interviews on operational level experiences at the basin level. Lessons from the two phases are informing the third phase: the development of a gender and WRM strategy.

This strategy, presented below, provides an overview of the socio-political context at the national and global levels, followed by an analysis of the WRC, its profile and gender experiences. It ends with a presentation of the policy rationale, strategic directions, implementation framework and action plan.

2. AN OVERVIEW OF GENDER AND WRM

Whether as a productive and reproductive resource, water remains a scarce commodity in terms of its availability in the forms of interest and value to users. The competing uses of water against the backdrop of ever growing challenges in the face of climate variability and technological advancements compel water resources managers and regulators at all levels to seek strategic ways of meeting ever increasing pressures and threats. Consequently, various policies and programmes have been instituted, globally and nationally, to respond to the pressures.

2.1 Global/Regional

Globally, WRM has taken centre-stage in development and poverty reduction efforts. In the last two decades or so, however, WRM has become an important part of geo-politics and the political economic analysis of development. In 1977, the UN General Assembly declared the years 1981–1990 as the International Water and Sanitation Decade. Before that declaration, several efforts had been made by the UN and its various agencies including the UNDP, GEF and WHO to promote policies and programmes toward the coordinated management of water resources. Environmental, economic and social concerns regarding water supply continue to drive efforts toward more effective WRM.

It has been estimated that one billion people live without clean drinking water, 1.8 million people die every year of diarrhoeal diseases and 3,900 children die every day from water borne diseases (WHO, 2004). The Third World carries the largest burden of the effects of water supply scarcity. At the same time that life style changes are increasing demands for water resources for industrial (manufacturing, housing, mining, energy), domestic (drinking, sanitation, cooking) and agricultural (food production, livestock production, aqua-culture) uses, supply to the poorer sections of various populations is diminishing and costs are becoming unaffordable. The competing uses and unfair allocation with their attendant multiple claims to water resources among various users have become a major source of tension and conflict. Water like other natural resources is generating community-based, inter-ethnic and trans-boundary conflicts, some of which have been violent. In the globalizing world, water tensions have shifted from the arena of transportation and communication to basic needs such as food and shelter. People living in basin areas are more likely to clash over use while regulators and activists might be concerned about unsustainable use, water quality and bio-diversity conservation.

An important step in global WRM has been the World Water Forum, which has been held every three years since a 1997 Marrakech meeting. The establishment of the World Water Council and the adoption of the IWRM strategy are all in recognition of the need to manage water efficiently and equitably. The IWRM has entailed the adoption of coordinated systems nationally and globally that foster the development, use and protection of water resources by considering all sectors and institutions. In Dublin, the four principles: Holistic Approach, Participatory decentralized approach, water as an economic and, efficient and equitable good were established to guide the agenda (van Wijk-Sijbesma, 1998). Basically, water resources have been viewed to be of economic value and social good that must be efficiently managed and equitably shared.

In practice, various stakeholders such as the UN, UNDP, WWA, USAID, IWSC, IWMI and AU have worked together to translate the IWRM into policies and programmes that define WRM within the context of a new paradigm where efficiency and equity considerations have become strong factors shaping praxis. Whether as efficiency, equity or both, gender equality has been implicated in the new paradigm.

Globally, gender considerations in WRM have often been framed within the content of the burdens placed on women as a result of traditional gender division of labour, gendered belief systems and feminized poverty. The subordinated positioning of women in domestic spaces, which is worse for poor women of the Third World, is often cited for promoting unequal access to water resources for men and women in decision-making and politics, placing additional burdens on women, inscribing gendered benefits and underestimating women's interests. Valued as these areas of emphasis have been the tendency to downplay women's socio-economic interests in water, water resources and water sector jobs as part of the right to resources and secure livelihoods and citizenship offers only a partial understanding of gender and WRM.

One significant effect of the partial understanding is the persistence in adding women to the WRM agenda rather the search for transformative change that causes structural shifts in the institutional and operational landscape. Evidence suggests however that if the goals of sustainability and equity are to be realized within the IWRM framework, special efforts need to be channelled into effectively mainstreaming gender issues in WRM.

Globally, efforts to mainstream gender in WRM has taken forms such as establishment of Gender Units in the water sector; development of varying resources such as toolkits, training manuals, policy briefs and analytical reports and; the holding of learn and share events in the form of conferences and seminars as well as capacity-building workshops and trainings. Additionally, nation states and regional bodies have sought to translate the global agreements and frameworks into specific policies and programmatic actions. Many nations including Ghana have translated these into national water policies and, regional bodies such as the AU have developed strategies such as the African Water Vision 2025 to guide water sector development and management

2.2   The Ghanaian Context

WRM remains a priority in national development efforts in Ghana. As an important economic and social resource, water continues to engage policy and programming efforts nationally in response to local needs and global trends. Working within global frameworks of the IWRM, MDGs and PRSPs, local equivalents have been designed to address national needs. The GPRS, the national development planning document designed and implemented in two phases (GPRS I and II) from 2002 to 2008, attempted to align and harmonize the MDGS, the PRSPs and NEPAD for concerted implementation and monitoring. That effort resulted in the adoption and use of the IWRM as policy framework for addressing water supply and management concerns in the country. That process has resulted in the establishment of various structures, systems and policies at the national and community levels in order to help address the near dire water situation of the country.

Structures and systems such as the Water Directorate of the Ministry of Water Resources, Works and Housing for policy leadership and direction; WRC for water rights and use regulation; Community Water and Sanitation Agency (CWSA) for rural water delivery; and Ghana Water Company Limited (GWCL) for urban water delivery are outcomes of various efforts to address the persist periodic water crises situation of the country. The establishment of the Water Directorate as a separate Ministerial unit has been in recognition of the place of water in poverty reduction and national development. Also, by separating rural and urban water management systems into the CWSA and GWCL respectively, it has been possible to address some of the differential needs and challenges of each sector although serious delivery gaps remain in both sectors. The low coverage of potable water supply of just a little of over 50%, which is worse for poor urban neighbourhoods and remote communities, attests to the severe equity challenges in water delivery. Hence, the differential needs targeting approach, which in recent time is also taking into consideration gender concerns, has become imperative for accelerating progress. Various studies show that water

is not just a natural resource but a socio-economic good with implications for equity and vulnerability.

In the area of policy, the National Water Policy was eventually completed and adopted to guide the water sector nationally and beyond. The policy development process entailed the coordination of individual and collective efforts in public and private spaces. Useful lessons were also drawn from the IWRM and the African Water Vision 2025 frameworks to set its goals and 14 guiding principles. Principle IV: Improving equity and gender sensitivity is informative of the gender imperative in WRM. The rest of the principles have potentials for working for gender equality. Consistent to the national gender policy context and global trends, mainstreaming has been adopted to engender the water sector of Ghana.

Gender mainstreaming efforts in the water sector has been supported by various actors, especially the donor community such as the World Bank, USAID, UNDP, CIDA, DANIDA and DfID as part of the efforts toward sustainable WRM. The donor partners have provided various development resources for increasing the production of water, advocacy and lobby for increased sensitivity to water and related issues, policy development to guide progress, capacity-building and training for knowledge and skills development and, research and dissemination for evidence based programming. Ghana's civil society through individual endeavour and coalitions such as CONIWAS and N-CAP on Water, have served to insert rights and voice dimensions to ongoing initiatives. CSOs, local and international, such as Water Aid, Rural Aid, World Vision and Action Aid have provided individual support to community-based organizations, communities and the water directorate. Together, the various parties have helped to improve the delivery of the sector's mandate and improve access to potable water although equity remains a major problem.

3. THE WATER RESOURCES COMMISSION

3.1 Organizational Profile

The Water Resources Commission (WRC) was established by the Government of Ghana (GoG) with donor support, in response to the need for a uniform and independent regulatory body. Its vision of "achieving an efficient and effective management system for the sustainable development of water resources in Ghana to assure full socio-economic benefits for present and future generations" enables it to target "all water users, viz., water managers and practitioners, decision makers, policy makers, NGOs and international organizations" (WRC, 2008: website). Since, the WRC became operational in 1998, it has been focused on delivering this mandate through policy, institutional and partnership development.

The main responsibilities of the WRC, as stipulated in its establishment Act, can be summarized into:

- Processing of water rights and permits;

- Planning of water resources development and management with river basins (catchments) as the natural units of planning;

- Collating, storing and disseminating data and information on waters resources in Ghana;

- Monitoring and assessing activities and programmes for the utilization and conservation of water resources;

- Collaborating with and advising its diverse constituents including the GoG, pollution control agencies and research institutions on water resource management matters.

At the time of the background studies that informed the development of this strategy, the WRC had established decentralized offices and structures at the Densu, Ankobra and White Volta basins for implementing the IWRM. Others such as the Bia are still in the works. The basin officers work with their boards and committees under the IWRM. This design is expected to guide all future basin development. At the national level, the steering committee of the Commission provides policy direction while the head office provides management support to the localized basin offices.

3.2 Gender Experiences in the WRC

As part of the processes leading to the development of this strategy document, empirical studies were conducted to understand and inform the engendering of the WRC. Two empirical studies: Assessment of Gender Experiences in the WRC (2009) (conclusions and learning points included in Chapter 9) and Gender Assessment of Stakeholders (2010) (executive summary attached as appendix 2) revealed considerable experiences in policy and programming implementation for social equity but also gaps in gender equality. The studies revealed that under the IWRM, the gender dimensions have been translated only in the form of the representation of women's interests in boards and committees as well as participation in community level activities. This notwithstanding, women are marginally represented at an average of 25% at all levels and structures. Regarding staffing levels, however, at the national level women form a standard critical mass for influencing policy at 42% of the overall total.

The studies reveal also that in spite of the experiences and potentials of the organization, the WRC has not been effective in institutionalizing the gender dimensions of WRM within the organization and basin levels. Hence, its operational and programming initiatives barely reflect gender sensitivity and/or responsiveness. Specifically, the WRC has not been able to develop and implement a concise and coordinated mechanism for integrating gender issues in its WRM work. There is, however, potential and political will within the organization for harnessing and strengthening capacities for mitigating change.

The following were found to be useful for initiating and negotiating change toward more gender responsive programming:

- The national policy context and programming framework for engendering the water sector offer spaces for WRC to address gender equality issues in its policies, programmes and projects.

- The policy and programming space of the WRC and its basin offices as well as the operational tools used present opportunities and challenges that can be harnessed and rechanneled to serve gender interests.

- The existing structures and systems of the WRC at the basin level and head office open space for incorporating gender issues toward more equitable outcomes.

- There is some level of awareness and political will at the organizational and operational (basin) levels that can be harnessed to support efforts to mainstreaming gender considerations in WRM.

- Generally, the existing capacities can be engendered toward policy and programming choices that can support, promote and deliver equitable outcomes (See Apusigah, 2010)

The assessments and analyses also revealed that:

- There is some considerable potential within the WRC, its structures and collaborations for mitigating for change. This is located in human resources, policies, processes and instruments/tools.

- WRC needs to make the decision whether to change; what form change should take and, which directions change should follow.

- The need to initiate proactive steps for change, and if necessary, measures be instituted or taken to foster change in the form of policy/strategy, structures and tools for change.

- The steps and actions could be better tracked if they are tied to institutional processes with mechanisms for monitoring and reporting.

- A framework that builds on existing experiences, provides guidelines to addressing existing gaps and delineates work over a period was useful.

- Depending on what WRC decides, it might want to constitute a support base, which could be strengthened to lead the process and, which could draw on expert support or not. (See Apusigah, 2010).

Furthermore, some actionable points were identified for consideration at a stakeholders' validation workshop that was also attended by staff of WRC, HAP and CIDA/PSU as follows:

- There may be the need to re/examine existing policies in order to incorporate overt statements of gender.

- It might also be necessary to develop a gender strategy.

- Operational tools may be reviewed to make them more gender sensitive, now or in future, and possibly as and when the existing tools are due for revision.

- While it might not be possible to generate resources immediately to support evidence-based research, skills development and programmatic interventions for gender equity, efforts could be made to build resources from sources elsewhere. This can be done alongside ongoing work to improve resources on WRM at the basins and head office.

- Strategic areas can be identified for capacities enrichment in the areas of policy planning and tracking, programme/project implementation, monitoring and evaluation, communication of results and regulations of rights.

4.   GENDER POLICY STATEMENT AND INSTITUTIONAL PRIORITIES

The WRC is an equal opportunities institution committed to delivering equitable opportunities, benefits and rights to the women and men working in the establishment and those affected by its operations at the basin and community level while demanding gender accountability from its organizational staff and third party collaborators with the view to mainstreaming gender into the systems and structures of the WRC and toward the realization of the goal of sustainable integrated water resources management in Ghana.

At the validation workshop that was attended by management and staff of WRC as well as other stakeholders the following priorities were set to guide the way forward:

1. Develop and implement a gender strategy document.

2. Build capacities for facilitating the implementation of the strategy document.

3. Establish relevant systems, structures and mechanism for reaching gender equity in water resources management in Ghana.

4. Provide strategic leadership for engendering the organization; its policies, processes and programmes.

5. Constitute and resource a focal group for implementing and tracking gender-based activities.

6. Support continuous education and capacity building on gender as a WRM issue.

7. Institutionalize gender responsiveness as a good practice in the organization and its basin level activities.

8. Track progress on gender commitments and goals.

5. STRATEGIC FRAMEWORK FOR GENDER AGENDA

5.1 Core Principles and Values

The core principles and values guiding the gender agenda are:

1. Engendered WRM policies, programmes and projects make economic, ecological and social sense.

2. Participatory processes and tools are empowering when they are accessible to and inclusive of men and women beyond mere participation (physical presence) to include and promote their rights, voice, interests and concerns in WRM.

3. Violent free environments, structures, systems and mechanisms, which are gender explicit, enhance effective WRM in the country.

4. Gender equality is critical for realizing the social and equity dimensions of the IWRM.

5. The shared and differentiated interests of men and women in water resources and their management are equally valuable in organizational processes and procedures.

6. Gender sensitive organizational and management practices are enabling for effective WRM.

7. Sustained programme planning as well as education and training are necessary for institutionalizing gender responsiveness in WRC's activities and processes.

8. Organizational resources including funds are needed for sustaining gender activities in organization.

9. An organizational climate, which is safe for the men and women in WRM, is critical for realizing, nurturing and harnessing the potentials of all workers to the full benefit of the organization.

10. Gender sensitive and supportive leadership is enabling for gender responsive praxis.

11. Gender discrimination and violence dehumanize perpetrators and their victims, de-motivate affected staff and short change organizational and national development.

5.2 Goal/aim of the Gender Strategy

To institutionalize gender equity and sensitivity/responsiveness as an essential tool for achieving the sustainable use, management and development of the Ghana's water resources. It seeks to implement a sustainable and responsible water resources management system where women and men staff and the women and men of the basin or catchment areas can derive the full and equitable benefits and rights from Ghana's water resources.

5.3 Strategic Objectives (SOs)

SO1. Build and strengthen institutional capacity for overseeing the effective execution of gender responsive operations at the national and river basin levels through targeted periodic education and training, alliance building and networking relations and the equitable sharing of organizational resources including funds.

SO2. Review and integrate gender issues in the regulations and operations of the WRC at all levels by adopting, prioritising and implementing explicit gender interventions in policies, plans, programs and projects.

SO3. Strengthen gender equity in the internal administration of WRC as well as in the set up and operations of the decentralised basin management systems through gender sensitive

recruitment practices, gender equitable representation on committee and boards, targeted programmes on gender issues and the targeting of women.

SO4. Support and sustain gender responsive praxis in WRC and WRM through educational and training programmes that address gender issues, include women and promote understanding of gender equality as a critical requirement in IWRM.

SO5. Develop and implement an effective and gender equitable monitoring and evaluation mechanism that tracks policies, processes and outcomes for gender sensitivity and responsiveness in the WRC and WRM.

5.4 Strategic Activities by Objective

SO1: Build and strengthen capacities.

a. Identify and appoint gender focal group (GFG) and gender focal person(GFP) at the head office;

b. Build on and/or strengthen knowledge and skills of GFG and GFP;

c. Assign basic officers/basin oversight responsibilities at the basin and levels

d. Partner with relevant stakeholders (NGOs and CBOs at national and basin levels) to facilitate downstream processes;

e. Locate overall gender responsibility in the highest office of the Executive Secretary;

f. Support knowledge periodic share and skills development workshops for staff in areas such as gender analysis and tools, gender budgeting;

g. Support targeted trainings on relevant areas of women and men staff such as gender, rights and law; gender, politics and decision-making, gender, science and technology, gender and natural resources management etc.

SO2: Integrate gender issues in WRM regulations and operations.

a. Review and integrate gender considerations in water rights licences, permits and other regulations.

b. Review and integrate gender considerations in operational tools: Communication strategy, administrative manual.

c. Review and integrate gender considerations in institutional and operation policies such as the IWRM, basin plans and establishment act.

d. Develop and use guidelines and checklists for recruitment notices, contract calls, community platforms.

SO3: Strengthen gender equity administration and management.

a. Identify and include women's interests and representation in basin boards, committees and team activities.

b. Improve recruitment of women staff of managerial category at basin level especially in newly established basins.

c. Facilitate internal leadership training by instituting rotational management systems that challenge women and men staff in middle management to take on responsibilities periodically such as facilitating and/or chairing, selected management meetings, planning processed or team meetings.

d. Identify and invite women's organizations when inviting CSO representations.

e. Include focal person in organizational management processes and systems.

f. Use transparent and accessible communication channels.

g. Create awareness on and avenues for addressing gender-based violence including sexual harassment.

h. Use transparent and fair resource distribution mechanisms to promote equitable access and benefits.

i. Motivate and encourage women during recruitments, training and development especially in non-traditional areas.

j. Conduct in-house trainings on awareness on organizational staff development plans, terms and conditions of service and institutional gender commitments especially for fresh recruits

k. Facilitate targeted workshops or training programmes on women in management, women in natural resources management etc.

SO4: Support and sustain gender responsive praxis.
a. Support interactive, participatory and inclusive stakeholder platforms and processes at basin level.

b. Document and disseminate gender experiences in the WRC and WRM.

c. Develop and share resources on Gender and WRM and related activities.

d. Allocate and mobilize resources including funds for gender activities in the WRC.

e. Develop and post short and catchy gender and WRM messages from policies, statements, research findings etc.

f. Facilitate support targeted programmes and networking for women staff.

g. Create opportunities for mentoring women staff to grow in their careers.

SO5: Develop and implement a gender monitoring and evaluation system.

a. Require all reports and reporting systems to include gender activities, analysis and outcomes.

b. Require the disaggregation of all organization data and analyses by sex/gender.

c. Conduct periodic research on gender and water, WRM and related themes.

d. Document and share organizational and operational experiences in gender and WRM.

e. Conduct periodic gender audits and evaluations to track progress.

f. Include gender analysis and disaggregated data requirements in all assessments.

g. Develop guidelines including indicators for tracking organizational processes and programmes.

h. Review and revise Gender and WRM strategy and related activities.

5.5   Expected Outcomes

5.5.1   Long Term Outcome

Gender responsive policies and programmes are developed and guide the implementation of the IWRM in the WRC.

5.5.2   Medium-Term Outcome

Improved gender equity and sensitivity in policies, programmes and projects for efficient and sustained use, management and development of water resources in Ghana

5.5.3   Short-Term Outcomes

1. An established functional gender focal group leading and influencing WRC and WRM policies, programmes and projects.

2. Increased gender equity in representation and decision-making in the internal administration of WRC and in the operations of the decentralised basin management boards and committees.

3. Strengthened capacities of focal group and other relevant implementers in overseeing the effective execution of responsive operations.

4. Increased awareness of and responsiveness to gender issues at various levels of the organization.

5. Gender sensitive management and staff knowledgeable and skilled in responding to gender issues at their levels.

6. Improved resources for sustained gender activities.

7. Gender sensitive leadership that is supportive of the women and men of the organization and those affected by the operations of WRC.

8. The use of gender responsive operational tools and practices become routine in the WRC and WRM in Ghana.

6. IMPLEMENTATION FRAMEWORK

The strategy is intended for a five-year period from 2011 to 2015 but its activities shall be co-terminus with ongoing activities under the IWRM. It shall be viewed as an organizational best practice and implemented through the lead of the gender focal group which is headed by a convener or focal person with the oversight of the Executive Secretary or his or her representative. The leading focal group will be strategically located in the office of the executive secretary and shall report directly to that office.

6.1 Management System

The overall responsibility for gender equity in water management will be vested in the Executive Secretary who will provide gender responsive leadership and ensure that organizational policies and practices at the head office and implemented at basin offices and riparian communities respond to gender needs. He or she will also ensure that resources needed for gender activities are budgeted for and disbursed for sustained work while efforts are made to mobilize external resources as additional to budgetary support.

There shall be a gender focal group, comprising women and men in decision-making capacities, who would lead the process of change. The focal group shall comprise a:

- Chair, who will be the executive secretary and who would co-chair all meetings with the Gender Focal Person (GFP) unless otherwise delegated and who will oversee the work of the Gender Focal Group (GFG).

- Convener, who will be the GFP and responsible for mobilizing the Focal Group and resources as well as coordinating the day to day activities of the group including planning meetings, programming activities.

- Secretary, who will be of management category.

- Basin officer, who will represent the basin officers, share experiences and help coordinate activities at basin levels.

- Woman representative, who will represent women staff of WRC.

6.2 Implementation Plan

The Gender strategy will be implemented over a period of five years from 2011 to 2015. During this period, specific activities will be implemented and tracked for results at the workplace and basin level.

The plan details out short, medium and long-term activities, period/duration, indicators of change, means of verification, outcomes/outputs, responsibility and responses. See Appendix 1.

7. MONITORING AND EVALUATION FRAMEWORK

Since the overall responsibility for gender is located in the office of the executive secretary, he or she will have overall responsibility of monitoring and evaluating progress. He or she will provide the resources and commit time for conducting the assessments. The gender focal person should however lead the processes with the support of the GFG.

The monitoring and evaluation of gender activities and performance of WRC and its basins will be conducted using three main mechanisms: reporting systems, gender audits and evaluation.

The GFP with the support of the GFG and ES shall initiate and work with basin level management and relevant third parties such as consultants to track progress on gender commitments and gender strategy implementation.

7.1 Reporting system

This will include periodic Organizational reports such as quarterly and annual reports and, minutes; Special reports which will include reports of gender meetings, trainings, audits and assessments and Commissioned reports which will include the reports of consultants and other third parties. Staff and third parties will be monitored for use of gender analysis tools, gender disaggregation of data and accounting for women's inclusion in reports and other organizational activities.

7.2 Audits

There will be two audits (biennial) in 2011 and 2013 with the view to track progress of work in gender commitments and implementation of the strategy. The audits will entail the use of a checklist to track performance in a number of areas by scoring and comparing performance on each item, and doing by sector analysis of the scores. The GFP shall conduct the two audits using the checklist and with the support of the GFG. The reports will be shared in workshops of management and staff. Checklists are provided in Appendix 3.

7.3 Evaluation

There shall be biennial evaluations, starting with a mid-term review in 2012 and an end of period evaluation in 2015. A consultant will conduct the evaluations.

Table 1   Monitoring Framework

Strategic Objective	Activity	Monitoring Tool	Period/Duration	Outputs	Responsibility (target)	Resources
SO1: Review and integrate gender issues in WRM regulations and operations	**Short Term** Identify and appoint gender focal group (GFG) and gender focal person(GFP) at the head office Assign basic officers/basin oversight responsibilities at the basin and levels Locate overall gender responsibility in the highest office of the Executive Secretary **Medium/Long Term** Build on and/or strengthen knowledge and skills of GFG and GFP	Gender Audit Validation workshops Reports Organogram	Audit 1: Nov 2011	Gender Audit Report 1	GFP/GFG (staff, GFP/GFG/ES)	Snacks , 5 days DSA, T/T
	Support periodic in-house learn and share knowledge and skills development workshops for staff in areas such as gender analysis and tools, gender budgeting,	Mid Term Review	Nov 2012	Review Report	ES/GFP/GFG/ Consultant (staff, management)	20 days Consulting fees, T/T/DSA Snacks
	Support targeted trainings In relevant areas of expertise of women and men staff such as gender, rights and law; gender, politics and decision-making, gender, science and technology, gender and natural resources management etc Partner with relevant stakeholders (NGOs and CBOs at national and basin levels) to facilitate downstream processes	Gender Audit 2	Nov 2013	Audit 2 report		

SO 2: Strengthen Gender Equity in administration and operations	**Short Term** Develop and use guidelines and checklists for recruitment notices, contract calls, community platforms **Medium/Long Term** Review and integrate gender considerations in water rights licences, permits and other regulations Review and integrate gender considerations in operational tools: Communication strategy, administrative manual Review and integrate gender considerations in institutional and operation policies such as the IWRM, basin plans and establishment act	Gender Audit 1 Mid Term Review Gender Audit 2	Nov 2011 Nov 2012 Nov 2013	Gender Audit Report 1 Mid-term Review Report Gender Audit Report 2	ES/GFG/GFP (staff, management, consultant, documents) ES/GFG/GFP/ Consultant (staff, stakeholders, documents) ES/GFG/GFP (Basin Staff, management, stakeholders)	Snacks, T/T, 5 days DSA 20 days consulting days, 10 days DSA, T/T Snacks, T/T, 5 days DSA
SO3: Strengthen institutional capacity	**Short Term** Facilitate internal leadership training by instituting rotational management systems that challenge women and men staff in middle management to take on responsibilities periodically such as facilitating and/or chairing, selected management meetings, planning processed or team meetings. Identify and invite women's organizations when inviting CSO representations Include focal person in organizational management processes and systems Use transparent and accessible communication channels	Gender Audit 1	Nov 2011	Evaluation report	ES/GFG/GFP (Staff, management, FGP, GFG, (Stakeholders, women staff, Women's organizations)	Ditto

Medium/Long Term Identify and include women's interests and representation in basin boards, committees and team activities Improve recruitment and promotion of women staff of managerial category at basin level especially in newly established basins Create awareness on and avenues for addressing gender-based violence including sexual harassment Use transparent and fair resource distribution mechanisms to promote equitable access and benefits. Motivate and encourage women during recruitments, training and development especially in non-traditional areas Conduct in-house trainings on awareness on organizational staff development plans, terms and conditions of service and institutional gender commitments especially for fresh recruits Facilitate targeted workshops or training programmes on women in management, women in natural resources management etc.	Mid Term Review Gender Audit 2	Nov 2012 Nov 2013		ES/GFG/GFP	Ditto Ditto

SO4: Support and sustain gender responsive praxis in WRC and WRM	**Short Term** Develop and post short and catchy gender and WRM messages from policies, statements, research findings	Gender Audit 1	Nov 2011	Ditto	Ditto	Ditto
	Support interactive, participatory and inclusive stakeholder platforms and processes at basin level					
	Medium/Long Term Document and disseminate gender experiences in the WRC and WRM	Mid Term Review	Nov 2011	Ditto	Ditto	Ditto
	Develop and share resources on Gender and WRM and related activities	Gender Audit 2	Nov 2012			Ditto
	Allocate and mobilize resources including funds to gender activities in the WRC					
	Facilitate support programmes and networks for women staff					
	Create opportunities for mentoring women staff to grow in their careers					
SO5: Develop and implement Monitoring and evaluation system	**Short Term** Require all reports and reporting systems to include gender activities, analysis and outcomes	Gender Audit 1	Nov 2011	Gender Audit Report 1	ES/GFP/GFG	Ditto
	Require gender disaggregation of all data and analyses by sex/gender					
	Medium/Long Term Conduct periodic research on gender and water, WRM and related themes	Mid Term Review	Nov 2012	Ditto	Ditto	Ditto
	Document and share organizational and operational experiences in gender and WRM	Gender Audit 2	Nov 2013	Ditto	Ditto	Ditto

	Conduct periodic gender audits and evaluations to track progress Develop gender guidelines for tracking organizational processes and programmes Review and revise Gender and WRM strategy	End of Period evaluation	Dec 2014	Final Report	Ditto (staff, management, women's organizations, community members, women staff, basin officers	30 days consulting fees, 20 days DSA, T/T, snacks

8. ASSESSMENT OF GENDER EXPERIENCES IN WRC: CONCLUSION/LEARNING POINTS

Undoubtedly, the mandate of the WRC places competing demands and responsibilities on its operations including the gender equality commitments of the GoG as captured in the 1992 Constitution and the National Water Policy as well as those of development partners including donors, MMDAs and civil society. While its use of participatory approaches and learning are already delivering useful results, there is still significant and strategic work to be done in order for the WRC to be able to mainstream gender in its operations at planning, process, disseminating and monitoring. In view of that the WRC will have to commit itself to doing the following in the future:

- Conduct in-depth Analysis of Gender and Water Situation in Ghana: While there is a general recognition of the import and place of gender in the water sector in Ghana, the initial survey for this exercise suggests that not much has been done in the form of analysis of gender issues of strategic importance for programming. In Ghana, the discourse has focused largely on representation in management and women's labour, when, water like any other natural resource, has far reaching systemic implications. Such a study will look at the global and African contexts and focus on specific issues within the Ghanaian context with emphasis on policy, programming and community-level trends.

- Develop a Gender and Water Resources Management Strategy to guide its operations: A Gender Strategy, which is jointly owned by the WRC and its various stakeholders, would serve as an important guiding document for the incorporation of gender issues in ongoing efforts at integrated water resources management for equitable outcomes.

- Facilitate a Needs Assessment of Staff and Key Stakeholders to determine capacity levels: If staff is to be able to incorporate gender equality outcomes in their work, they will need to be equipped with the requisite skills and sensibilities. For a start, schedule-specific staff and their practices could be targeted as part of the process of engendering WRC. Understandings from this assessment, in-depth study and needs assessment should be useful for working with particular officers in sharpening their tools for gender sensitive practice.

- Support and participate in periodic Capacity-Building efforts in Gender and Water: As a way of fostering continuous learning and updating of knowledge and skills in its work and practices, gender trainings, like any other trainings would enable staff to keep abreast with and offer opportunities for reflecting on policies and practices and sharpening their skills and understandings;

- Review and incorporate gender issues in Policy and Programme documents: The National Water Policy already paves way for incorporating gender equality commitments into water management resources in Ghana. It is just consistent to be able to reflect such commitments at the operation level where the WRC leads the process as a regulating body

- Improve Research and Documentation on Gender and Water : Since the WRC has found need to create and staff a Research and Documentation Centre, that holds and promotes its productions and provides research and related resources support to staff and general public, adding gender products would only serve to enrich and expand their work. It is in this spirit that WRC should be improving its collection by adding gender and water but also other social analysis of water resources into the collection. This might

include reports, website and training materials and take the form of web links, CDs and print materials.

It is important however that staff and stakeholders are given the opportunity to discuss and provide feedback as well as reach agreements on possibilities before implementation can commence.

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APPENDIX 1
Implementation Plan

Appendix 1   Implementation Plan

Strategic Objective	Activities	Period/Duration	Objectively Verifiable Indicators	Means of Verification	Outcomes/outputs	Resources Requirement	Responsibility
SO1	**Short Term** Identify and appoint gender focal group (GFG) and gender focal person(GFP) at the head office	Jan – April 2011	No. Women and men and category of staff in GFS No. of meetings held	Terms of reference	Work Schedule developed Job descriptions developed	30% staff time of FGP, DSA, T/T, stationery 15% staff time of GFG,DSA, T/T	Executive Secretary
	Assign basic officers/basin oversight responsibilities at the basin and levels	Jan-April 2011	No. of activities	Minutes/ Reports	Job descriptions circulated	20% staff time	ES/GFG
	Locate overall gender responsibility in the highest office of the Executive Secretary	Jan-April 2011	Position in organogram	Job Description Basin Reports	Management oversight	5% of staff time	ES
	Medium/Long Term Build on and/or strengthen knowledge and skills of GFG and GFP	April – Dec 2011	No. of workshops attended by GFP No. of TOTs of GFG	Organogram	Capacities built	Training fees, DSA, T/T	ES/GFP
	Support periodic in-house learn and share knowledge and skills development workshops for staff in areas such as gender analysis and tools, gender budgeting,	April –Dec2011	No. of training held	Report Invitation letters	Capacities of staff built	Consultant fees Stationery/ supplies Snacks/lunches	GFP/Consultant
	Support targeted trainings In relevant areas of expertise of women and men staff such as gender, rights and law;	2011 - 2012	No. of trainings held	Proposal TOR Training reports Funding	Specific expertise acquired by select staff	Training fees	ES/GFG/GFP

	gender, politics and decision-making, gender, science and technology, gender and natural resources management etc			requests			
	Partner with relevant stakeholders (NGOs and CBOs at national and basin levels) to facilitate downstream processes	2011-2014	No. of GE/WR NGO partners	Need assessment Proposal Trainee reports Funding requests MOU Joint reports	complement in-house capacities	DSA, T/Ts, stationery/supplies	ES/GFG/FGP
SO2	**Short Term** Develop and use guidelines and checklists for recruitment notices, contract calls, community platforms	Jan –June 2011	No. of checklist and guidelines developed and in use	Checklists Guidelines	Complement operational tools	Consultant fees	ES/GFP/Consultant
	Medium/Long Term Review and integrate gender considerations in water rights licences, permits and other regulations	Jan –Dec 2011	No. of regulations reviewed and revised	Revised regulations Workshop report	Integrate gender considerations	Consultant fees DSA, T/T, Snacks	ES/GFP/Consultant
	Review and integrate gender considerations in operational tools: Communication strategy, administrative manual	Jan –Dec 2011	No. of operational tools reviewed and revised	Revised operational tools	Integrate gender considerations	Consultant fees T/T, DSA, Snacks	ES/GFP/Consultant
	Review and integrate gender considerations in institutional and operation policies such as the IWRM, basin plans and establishment act.	Jan-Dec 2011	No. of policies reviewed and revised	Revised IWRM, basin plans, establishment Act	Integrate gender considerations	Consultant fees T/T, DSA, snacks	ES/GFP/Consultant

SO3	**Short Term** Facilitate internal leadership training by instituting rotational management systems that challenge women and men staff in middle management to take on responsibilities periodically such as facilitating and/or chairing, selected management meetings, planning processed or team meetings.	Now and ongoing	No. of middle management held No. of women and men chairing meetings	Minutes Activity schedule	Hands-on Leadership training	Snacks	ES/GFP
	Identify and invite women's organizations when inviting CSO representations	Now and ongoing	No. of women's NGOs representation per annum	Attendance lists	Expansion of women's interests	Snacks	ES/GFP/GFG
	Include focal person in organizational management processes and systems	Jan- April 2011 and ongoing	No. of times in management meeting per annum Frequency of contributions in meetings	Minutes Minutes	Gender expertise and oversight at management level		ES
	Use transparent and accessible communication channels	April –Dec 2011 and ongoing	Forms of communication media use Ease of access	Anecdotes	Enhanced information flow		ES/FGP/GFG
	Medium/Long Term Identify and include women's interests and representation in basin boards, committees and team activities	April –Dec 2011	No. of openings for women in boards, committees, teams	Membership statistics	Increase women voice		FGP/GFG
	Improve recruitment and promotion of women staff of managerial category at basin level especially in newly	2011- 2014	No. of women staff recruited No. of newly recruited staff in management	Staff statistics	Improve women representation in managerial staff	Staff emoluments	ES/GFG/GFP

established basins		No. of women staff trained/promoted No. of women staff entering management positions				
Create awareness on and avenues for addressing gender-based violence including sexual harassment	2011 – 2014	No. of messages posted No. of sensitization workshops held Level of assess to support No. of complaints made No. of cases addressed	Postings Reports Anecdotes Reports Case statistics	Creation of violent free work environment		ES/GFP/GFG
Use transparent and fair resource distribution mechanisms to promote equitable access and benefits.	2011 -2014	Level of use of allocation plan Level of relative access to women and men access	Anecdotes Records	Increase access to resources		ES/GFP/GFG
Motivate and encourage women during recruitments, training and development especially in non-traditional areas	2011-2014	Kinds of messages included in announcements No. of women interviewed for non-traditional positions No. of women recruited into non-traditional positions	Messages Interview Statistics	Increase women's representation		ES/GFP/GFG

			No. of trainings held	Staff Statistics			
	Conduct in-house trainings on awareness on organizational staff development plans, terms and conditions of service and institutional gender commitments especially for fresh recruits	2011 -2014	No. of documents given to fresh recruits Reports Anecdotes		Improve understanding of working conditions	Snacks	GFP/GFG
	Facilitate targeted workshops or training programmes on women in management, women in natural resources management etc.	2011 -2014	No. of women attending trainings	Attendance lists	Increase in women in management	Training fees/ Staff allowances	GFG/GFP/IT officers
SO4	**Short Term** Develop and post short and catchy gender and WRM messages from policies, statements, research findings	Jan-Dec 2011	No. of messages /briefs developed No. of messages circulated No. of messages posted No. of women and men participating No. of times women participants contribute	Briefs, Flyers, postings, emailing	Create awareness on issues Increase women's inclusion	Stationary/supplies	GFP/GFG
	Support interactive, participatory and inclusive stakeholder platforms and processes at basin level	Now and ongoing	No. of documentations in a year No. of disseminations in a year No. of poster sessions No. of seminar/conference presentations	Reports	Promote learn and share	Interactive media	FGP/Basin Officers/Communication officer
	Medium/Long Term Document and disseminate	2011-2014		Documents Circulation		Stationery/supplies	FGP,IT/Info Officer

gender experiences in the WRC and WRM		No. of resources in circulation	lists/online posting address			
		Amount of funds allocated	Invitation letters, Posters			
		No. of times requests met		Increase access and use of gender resources		
		No. of proposals submitted				
Develop and share resources on Gender and WRM and related activities	2011-2014	No. of network meetings attended	Toolkits, manuals, reference lists	Resources for gender activities available	Stationery/supplies	GFP,IT/Info officer
					Budgetary allocations	
		Frequency of support from senior staff to junior women staff			Grants	ES/GFP/GFG
Allocate and mobilize resources including funds to gender activities in the WRC	2011 -2014	No. of meetings	Budget statement			
			Funding requests			
				-	-	
			Approval letters			
Facilitate support programmes and networks for women staff	2011 -2014					GFP
				-	-	
	2011 – 2014		Reports			
						GFP/Mentor
Create opportunities for mentoring women staff to grow in their careers			Referrals Meetings			

SO5	**Short Term**						
	Require all reports and reporting systems to include gender activities, analysis and outcomes	Now and ongoing	No. of reports reflecting gender	Quarterly organizational reports Annual organization reports	Gender sensitive reports	-	GFP/GFG
	Require gender disaggregation of all data and analyses by sex/gender	Now and ongoing	Frequency in disaggregating data	Quarterly organizational reports Annual organizational reports	Gender sensitive data	-	GFP/GFG
	Medium/Long Term						
	Conduct periodic research on gender and water, WRM and related themes	2011 – 2014	No. of research per annum	Reports	Evidenced based data available	Consultant fees, DSA, T/T Snacks	ES/GFP/GFG/ consultant
	Document and share organizational and operational experiences in gender and WRM	2011-2014	No. of documents available No. sharing platforms	Documents Sharing platforms	Evidence based info available	Snacks	GFP/GFG
	Conduct periodic gender audits and evaluations to track progress	Audit: Nov 2011& 2013 Evaluation: Nov 2012 & 2014	No. of audits conducted No. of evaluation conducted No. of validation workshops No. of Guidelines developed and in use	Audit reports Evaluation reports	Track progress	Snacks Consultant fees, T/T, DSA, Snacks	GFP/GFG ES/GFP/GFG/ consultant
	Develop gender guidelines for tracking organizational processes and programmes	2011 -2014		Gender Audit checklist Recruitment announcement guidelines	Support practice	Consultant fees, T/T, DSA, Snacks	ES/GFP/GFG/ consultant

		Review and revise Gender and WRM strategy	End of 2014	Timely review and revision of GWRM	Guidelines for catchment level activities Guidelines for researchers, consultants etc New/revised strategy	Inform new directions	Consultant fees, T/T, DSA, Snacks	ES/GFP/GFG/ Consultant

APPENDIX 2
Executive Summary of Stakeholder Assessment of WRC

Appendix 2   Executive Summary of Stakeholder Assessment of WRC

Introduction

The stakeholder assessment was conducted as part of efforts to learn about the gender equity situation in the WRC. Specifically, it has sought to determine the WRC's strengths and challenges in the area in order to inform future action. It is expected that such learning can contribute to improve the benefits of the goal of sustainable water resources management in the country.

Shortly after its establishment as the water resources regulating body, the WRC adopted the integrated water resources management approach to guide its operations. This accounts in part for the basin level structures and activities that deal with communities and institutions at that level. Currently, the WRC has established three basins, Densu, White Volta and Ankobra, with secretariats at Koforidua, Bolgatanga and Tarkwa, respectively. Their activities are affected by the men and women at the level and should reflect not just the socio-economic goals but also in a gender sensitive manner.

Methodology

Methods were chosen to foster stakeholder participation and the triangulation of data. The methods used were in-depth interviews, documents analysis, direct observation and informal interaction. These made it possible for the collection of secondary and primary data on the stakeholders and their activities in relation to basin level water resources management. A total of 43 persons comprising 27 men and 16 women were engaged in the data collection interactions.

Key Findings

Management Systems and Structures: The assessment revealed that structures had been established at the basin level using criteria that allowed for inclusion of women's interests. However, this has been restricted to the DOW and representation of women in programme activities.

Basin Level Activities: Various activities were also initiated at the basins including projects/programmes, educational campaigns, documents processing and site visits and inspections, target women and men as categories with not just similar but also differential interests. Yet, these have been minimal.

Operational Strategies: The operational strategies including the IWRM, policy guidelines and operational tools imply but do not offer direct articulations of gender needs or actions. There is however potential in their social agenda for incorporating and pursuing gender interests.

Processes: The processes adopted for engagement at the basin levels such as training workshops, research and documentation, monitoring and evaluation, reporting system, stakeholder engagement and community programme are not overt on gender issues but offer spaces for working for change.

Issues, Outcomes and Challenges

- The policy and programming space of the WRC and its basin offices as well as the operational tools used present opportunities and challenges that can be harnessed and rechanneled to serve gender interests.
- The existing structures and systems of the WRC at the basin level but also head office open space for incorporating gender issues toward more equitable outcomes.

- There is awareness at all levels on the import of gender issues in water resources management and sufficient knowledge exist regarding the integration of gender in programmes.
- Generally, the existing capacities can be engendered toward policies framing, participation, programming and monitoring and evaluation.

Conclusion

There is a lot of potential in the WRC and its basin offices; its policies, institutional and operational environment for working to improve gender equality benefits and outcomes. However, the emphasis this far has been concentrated on access or representation. While this has its own merits, it does not necessarily translate in ways that complement and extend the goal or integrated water resources management and the vision of sustainable water resources management in the country. There is therefore the need to work toward mitigating action.

Implications for the WRC

- There is some appreciation of gender issues and its effects on water resources management, especially at the basin level, among the staff and their collaborators.
- The policies, structures and tools currently used in the WRC have great potential for working toward more effective gender benefits. This is located in human resources, policies, processes and instruments/tools.
- WRC will need to make the decision whether to change, what form change should take and, which directions change should follow.
- There will be need to initiate proactive steps toward greater gender equity benefits for change and measures will have to be instituted or taken to foster change in the form of policy/strategy, structures and/or tools for change.
- The steps and actions could be better tracked if they are tied to institutional processes with mechanisms for monitoring and reporting
- A framework that builds on existing experiences, provides guidelines to addressing existing gaps and delineates work over a period would be more useful than a standalone one.
- Depending on what WRC decides, it might want to constitute a support base, which can be strengthened to lead the process and, which could draw on expert support periodically.

Actionable Points

- There may be the need to re/examine existing policy in order to incorporate overt statements of gender. It might also be possible to consider the development of a strategy.
- Operational tools may be reviewed in order to incorporate gender elements.
- Drawing from the assessments, specific areas and aspects of the WRC work can be identified for gender integrated and requirements made of staff in the field activities, monitoring and reporting
- While it might not be possible to generate resources immediately to support programming and research, efforts can be made to build resources from sources elsewhere. This can begin with the ongoing work to improve the resource facilities at the basins and head office.
- Strategic areas can be identified for capacities enrichment in the areas of policy planning, programme/project monitoring and evaluation, communication and regulatory processes.

APPENDIX 3
Checklist and Guidelines for Gender Integration

Appendix 3   Checklist and Guidelines for Gender Integration

Checklist for Gender Audits

Instructions: Rate the questions on a scale from 1 to 5 with one being the weakest

1. **Policies**

    a. Do policies articulate gender issues?
    b. Are policy documents accessible to men and women?
    c. Do policies unduly discriminate against women or men?

2. **Management and Administration**

    a. What is the level of women's inclusion in basin boards?
    b. How are women faring in management structures?
    c. Are women involved in basin committees?
    d. Are there improvements in the representation of women?
    e. Is there the political will to respond to gender issues?

3. **Resources:**

    a. What is the sense of resource access for women and men staff?
    b. Are resources available for gender programmes and activities?
    c. Are there efforts to check imbalances and inequalities in resource access and use between men and women?
    d. Are men and women staff members able to access resources for their work?
    e. Are there differential assess to staff welfare resource such as accommodation, leaves and security?
    f. There are transparent mechanisms for distribution of resources?

4. **Gender Focal Group**

    a. Is the Gender Focal Group functional?
    b. Are they meeting on schedule?
    c. How effective are they in conducting their activities?
    d. Is the group able to influence management decisions and policies?
    e. Are their views sought on matters bothering on gender?
    f. Are they able to initiate and carry out their tasks freely?
    g. What types of resources are available to them?
    h. How accessible are the resources for their work?

5. **Women interests and inclusions**

    a. How are women faring in the organization of the basin level?
    b. What is their level of involvement in leadership?
    c. Are women able to enter non-traditional areas of practice?
    d. Are there targeted programmes for women?
    e. Are women taking staff development opportunities?
    f. How are women staff members progressing in the organization?
    g. How many women groups are involved in the organization programmes per annum?

6. **Programmes and operations**

    a. Are there women targeted programmes?
    b. Are women and men equitably included in programmes?
    c. Do programmes include gender issues?
    d. Do programmes seek improvements in gender relations?
    e. How involved are women in community-based activities?
    f. Are gender guidelines and checklists applied?

7. **Organizational Climate**

    a. Are there efforts to create safe environments for men and women staff?
    b. Is the environment gender friendly?
    c. What spaces exist for families in the organization?
    d. Are job descriptions available to staff and followed?
    e. Are administrative manuals available and accessible to all staff?
    f. Is there a sense of gender accountability?
    g. How are cases regarding gender-based violence and sexual harassment treated?
    h. Is the language used in the organization respecting of women as professionals?
    i. Are women expected to take on reproductive services in the organization?

8. **Reporting systems**

    a. Are data disaggregated by sex/gender?
    b. Are there provisions for gender/women matters?
    c. Is there evidence of gender analysis in reports?
    d. Are there special reports on gender issues?
    e. Does the WRC or basin office take gender into account in the work?

9. **Outcomes:**

    a. How is staff utilizing the gender knowledge and skills acquired from trainings?
    b. What are the results at the institutional and community levels?
    c. How kinds of changes are noticeable?
    d. What difference has the strategy made?
    e. What is the extent of impact in the operations of the WRC

10. **Others**

    a. Do calls for proposals for consultancies require gender competences?
    b. Do terms of references for tasks and assignments make gender specific demands
    c. Are women particularly targeted?
    d. What measures are made to ensure that targeted programmes do not short change women?
    e. Are there any visible signs of women's entry into non-traditional areas?

Guidelines for Consultants

Instructions: Rate the questions from 1 to 5 with one as the weakest.

1. **Call for proposals:**

    a. Are gender requirements included in the call?
    b. What specific gender competencies are sought?
    c. For how long will gender expertise be required?

2. **Constitution of team**

    a. Is there gender expertise?
    b. What is the level of experience?
    c. What is the extent of specialization?

3. **Research participants?**

    a. Are the target participants explicit?
    b. Are the criteria or techniques for selecting participants inclusive of gender?
    c. Is gender an issue?
    d. Are women's experiences relevant?
    e. Is the target group representative of the social structure or strata?

4. **Methodologies used**

    a. Do the methods allow for blending technical and social assessments?
    b. Does the consultant(s) have the capacities for such blending
    c. Are they gender sensitize?
    d. Will there be gender analysis of results?
    e. Will the methods result in gender disaggregated data?
    f. Do the methods take into consideration gender division of labour, time use and roles of women as distinct from men?
    g. Are the research instruments used explicit on gender differences?

5. **History/expertise on gender**

    a. Are there explicit statements on how the study will address women's experiences as distinct from men's experience?
    b. Are results interpreted on the basis of gender among others?
    c. Is there a sense of the use of gender inclusive language?
    d. Are questions of inequality raised?

6. **Use of gender disaggregated data**

    a. Are data generated likely to support gender disaggregation and analysis?
    b. Are tools prepared to generate gender disaggregation?
    c. How are gender disaggregated data used?
    d. Are gender disaggregated data used effectively in the discussion and analysis of results

7. **Reporting systems**

a. Are the analytical techniques used useful for gender analysis among others?
b. Are there measures for capturing and interpreting qualitative data used in reporting?
c. How effective are the measures?
d. Is gender sensitive language used in writing the report?

8. **Conclusions on women and in relation to overall conclusions**

   a. Are there efforts to provide specific conclusions on women?
   b. How are the conclusions related to the research objectives and useful for communicating women's experiences?
   c. How are the conclusions on women related to that of men?
   d. How are the conclusions on women linked to the overall conclusions?

9. **Recommendations**

   a. How useful are the recommendations to women's stories?
   b. How practicable are the conclusions?
   c. How realistic are the recommendations

Guidelines for Catchment Area workshops and fora

1. Goals/objectives

    a. What is the rationale of the workshop or forum?
    b. Do the goals/objectives include women's rights and interests?
    c. Do they show any understanding of gender differentials in opportunities, access and rights to water resources?
    d. Do they show any appreciate on the gender division of labour in community and water resource management?

2. Inclusion of women

    a. How are women participating?
    b. How were they identified and selected?
    c. Are they sufficiently representative?
    d. How are women expected to be involved?
    e. Are the terms and conditions of participating responsive of women and time use?
    f. Are there opportunities for separate women and men sessions?

3. Issues

    a. Do the issues identified for the forum include women as an interest group?
    b. Are the issues inclusive of women land and water rights and titles?
    c. Are there efforts to frame gender in WRM beyond women's domestic roles?
    d. Do the issues include differentiated socio-economic rights of women and men?
    e. Are the issues realistic?
    f. In what ways do they build on women's experiences?

4. Methods

    a. Do the methods help in increasing women's participation?
    b. Are there efforts to include the views of women and other social minorities?
    c. Are participatory techniques applied?
    d. Are the approaches ethical?
    e. Do they consider traditional beliefs and practices and their gendered meanings for women and men?
    f. What permissions have been obtained participating men and women?

5. Communication mechanisms

    a. Are the channels of communication effective?
    b. Is information able to reach the participating women and men on time?
    c. Are there built in mechanism to encourage women to talk?
    d. How are women's concerns taken on board?
    e. Are women able to use the communication media with ease?

6. Activities

    a. Are activities making reasonable demands on women and men participants?
    b. Are the exercises respectful of social difference between men and women and their experiences?
    c. Do they allow for safe and enabling interactions among men and women?
    d. Do they show understanding of traditional gender roles and mitigate their likely negative effects?

7. Reporting system

    a. Are the reports a mechanism accessible?
    b. Do the reports entail gender analysis?
    c. Is there a differentiation of women's experience from that of men?
    d. Are women and men enabled to participate in field level analysis?
    e. Is the facilitator effective in managing sharing feedback?
    f. Are there opportunities for participants to validate reports or not?

8. Logistics

    a. To what extent are women and men participants benefiting from the resources?
    b. Are there provisions for emergencies?
    c. What are the provisions for protocols
    d. Are there steps to prevent or reimburse personal costs to participants?

Guidelines for Gender Sensitive Recruitment

1. Is there clarity of the vacant position to be filled, indication of who is being sought to fill it and what terms must be abided?
2. Do announcements specify any particular competencies? Are the requisite tasks and roles communicated in the advertisement?
3. Are qualifications including certification, work experiences and specializations well communicated?
4. What is the extent of publicity of the announcement and for how long? Is publicity wide enough to reach all? What kinds of media are used and they the popular ones?
5. What are timelines for interviews, communication of results and assumption to duty? Do they make adequate provide for women who might be nursing young families?
6. Is there a message urging women to apply?
7. Is there some provision to recognize women's history of discrimination in recruitment?