



Transforming the water and sanitation workforce: Diversity and Inclusion practices



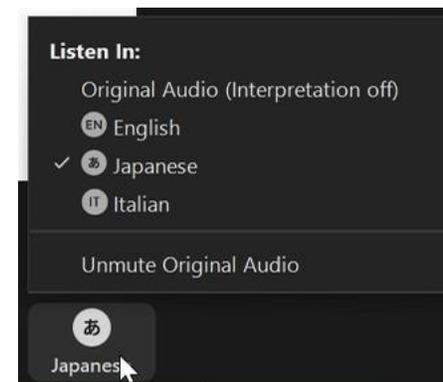
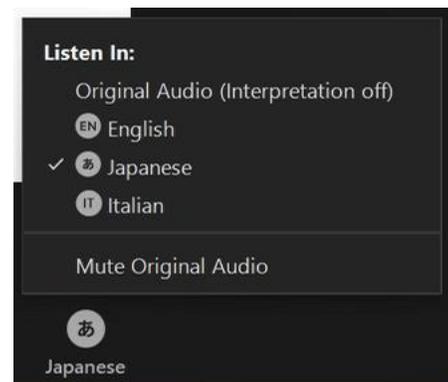
WEBINAR

26 Oct 2022

10:00-11:30 BST

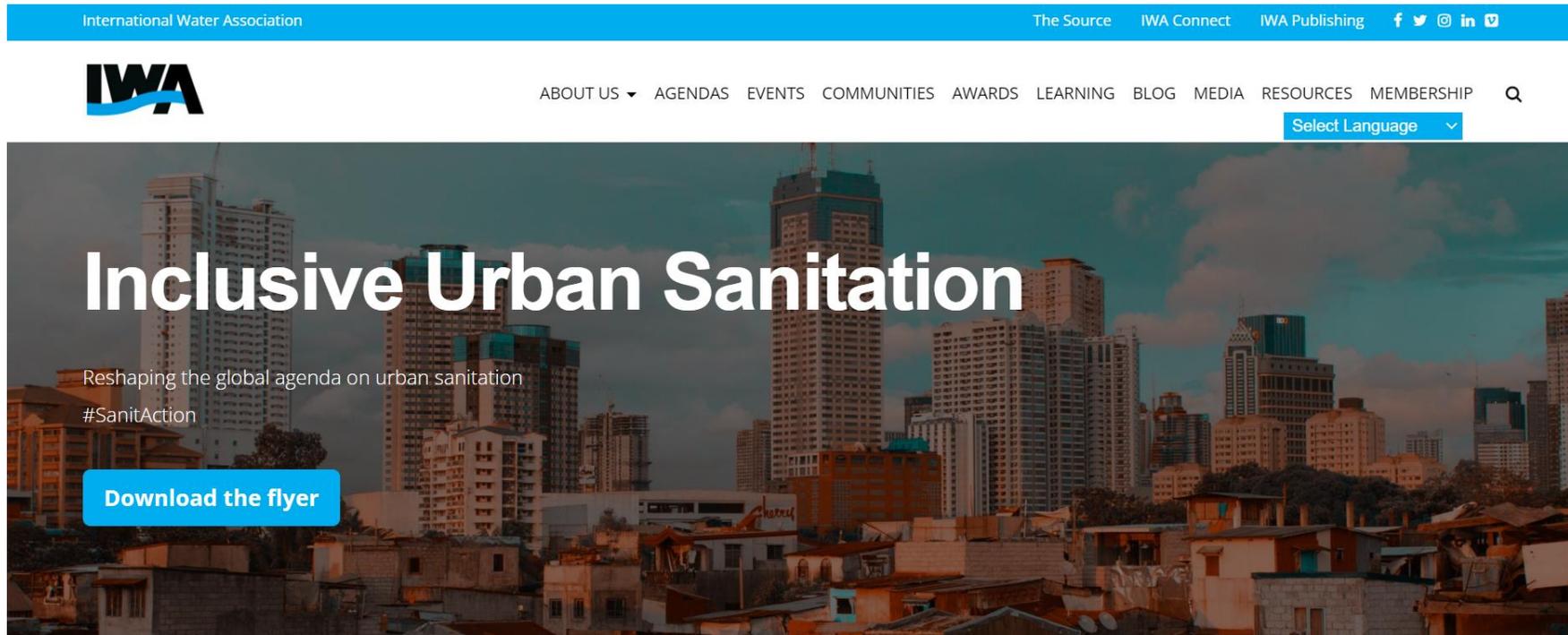
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LEARN MORE ABOUT THE NEW IWA INITIATIVE



<https://iwa-network.org/projects/inclusive-sanitation/>

SCAN THE QR CODE



WEBINAR INFORMATION



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EVENT INFORMATION



- **'Chat' box:** please use this for general requests and for interactive activities.
- **'Q&A' box:** please use this to send questions to the panelists. (We will answer these during the discussions)

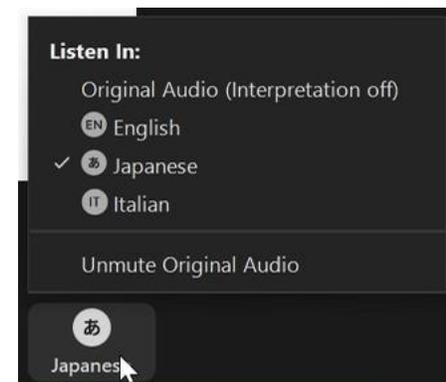
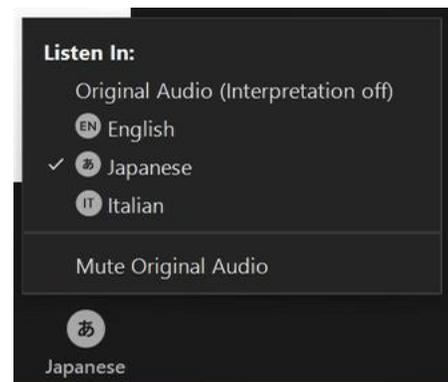
Please Note: Attendees' microphones are muted. We cannot respond to 'Raise Hand'.

AGENDA

- Welcome, introduction, housekeeping rules, *Siyka Radilova*
- Why inclusion matters, *Siyka Radilova*
- Poll 1, *Siyka Radilova*
- Overcoming leadership barriers, *Annabell Wagithi Waititu*
- Making changes, *Juli Puspasari*
- Guidance and tools, *Juliet Willetts*
- Poll 2, *Juliet Willetts*
- Q&A Panel discussion, *Siyka Radilova*
- Poll 3 and conclusion, *Siyka Radilova*

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Poll 1

MODERATOR: SIYKA RADILOVA

MODERATOR & PANELISTS



Siyka Radilova
IWA
United Kingdom



**Annabell Wagithi
Waititu**
Big Five Africa
Consulting Firm
Kenya



Juli Puspasari
Tirta Sanjiwani
Gianyar
Indonesia



Juliet Willetts
UTS-ISF
Australia



Diana Makwaba
Nkana Water Supply
and Sanitation
Company
Zambia

Overcoming Leadership Barriers and influencing change

ANNABELL WAGITHI WAITITU



SITUATION ANALYSIS (LITERATURE REVIEW)

- Women face multiple barriers in getting to and performing leadership roles in the WASH sector. These barriers force women out of the ‘race’ and enable men to occupy most senior leadership or decision-making positions.
- In a study we conducted in 2019-2020 on behalf of WSUP to identify the barriers that women face in attaining and holding decision-making roles in the water and sanitation-related public bodies, we found that.
 - Women in technical and leadership roles globally face lower wages, gender-based discrimination and sexual harassment.
 - 29% have been treated as incompetent because of their gender.
 - 55% of women in senior leadership in STEM report sexual harassment.
 - 18% have received less support from senior leadership than men in the same job.
 - 29% of women in STEM earn less than men in the same job.

SITUATION ANALYSIS: FIELD FINDINGS FROM INSTITUTIONAL MAPPING IN KENYA



Kenyan water and sanitation sector is male-dominated: Out of the 4,114 full-time workers employed at six organizations in the above WSUP study, only 1,468 (35.6%) are women. The study identified the following as key barriers:

- **Educational Barriers:** Perception of STEM as ‘male’ courses, lack of knowledge and exposure to STEM subjects.
- **Institutional Barriers:** Lack of gender policies, exclusion from social or informal networks, lack of transparency in recruitment and promotion processes.
- **Socio-Cultural Barriers:**
 - Traditional gender assigned roles, perceived lack of capability in technical and decision-making, cultural sanctions against females travelling at night.
 - Stereotype biases continue from STEM education to the workplace. individual mindsets or beliefs that certain jobs are ‘suitable’ only for men prevent women from taking up technical jobs.

SITUATION ANALYSIS: FIELD FINDINGS FROM INSTITUTIONAL MAPPING IN KENYA

Institution	Job Title	Total Number of Staff in this Job Title	Total No. of Men in this Job Title	Total No. of Women in this Job Title	percentage of females
WSTF	Board of Directors	7	4	3	43
	Managers	14	10	4	29
WASREB	Board of Directors	7	4	3	43
	Top Management	5	4	1	20
NCWSC	CMT	8	5	3	38
Ministry	Top management	3	2	1	33
KEWI	Board of Directors	9	4	5	56
	Managers	5	4	1	20
Kiambu	County Water Top	20	19	1	5

MY PERSONAL SITUATION

- **Negative attitudes and perceptions** - keep asserting yourself.
- **Biases and stereotypes: hindered my career growth and progression**– fear of facing a back lash.
- **Personal frames and limitations:** The beliefs and perceptions I held growing up kept haunting and holding me back.
- **Leadership style** –relational leadership (my experience as an Executive director and as a Chair of a Board of directors).

MY PERSONAL SITUATION

- **Familial Obligations** - Dual responsibilities at work and at home prevent women from advancing in their careers; *“I lost my job because I could not travel anymore”*.
- **Inadequate access to Female Leadership Networks.** Until recently, there was no women network for the sector in Kenya. We found only activist groups contending for gender equality (GWA, WOCAN).
- **Lack of mentors and female role models:** Very few women in technical career, who are struggling to find their space (GWA, WOCAN, a few others linked us with a few mentors and sponsors).
- **Sexual harassment:** especially with senior males. (Deliberate actions against sexual harassment).

OVERCOMING THE BARRIERS AT INDIVIDUAL LEVEL

- **Self-awareness:** fear of back lash.
Joined gender and leadership training.
- **Confronting cultural barriers – growing my confidence levels -**
being very clear and firm on decisions.
- **Confronting sexual harassment – being deliberate.** Designed a capacity building training geared towards breaking the silence, advocating for programs and processes to deal with sexual harassment.



WHAT CAN BE IMPROVED TO HELP THE NEXT GENERATION OF WOMEN

Capacity building and transforming the mainstream.

- **Changing Institutional Mindsets** – confronting the unconscious or hidden biases through awareness, trainings for women and men to transform mindsets.
- **Encouraging and mentoring women** in the workplaces.
- **Designing and implementing** targeted interventions.



WHAT CAN BE IMPROVED TO HELP THE NEXT GENERATION OF WOMEN

Networking and Communicating successes

- **Influencing for Inclusion:** Principles of inclusion through targeted advocacy.
- **mobilizing female mentors and role models** - helps guide and advise someone to grow in her *current* position (**case of KEWI**).
- **Mobilizing male support for women leadership (sponsors)** to help women advance. their boss, leaders in their department or leaders in other departments. Sponsors advocate to help move towards *next* position.
- **Communicating good practices.**



WHAT CAN BE IMPROVED TO HELP THE NEXT GENERATION OF WOMEN

- **Reframing leadership for gender equality:** promoting alternative 'relational' leadership which is suitable for both women and men, and support women's leadership and gender equality.
- **Recognizing and dealing with resistance.**
- **Creating inclusive /conducive work environment.**
- **Inclusive and gender responsive workplace policies** to support gender equality mainstreaming and confront gender-based discrimination/ harassment.



WHAT CAN BE IMPROVED TO HELP THE NEXT GENERATION OF WOMEN

The most important:

- **Help them grow their self-image** through targeted trainings.
- **Provide Networks** to help them advance professionally, and for both personal and professional support.
- **Mentorship programs.**
- **Mobilize male support for their leadership** (to advocate for women leadership).



Making changes

JULI PUSPASARI



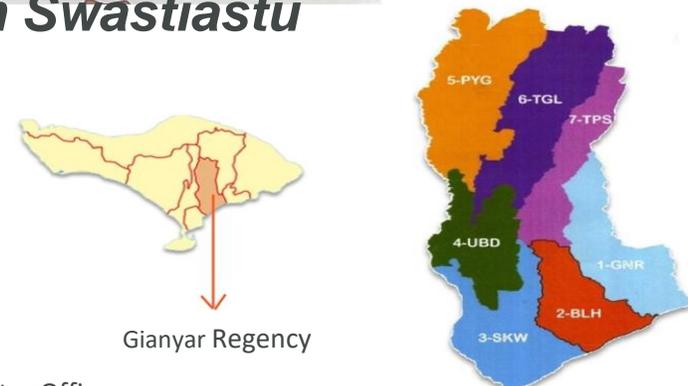
inspiring change



ABOUT US

- Responsible for producing, distributing and retailing clean water to household, social, commercial and industrial sectors as well as government agencies.
- Inclusively providing service offices for each sub-district to facilitate customer access for fast services.

Om Swastiastu



Gianyar Regency

Center Office



Kantor Pusat PAMTS



Wil.Pel Gianyar



Wil.Pel Tampaksiring



Wil.Pel Sukawati



Wil.Pel Blahbatuh



Wil.Pel Ubud



Wil.Pel Tegallalang



Wil.Pel Payangan

Tirta Sanjiwani adalah Badan Usaha Milik Daerah Kabupaten Gianyar. Kami bertanggung jawab memproduksi dan mendistribusikan air bersih kepada sektor rumah tangga, sosial, niaga dan industri serta instansi pemerintah di Kabupaten Gianyar.

Ketujuh kecamatan yaitu Kecamatan Gianyar, Tampaksiring, Blahbatuh, Sukawati, Ubud, Tegallalang, dan Payangan dengan cakupan perkotaan dan cukapan perdesaan menuju akses air minum 100% aman dan layak.

LESSONS LEARNT

- Identify key gender and inclusion disparities in water sector workplaces (Case study @Tirta Sanjiwani).
- Key points of intervention to improve equality, inclusion and opportunity and typical challenges faced.
- GEDSI in action – some Real examples built database of strategies to take action in workplaces.



SERVICE PROMISES

1. Serving the customer community with Smile, Greet, Polite, Good Communication and Serious.
2. Provide quality drinking water to Customer.
3. Provide a fast and appropriate response to any customer complaints, either directly or indirectly.
4. Improving the quality of Human Resources competence.
5. Attempt to produce drinking water in certain areas/ Prime Drinking Water Zones.
6. Always ready to coordinate with stake holders.

VISION

Realization of comprehensive and sustainable drinking water services in a professional manner based on **TRI HITA KARANA**



Government Company



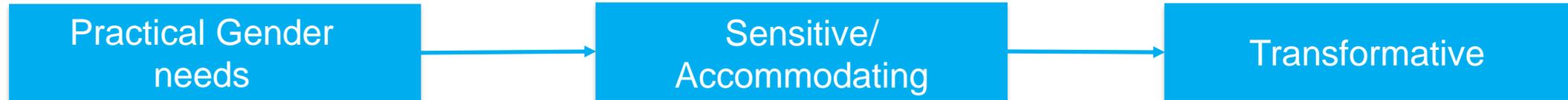
**3rd Position of Best Practices
Drinking Water Company In Bali**



Employees : 222
56 Women : 177 Men

GEDSI KEY POINTS

INTERNAL WORKPLACE



- Minimize GAP of numbers of men and women based on qualification and background.
- GAP between women with technical qualification with administration qualification.
- Equality and opportunity for promotion in middle and high level management.
- Equality for upskilling, reskilling, training, management and leadership.
- Increased safety, dignity and privacy also hygiene for workforce - equally across age, gender, disability, origin, religion and economic status.
- Having equal access to bonding/gathering, communication with leader, knowledge and technology.

GEDSI ACTION – SOME REAL EXAMPLES

INTERNAL WORKPLACE



1. Affirmative actions for gender : recovery policy about mainstream in Business Plan (2024-2028).
2. Recruitment and up/re skilling Training accommodating GEDSI.
3. Transparency basic on qualification and test competency for promoted. Upgrade database by strategic mapping of Human Resources.
4. Survey of Employees Satisfaction with digital transformation (https://bit.ly/hasil_surveykepuasan_pegawaiPAMTS2022)
5. Connected together between Executive Director and the employees with WA Group (sharing Information and digital literacy), steps to become paperless.
6. Internal Bonding: Together cleaning the office and production source area.
7. External bonding
Empathy with action:
Visiting employees that rest unwell over a long period or provide invitation for celebrations, care with friend who have disability (supported by internal rules).

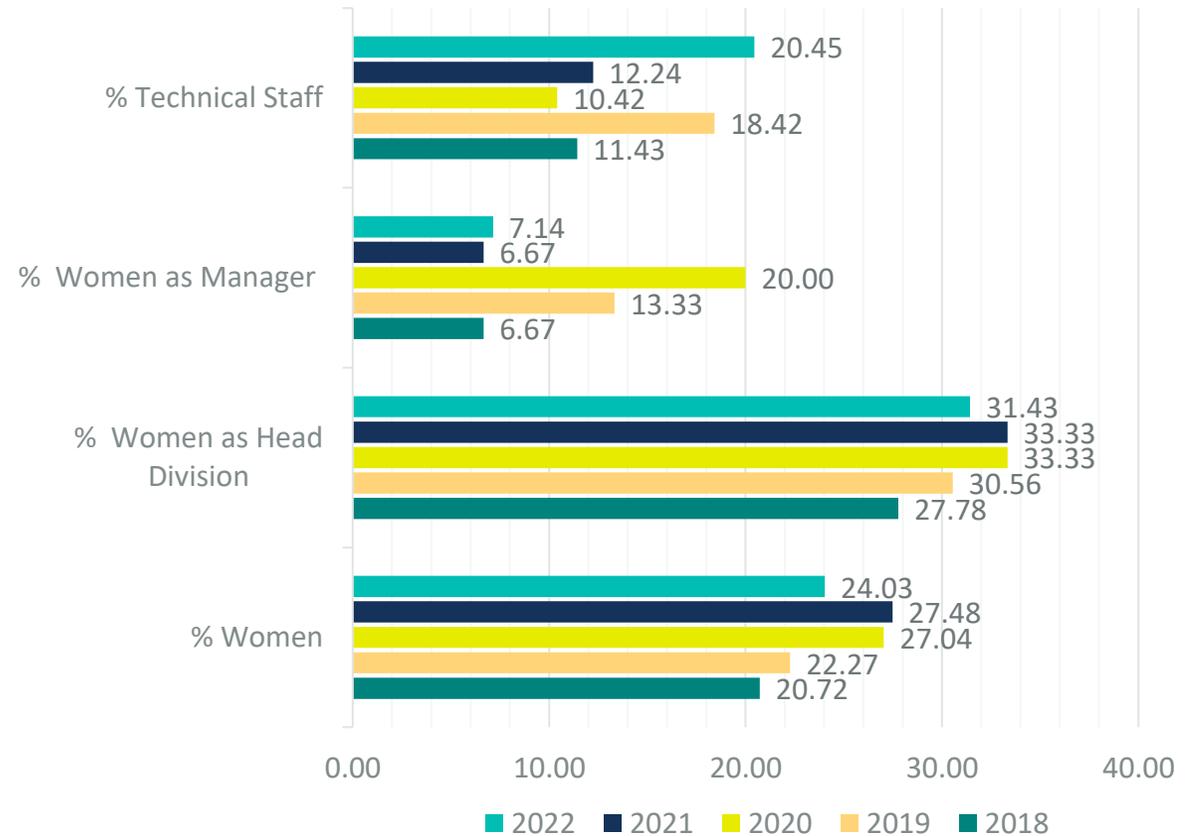
GEDSI ACTION – SOME REAL EXAMPLES

INTERNAL WORKPLACES



Technical and Administration Employees involvement Training 2021-2022

Tirta Sanjiwani critical area GEDSI for employees



GEDSI ACTION – SOME REAL EXAMPLES

INTERNAL WORKPLACES



GEDSI KEY POINTS

SOCIAL INCLUSION/ EXTERNAL WORKPLACE

Focus Area

Kualitas Air PERUMDA AMTS
"Bersih, Layak dan Memenuhi Syarat Kesehatan"

Sumber Produk Perumda AMTS
Air PDAM AMTS berasal dari berbagai sumber ke-tenanan di sekitar Kabupaten Gianyar. Untuk memenuhi kebutuhan masyarakat, sumber-sumber yang dikembangkan dengan pendekatan teknologi dan geo teknik. Selain itu dilakukan pula pemantauan sumber produksi dan konsumsi yang meliputi pemantauan mikrobiologi, sisa klor, fosfat dan kalsium dengan menggunakan alat uji PERMUKESKITA/2010 untuk menjamin kebersihan dan kelangkaan air sesuai sesuai dengan syarat kesehatan.

PERSYARATAN KUALITAS AIR MINUM MENURUT PERMENKES 492 TAHUN 2010

- 01. Turbidity
- 02. Color
- 03. Micro

"TERJUI DAN TERJAMIN"
PDAM TPA siap sedia melakukan pengujian parameter mikrobiologi dan kimia setiap bulan di sumber produksi dan konsumsi, sehingga parameter per-



01

Service conditions are fast response and integrated into the Public Relations section. Information always using attractive content and continuously publish with social media and often radio and newspaper. Accessibility to information and inclusion to customers is a major concern

02

Accessibility for Clean Water for all Community of Gianyar Regency (eg: public faucet , water for lower income community, water tank truck for emergency case)



05

CORPORATE SOCIAL RESPONSIBILITY

03

Production of Drinking Water in Bottles

06

Survey of Customer Satisfaction periodically

07

MOU with External Organization

08

Mentoring water sector utility on east Bali and become comparative study from many others



GEDSI ACTION – SOME REAL EXAMPLES ENVIRONMENT



Job Training for students



Religious Social Activities

NEXT STEPS

- Handling priority scale based on internal budget through this critical situation (after Pandemic).
- Engagement with others always upgrade, commitment from top management are the most.
- Affirmative action Plan for GEDSI mainstream could be successfully if added into the company's business plan.
- Performance Basic Grant and Capacity Building for GEDSI mainstream for Small and Medium-level Water Supply Companies continuously followed.
- Do a Right Act every day, Make Innovation for Better Workplaces whatever your job.

Om Santhi Santhi Santhi Om

Thank You

Terima kasih



Guidance and tools

PROFESSOR JULIET WILLETTS
INSTITUTE FOR SUSTAINABLE FUTURES, UNIVERSITY OF TECHNOLOGY SYDNEY,
AUSTRALIA



inspiring change



Acknowledgments



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Melita Grant



Avni Kumar



Juliet Willetts

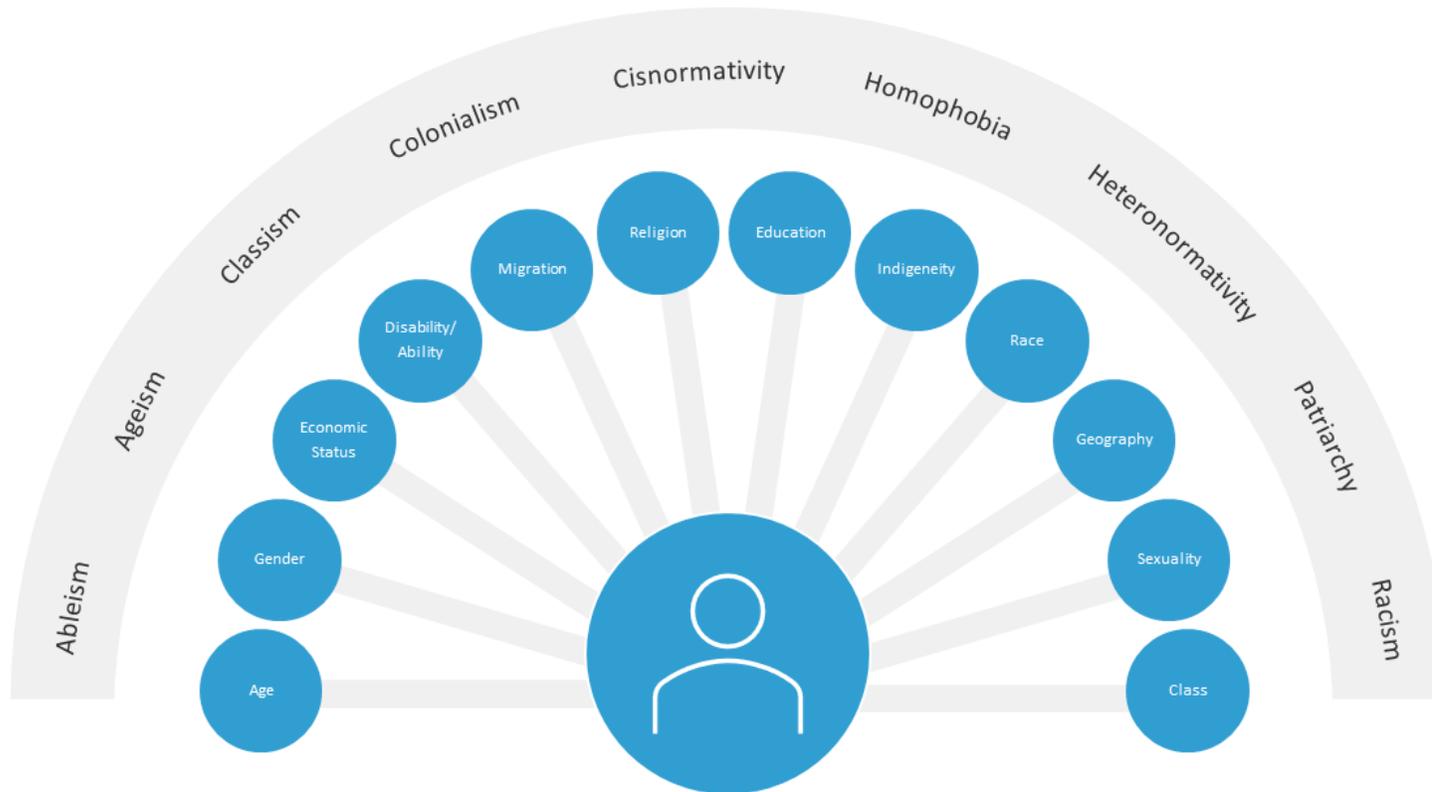


Why address inclusion in the water and sanitation workforce?

- Women are under-represented, as are sexual and gender minorities and other groups such as people with a disability
- Water and sanitation organisations set the standards and policies for water and sanitation services and systems, which need to serve all
- “Walk the talk” and transform the sector
- Promote SDG 5 (gender quality) & SDG 6 (water and sanitation for all) together

Everyone has a responsibility to make change - leaders, managers, technical staff, human resources personnel and other practitioners.

Inclusion means addressing diversity, gender diversity and intersectionality

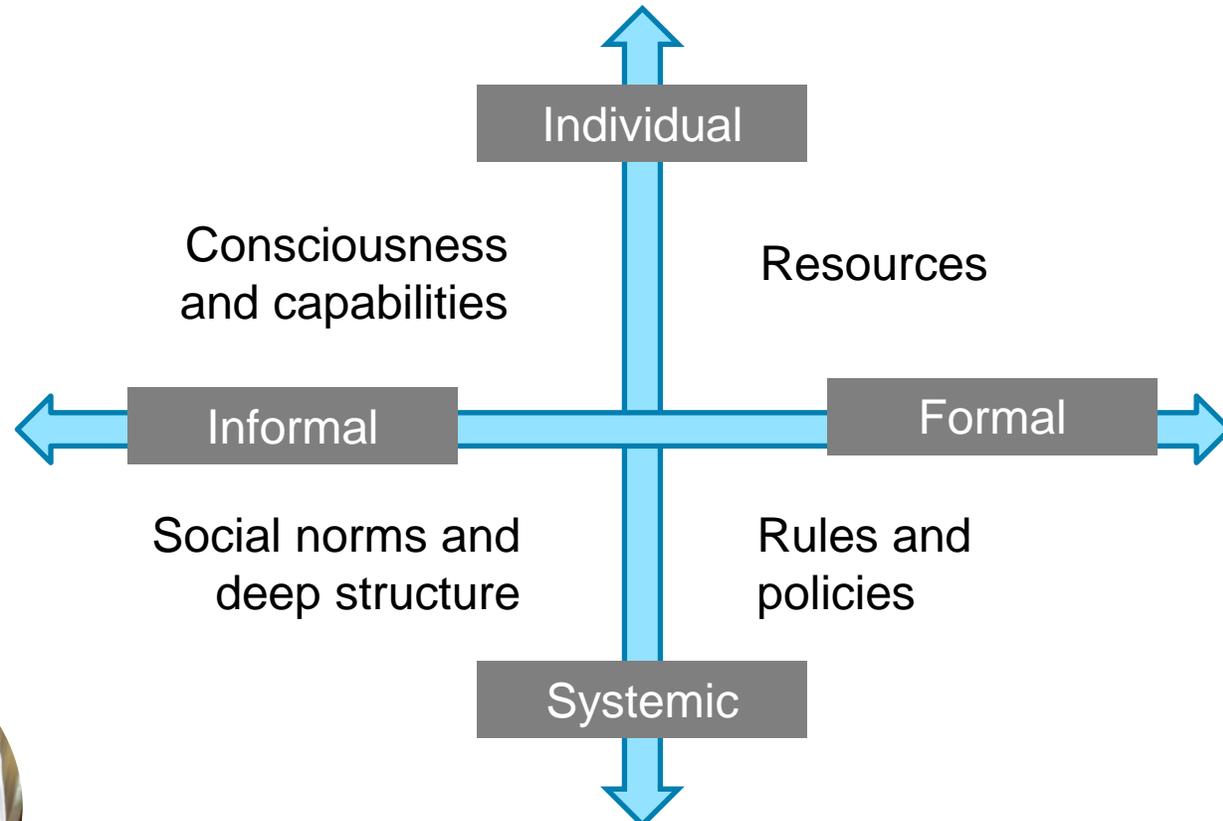


- Interaction of individual characteristics and societal structures
- Guidance and database include a focus on people with a disability, and non-binary, transgender and other diverse gender people

Source: Authors, adapted from Soeters, S., Grant, M., Carrard, N. and Willetts, J., (2019)²

Research in Cambodia and Indonesia

- How can women (in all their diversity) better **participate in and benefit from** being part of the WASH workforce including **government** and **private sector**?
 - Indonesia: 52 sub-district, district and national government employees (M/F) and 11 female entrepreneurs including one with a disability
 - Cambodia: 41 commune and district staff (M/F)



Gender at Work framework
Rao et al. 2016

Findings in Indonesia

“Women still feel fear of showing their performance, [there is a] stigma of culture that females should be humble, not assert themselves or show their skills - bad stigma for her family if women is performing well, bad reputation for her husband” (male civil servant)

“I assigned two females to be head of sections in the past as well. Women have equal competencies to men” (male civil servant)

- Women’s career progression restricted due to recruitment/rotation decisions, inability to attend training and prioritisation of care responsibilities
- Whilst improving acceptance of idea gender equality in the workplace, no formal policies to support it
- Familial support on household and care roles was critical for women to progress professionally
- Limited attention to gender based violence (GBV) and safety in the workplace
- People with a disability and sexual and gender minorities remain discriminated against however small steps forward are occurring



Research in Cambodia and Indonesia

“When I first came here, everyone was older, they drink wine, they smoke. So I fear I’m not getting close to them, because I am a woman.

Sometimes they use bad words and treat me like a child. So not harassment, they tease me, it is fun. Not treating me badly, but I had to get used to this, now I understand.” - *CCWC Chair Interviewee*

Interviewee

	UTS-ISF study (2021) – top five barriers to women’s leadership in Cambodia (female respondents)	ILO Study (2015) – top five barriers to women’s leadership
1	Lack of leadership training for women	Women have more family responsibilities than men
2	Women have more family and household responsibilities than men	Roles assigned by society to men and women
3	Women have less management experience than men	Masculine corporate culture
4	Few role models for women	Women with less general or line management experience than men
5	Management is viewed as a man’s job	Few role models for women

Research outputs



Gender equality and women in water, sanitation and hygiene (WASH) enterprises in Cambodia

A SYNTHESIS OF RECENT STUDIES | April 2020

LEARNING PAPER
 "Women who have a WASH job like me are proud and honoured"

A learning paper on how women can participate in and be left from being part of the government WASH workforce in Cambodia

ឈ្មោះកាល័យស្រុក

ស្ត្រីដែលបន្តបន្ទុកការងារទឹកស្អាតនិងអោយស្អាតដូចជាបុរសគឺ តែជាមានមោទនភាព និងកិត្តិយសណាស់

របាយការណ៍សង្ខេបស្តីពីវិធីសាស្ត្រដែលស្ត្រីអាចចូលរួម និងទទួលបានអត្ថប្រយោជន៍ពីស្រុកស្រុករបស់ខ្លួនក្នុងការងារទឹកស្អាតនិងអោយស្អាតរបស់ស្ត្រីដែលបានចូលរួមក្នុងសង្គម

ក្រុមការងារទឹកស្អាតនិងអោយស្អាត (WASH) ដែលបានប្រកាសក្នុងប្រទេសកម្ពុជា មានការងារសំខាន់ៗគឺ ផ្តល់សេវាទឹកស្អាត និងសេវាអោយស្អាតដល់សហគ្រាស។ ទោះបីជាសេវាទឹកស្អាតនិងអោយស្អាតសំខាន់ៗទាំងនេះ ត្រូវបានផ្តល់ដោយស្ត្រី និងបុរសក៏ដោយ ក៏ស្ត្រីក៏ត្រូវបានផ្តល់ឱកាសចូលរួមក្នុងការងារទឹកស្អាតនិងអោយស្អាតខ្លាំងជាងបុរស។ ការងារទឹកស្អាតនិងអោយស្អាតដែលបានផ្តល់ឱកាសចូលរួមដោយស្ត្រី ត្រូវបានគេចាត់ទុកថាជាការងារដែលមានលក្ខណៈស្របចំបំផុតសម្រាប់ស្ត្រី និងសហគ្រាសដែលបានចូលរួមក្នុងសង្គម។

នៅទូទាំងពិភពលោក មានការងារជាច្រើនដែលបានលើកស្ទួយស្ត្រីឱ្យមានឈ្មោះ និងតម្លៃក្នុងសង្គម។ ការងារទឹកស្អាតនិងអោយស្អាតដែលបានផ្តល់ឱកាសចូលរួមដោយស្ត្រី គឺជាឧទាហរណ៍មួយនៃការងារដែលបានលើកស្ទួយស្ត្រីឱ្យមានឈ្មោះ និងតម្លៃក្នុងសង្គម។ ការងារទឹកស្អាតនិងអោយស្អាតដែលបានផ្តល់ឱកាសចូលរួមដោយស្ត្រី គឺជាឧទាហរណ៍មួយនៃការងារដែលបានលើកស្ទួយស្ត្រីឱ្យមានឈ្មោះ និងតម្លៃក្នុងសង្គម។

អង្គការស្ត្រីសហគមន៍កម្ពុជា (អង្គការស្ត្រីសហគមន៍កម្ពុជា) និងវិទ្យាស្ថានស្ត្រីសហគមន៍កម្ពុជា (វិទ្យាស្ថានស្ត្រីសហគមន៍កម្ពុជា) គឺជាអង្គការដែលបានចូលរួមក្នុងការងារទឹកស្អាតនិងអោយស្អាតដែលបានផ្តល់ឱកាសចូលរួមដោយស្ត្រី និងសហគ្រាសដែលបានចូលរួមក្នុងសង្គម។

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Gender equality in the government water, sanitation, and hygiene workforce in Indonesia: an analysis through the Gender at Work framework

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ABSTRACT
 Gender inequality remains a persistent challenge in workforces globally, with the water, sanitation, and hygiene (WASH) workforce no exception. This paper aimed to investigate gender dynamics in the Indonesian government WASH workforce at national and subnational levels and evolve conceptual foundations for this type of study. The Gender at Work framework (Gao, A., J. Sandler, D. Kalleber, and C. Miller. 2016. Gender at Work: Theory and Practice for 21st Century Organisations. London: Routledge) provided a framing to support critical examination of power relations in-depth interviews were undertaken with six women and Manggarai and two national themes which hinder or support gender workforce: (a) career progression, continued quality and gendered social dynamics in the (b) gender-based violence and safety in the intersectional aspect, including people of each gender.

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KEYWORDS
 Gender equality; water, sanitation and hygiene; gender at work framework; government workforce

Women in Lea Reflections from the WASH workforce in Indonesia

SUMMARY BRIEF
 NOVEMBER 2021

Perempuan di posisi kepemimpinan- refleksi dari tim WASH pemerintah di Indonesia

RINGKASAN
 NOVEMBER 2021

"Some women who want to pursue careers tend to be judged some can you leave her family... how women decide not choose to raise child... Instead she chooses to do career. Sometimes, I feel that do hamper the progress of women, own mindsets. That's why I say if sensibility is important and necessary at the City of Semarang."

"Terkadang, perempuan yang ingin mengejar karier justru dihambat, baik bisa karena pertimbangan keluarga? Tapi bisa perempuan mengabdikan karier dirangsang memantapkan karier. Saya merasa hal itu seperti itulah yang menghambat kemajuan perempuan, yaitu cara pikir (mindset) mereka sendiri. Karena itulah saya mengatakan sensibilitas gender itu penting dan diperlukan."

Ringkasan ini berisi temuan kunci dari penelitian yang bertujuan mempelajari dinamika gender di kalangan tim kerja pemerintah di bidang air, sanitasi dan higienitas (WASH) di Indonesia, baik di tingkat nasional maupun daerah, dengan menggunakan kerangka Gender at Work. Motiva di balik studi ini adalah untuk memahami tantangan dan hambatan yang dihadapi perempuan dalam posisi kepemimpinan yang lebih tinggi di pemerintahan maupun jumlah perempuan dan laki-laki relatif setara di posisi yang lebih rendah, serta memahami pengalaman perempuan dalam tim kerja pemerintahan di bidang WASH baik di posisi yang tinggi maupun rendah.

What will it take to strengthen diversity amongst female water, sanitation and hygiene entrepreneurs in Indonesia?

SUMMARY BRIEF
 NOVEMBER 2021

Apakah yang dibutuhkan untuk memperkuat keberagaman di kalangan pengusaha air, sanitasi dan higienitas di Indonesia?

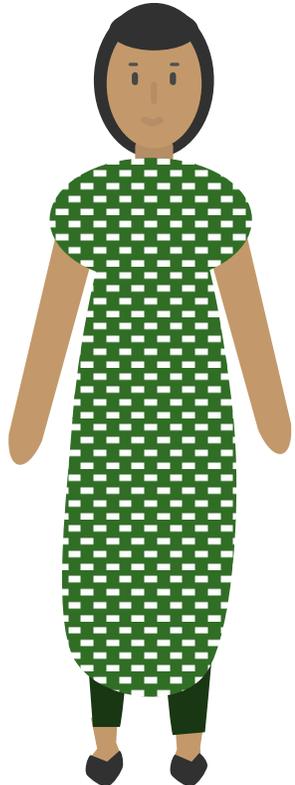
"My message to women is to make an effort and a contribution because our goal as entrepreneurs is to change people's behavior. We are entrepreneurs, don't be afraid of risk, and don't be afraid to be wrong. Change mindset is common. We must have the courage to try to be able to start new things so that we can be successful. We can be entrepreneurs. Research participants."

This summary brief presents the key findings from research to investigate the multi-dimensional barriers and challenges faced by female water, sanitation and hygiene (WASH) entrepreneurs in the context of Eastern Indonesia. This research unpacks and analyses the multiple aspects of intersection and characteristics – including age, ability, social networks, educational background, economic status, religion, and ethnicity – within wider societal structures and how they shape entrepreneurial activity of female business owners and operators. Implications for those seeking to diversify the WASH workforce are identified.

Cambodia research outputs

Indonesia research outputs

A framework to consider inclusion at every stage



- Understand the values and dynamics within an organisation in relation to gender equality, disability and social inclusion (GEDSI), prior to choosing what activities to use to advance GEDSI
- Ensures strategies are well-targeted to the particular challenges relevant to that organisation and its context

Examples of activities

- GEDSI audits
- GEDSI pay gap assessments
- International standards on GEDSI transparency
- Scorecards on gender equality, disability and social inclusion



Attraction

- Attract a diversity of people from diverse disciplines to WASH roles
- Understand the factors that shape a person's decision to pursue technical, policy, research and other professional roles in the WASH sector

Barriers include:

- Societal stereotypes and prevailing norms
- Limited role models

Examples of activities

- | | |
|-------------------------------|------------------------------|
| → Outreach programs | → Scholarships and subsidies |
| → Gender-sensitive curriculum | → Youth networks |
| → Apprenticeship programs | → Mentor programs |



Recruitment

- Eliminate discrimination in recruitment processes and encourage diverse participants

Barriers include:

- Biased language in job advertisements
- Prejudiced questions at the interview stage
- Attitudinal bias and assumptions towards people with disabilities
- Inaccessible environments at interviews

Example of activities

- Rephrasing job advertisements
- Inclusive hiring policies
- Training on anonymous recruitment procedures
- Quotas or hiring incentives



- **Informal dynamics** that foster safe and equal workplaces by shaping who are the decision-makers, who has voice and influence and whether there is support and acceptance of diverse leadership styles
- **Formal policies** that support all individuals to have an equitable balance of work-life demands, accessible facilities and eliminate sexual harassment and discrimination

Examples of activities

- Equality, diversity and inclusion strategy, endorsed by the Executive level
- Partnering with a Disability Employment Service and/or Organisations of People with Disabilities (DPOs/OPDs)
- Policies and initiatives to redistribute care responsibilities
- Formal and informal networks of women WASH professionals



- Training, mentorship, networking opportunities, supporting leadership, promotion and career advancement for all staff

Barriers include:

- Gendered social and reproductive roles that lead to a ‘double burden’
- Deeply ingrained stereotypes about leadership styles and qualities
- Lack of leadership training

Examples of activities

- Formal and informal networks
- Training and professional development opportunities
- Training staff on gender mainstreaming
- Role models
- Flexible working hours and options



Societal expectations

- Taking a systems approach requires moving beyond seeing the issue as an **individual** or **organisational** problem, to seeing it as a **societal** and **structural** issue
- The ‘invisible’ realm that permeates culture and organisations and influences decision-making subtly and in a generally socially accepted way

Examples of activities

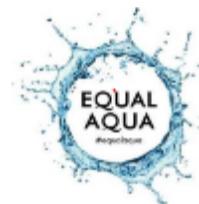
- Engage men to take the lead as agents of change
- Partner with community groups to draw on their experience in shifting norms
- Adopt trans-inclusive policies in the workplace
- Partner with rights holder organisations, such as women’s organisations, Organisations of People with Disabilities (OPDs), organisations representing sexual and gender minorities (SGM)

Guidance and a database of over 180 activities to support inclusive workplaces

Framework Stage	Area of Inclusion	Sub-category	Type of activity	Description of activity	Organisation implementing the activity
1. Diagnose	Gender Equality	Data collection	Review Gender Parity Score (GPS)	Review Gender Parity Score (GPS) using 13 indicators of gender equality in work and society to measure countries progress towards parity.	McKinsey & Company
1. Diagnose	Gender Equality	Data collection	Conduct gender audits	Gender audits fall in 2 categories: organisational and community. See 1986 as many call specific activities. In Participatory Gender Promote on the go.	
1. Diagnose	Gender Equality	Data collection	Advocate for partner organisations to conduct gender audits	Advocate for partner organisations to conduct gender audits.	
1. Diagnose	Gender Equality	Evaluate employment outcomes with rights holder organisations	Evaluate employment outcomes with rights holder organisations	WASH NGOs to get and raise awareness engaging men with improving education empowerment.	
1. Diagnose	Intersectionality	Conduct intersectionally research within the organisation to get a better understanding of the range of factors that support or hinder people (beyond gender)	Conduct intersectionally research within the organisation to get a better understanding of the range of factors that support or hinder people (beyond gender)	Using intersectional research to get a better understanding of the range of factors that support or hinder people (beyond gender)	
1. Diagnose	Intersectionality	Measures put in place to track cultural diversity	Measures put in place to track cultural diversity	Develop principles to provide guidance on background of your inclusive, and well in	

Access the resources, via the link or QR code below

waterforwomen.uts.edu.au/inclusive-workplaces/



Your turn to interact with the database – please visit waterforwomen.uts.edu.au/inclusive-workplaces/

Inclusive Water and Sanitation Workplaces Database



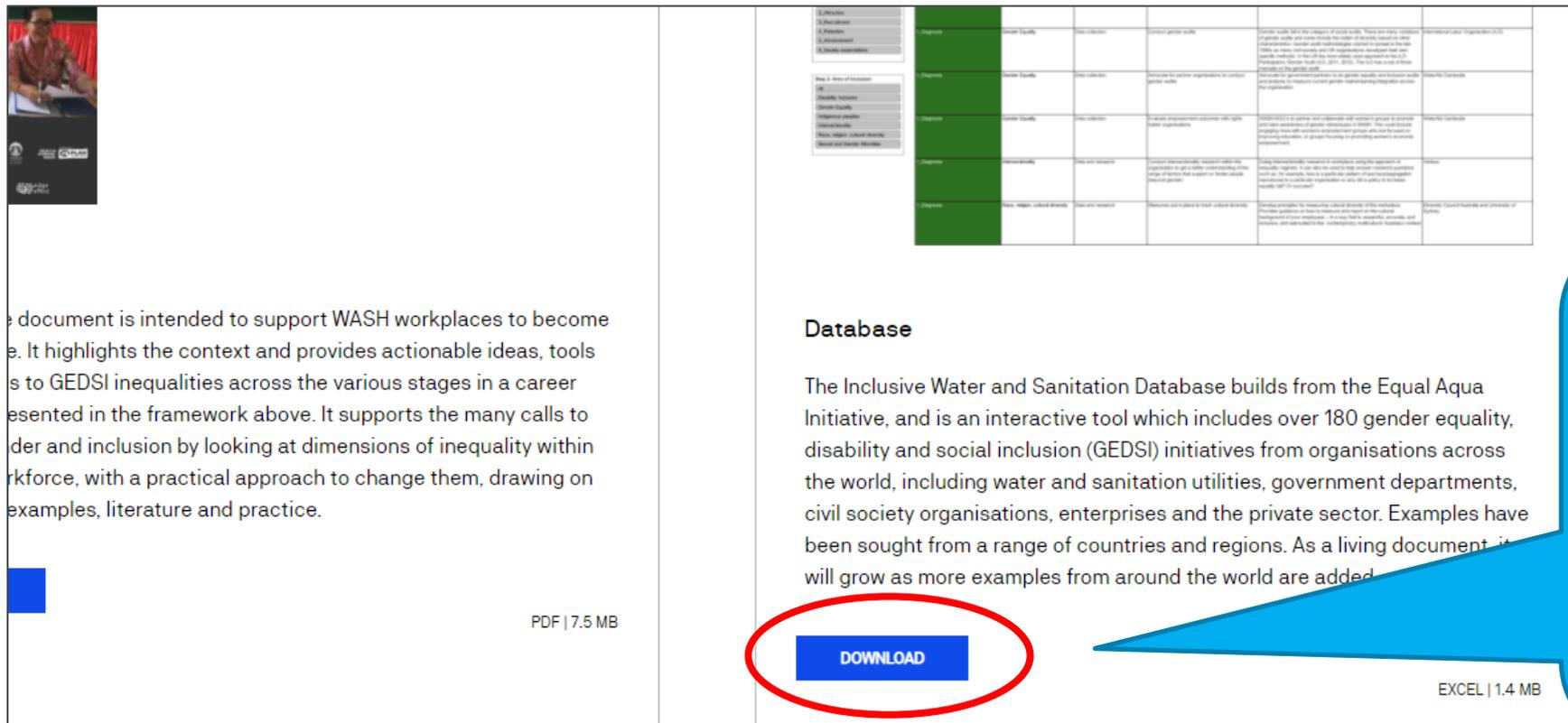
- Step 1: Framework Stage**
- 1_Diagnosis
 - 2_Attraction
 - 3_Recruitment
 - 4_Retention
 - 5_Advancement
 - 6_Society expectations

- Step 2: Area of Inclusion**
- All
 - Disability Inclusion
 - Gender Equality
 - Indigenous peoples
 - Intersectionality
 - Race, religion, cultural diversity
 - Sexual and Gender Minorities

Framework Stage	Area of Inclusion	Sub-category	Type of activity	Description of activity	Organisation implementing the activity
1_Diagnosis	Gender Equality	Data collection	Assess organisation against established and well researched indicators, to get an understanding of gender parity within the organisation	Develop a Gender Parity Score (GPS) using 15 indicators of gender equality in work and society to measure countries progress towards parity.	McKinsey & Company
1_Diagnosis	Gender Equality	Data collection	Conduct gender audits	Gender audits fall in the category of social audits. There are many variations of gender audits and some include the notion of diversity based on other characteristics. Gender audit methodologies started to spread in the late 1990s as many civil society and UN organisations developed their own specific methods. In the UN the most widely used approach is the ILO Participatory Gender Audit (ILO, 2011, 2012). The ILO has a set of three manuals on the gender audit.	International Labor Organisation (ILO)
1_Diagnosis	Gender Equality	Data collection	Advocate for partner organisations to conduct gender audits	Advocate for government partners to do gender equality and inclusion audits and analysis to measure current gender mainstreaming integration across the organisation.	WaterAid Cambodia
1_Diagnosis	Gender Equality	Data collection	Evaluate empowerment outcomes with rights holder organisations	WASH NGO's to partner and collaborate with women's groups to promote and raise awareness of gender stereotypes in WASH. This could include engaging more with women's empowerment groups who are focused on improving education, or groups focusing on promoting women's economic empowerment.	WaterAid Cambodia
1_Diagnosis	Intersectionality	Data and research	Conduct intersectionality research within the organisation to get a better understanding of the range of factors that support or hinder people (beyond gender)	Doing intersectionality research in workplace using the approach of inequality regimes: It can also be used to help answer research questions such as, for example, how is a particular pattern of sex/race/segregation reproduced in a particular organisation or why did a policy to increase equality fail? Or succeed?	Various
1_Diagnosis	Race, religion, cultural diversity	Data and research	Measures put in place to track cultural diversity	Develop principles for measuring cultural diversity of the workplace. Provides guidance on how to measure and report on the cultural background of your employees – in a way that is respectful, accurate, and inclusive, and well suited to the contemporary multicultural business context.	Diversity Council Australia and Sydney

STEP 1: Click on the link in the Chat box

Scroll to the bottom of the web page
waterforwomen.uts.edu.au/inclusive-workplaces/



The document is intended to support WASH workplaces to become... It highlights the context and provides actionable ideas, tools... to GEDSI inequalities across the various stages in a career... presented in the framework above. It supports the many calls to... order and inclusion by looking at dimensions of inequality within... workforce, with a practical approach to change them, drawing on... examples, literature and practice.

PDF | 7.5 MB

Database

The Inclusive Water and Sanitation Database builds from the Equal Aqua Initiative, and is an interactive tool which includes over 180 gender equality, disability and social inclusion (GEDSI) initiatives from organisations across the world, including water and sanitation utilities, government departments, civil society organisations, enterprises and the private sector. Examples have been sought from a range of countries and regions. As a living document, it will grow as more examples from around the world are added.

EXCEL | 1.4 MB

DOWNLOAD

STEP 2:
 Click on
 "Download"
 here

You can search by 'framework stage' or by 'area of inclusion'

The database has two filters - the framework stage and the area of inclusion.

Step 1
Choose the Framework Stage

Step 1: Framework St... [filter icon] [clear icon]

- 1_Diagnosis
- 2_Attraction
- 3_Recruitment
- 4_Retention
- 5_Advancement
- 6_Society expectations

Step 2
Choose the Area of Inclusion

Step 2: Area of Inclusi... [filter icon] [clear icon]

- All
- Disability Inclusion
- Gender Equality
- Indigenous peoples
- Intersectionality
- Race, religion, cultural diversity
- Sexual and Gender Minorities

Hint!
Click on the filters to select the stage and types of inclusion you would like to include.

Click on this **clear filter** button to show the whole list of activities across all categories.

STEP 3: Click on a filter to select what you'd like to look at

Please type an activity you found in the database in the chat – what challenge will it address in your organisation?

Framework Stage	Area of Inclusion	Sub-category	Type of activity	Description of activity
4_Retention	Intersectionality	Mentoring	Twinning programs	Matching professional women across different context (developing contexts) can support women to build their knowledge.
4_Retention	Gender Equality	Facilities	Toilets addressing safety issues for women	Bathrooms: Separate sanitation facilities for men, women facilities provide menstrual hygiene management for women, handwashing facilities.
4_Retention	Sexual and Gender Minorities	Facilities	Trans-inclusive bathroom facilities	

STEP 4: inclusive activity did you find? Please add to the Zoom chat

Thank you



Melita Grant



Avni Kumar



Juliet Willetts



Contact: juliet.willetts@uts.edu.au

Poll 2

MODERATOR: JULIET WILLETTS

Q&A and Panel Discussion

MODERATOR: SIYKA RADILOVA



Siyka Radilova
IWA
United Kingdom



**Annabell Wagithi
Waititu**
Big Five Africa
Consulting Firm
Kenya



Juli Puspasari
Tirta Sanjiwani
Gianyar
Indonesia



Juliet Willetts
UTS-ISF
Australia



Diana Makwaba
Nkana Water Supply
and Sanitation
Company
Zambia

Poll 3

MODERATOR: SIYKA RADILOVA

Final remarks & conclusion

MODERATOR: SIYKA RADILOVA



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