Gender Equality Thematic Review

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Executive Summary

WaterAid's Global Strategy *Everyone, Everywhere 2030 (2015 – 2020, then extended to 2022)* aims to contribute significantly to the achievement of universal access to Water, Sanitation and Hygiene (WASH) by 2030. *Everyone, Everywhere 2030* articulates WaterAid's ambition to tackle and challenge inequalities preventing the poorest and most marginalised people from realising their right to safe water, sanitation and hygiene.

Essential to realising this goal is reducing gender inequality within and through WASH.

In support of advancing this strategic aim, WaterAid has commissioned a Gender Equality Thematic Review - an assessment of performance, emphasising operational processes and early evidence of effectiveness. The Gender Equality Thematic Review will enable WaterAid to assess the efficacy of gender equality and mainstreaming work and identify learning and recommendations to advance its *Journey to Gender Transformative WASH*. Additionally, the review will inform the continued operationalisation of WaterAid's commitment to a gender transformative agenda as it embarks on a new global strategy.

The Gender Equality Thematic Review had three primary objectives:

- To create an analytical tool to assess different aspects of WaterAid's work, based on the 'Journey to Transformative Change' levels (Harmful, Inclusive, Empowering, Transformative) in the *Equality, Inclusion and Rights Framework*. The tool should include specific criteria for each thematic area being assessed. The criteria will cover both WaterAid's and its partners' organisational capacity, guidance and resources, as well as the quality and results of programme work delivered. The consultant will then assess the selected thematic areas against the criteria identified. The analytical tool should be used for the review and be applied by WaterAid in different contexts after the review.
- To relate the findings to WaterAid's organisational capacity, partnerships and network at a global, regional and national level.
- To identify programmatic, organisational and operational recommendations to progress WaterAid's work on gender equality to realise its ambitions stated in the *Equality, Inclusion and Rights Framework* and other documents/ strategies.

In 2020, WaterAid updated its *Equality, Inclusion and Rights Framework* to reflect its increased ambitions for tackling WASH inequality. The *Equality, Inclusion and Rights Framewor*k presents WaterAid's *Journey to Transformation*, which details progressive steps and shifts to move WaterAid towards achieving accessible, sustainable, universal access to WASH.

The Gender Equality Thematic Review leveraged the *Equality, Inclusion and Rights Framework* to develop an analytical framework to assess WaterAid's gender equality work categorised across the spectrum of harmful to transformative, against two broad areas articulated in the Terms of Reference:

- Organisational Capacity, Guidance, Resources
- Programme Quality and Results

Summary of Findings against the Gender Equality Criteria

The Gender Equality Thematic Review reflects WaterAid's journey to address inequalities within and through WASH as articulated in their *Equality, Inclusion, & Rights Framework.* The following section summarises the findings from the Gender Equality Thematic Review. Icons below are used to demonstrate where WaterAid has been assessed according to the analytical framework[1].

A sample of WaterAid Regional Members, Regional Offices, and Country Programmes

WaterAid Uganda | WaterAid Niger | WaterAid Cambodia

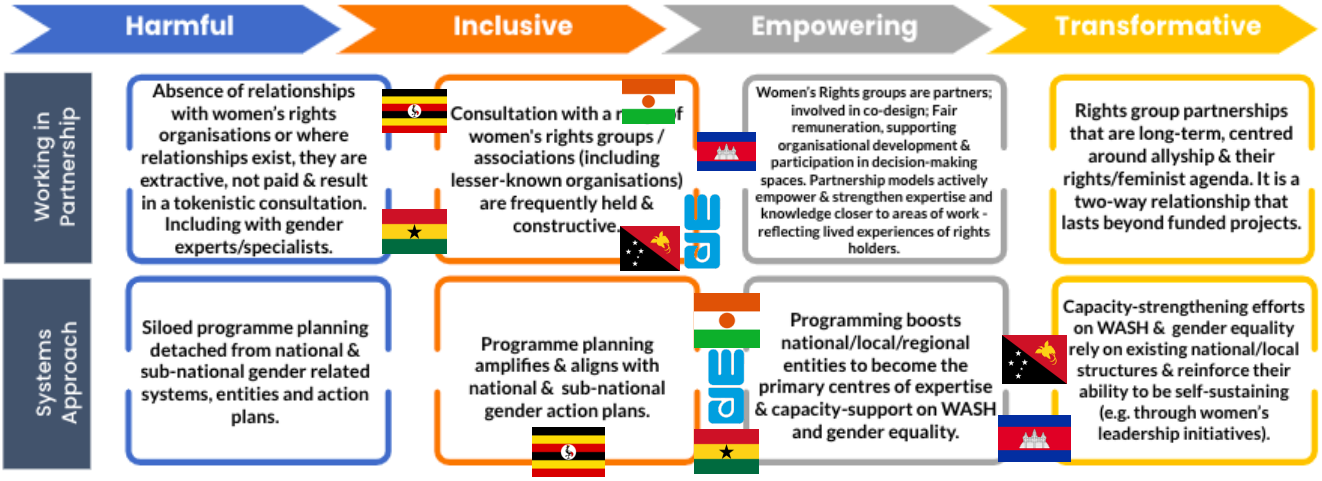
WaterAid Papua New Guinea | WaterAid Ghana

Global Strengths

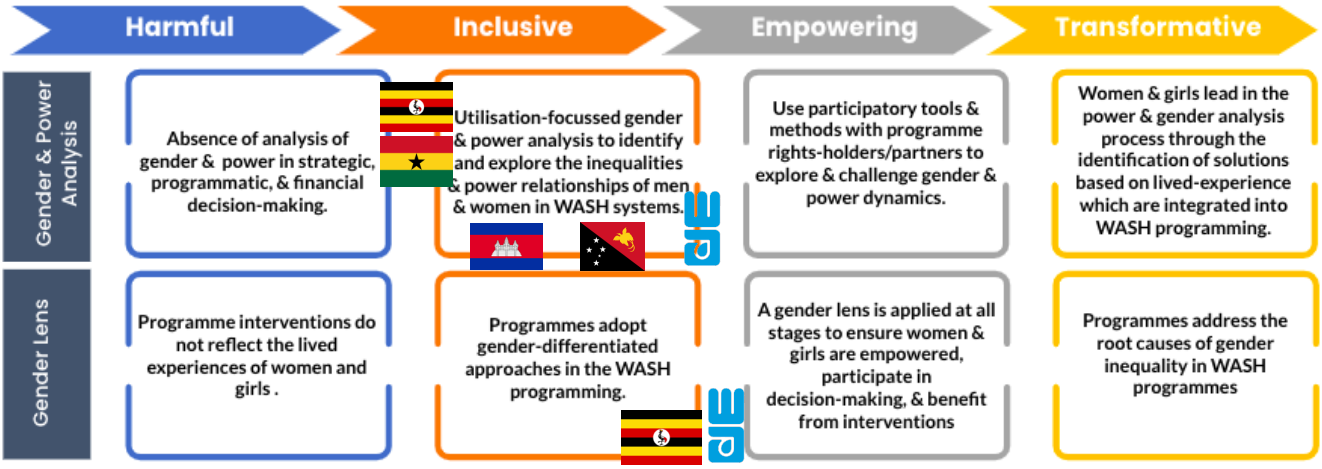
Firm commitments and public statements, to which leaders are held accountable, are enabled by organisational cultures that promote self-reflection. More specifically, leadership was evident in WaterAid Sweden, WaterAid Australia, Regional Teams and some Country Programme strategies, for example, Cambodia, Niger, Papua New Guinea. In addition, commitments are driven through gender audit reports, self-assessments, business plans, and gender policy positioning papers.

Gender disaggregated management demographics are available globally in a management dashboard. This dashboard consistently monitors turnover and gender distribution amongst management and leadership roles.

[1] The review did not assess Country Programmes against all areas of the analytical framework due to a lack of evidence and primary focus on significant areas in country summaries within this review.

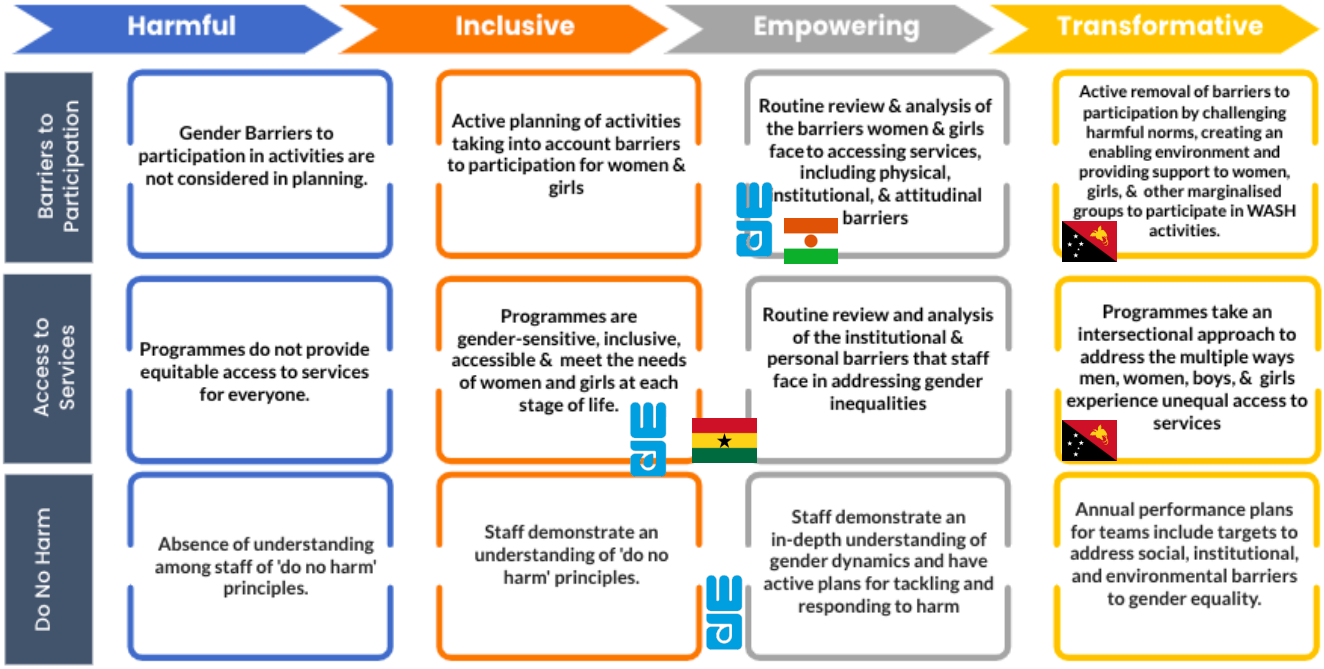


Country Programmes in Cambodia, Ethiopia and Tanzania demonstrate systems approaches through alignment with government partners. Well-established relationships with WASH-related ministries, e.g., the Ministry of Hydraulics in Niger, has helped escalate gender considerations. This is especially apparent in the East Africa region, where women in ministerial leadership positions are aligned with WASH and gender ambitions. Collective learning with government and partners is a common feature; for example, as part of systems strengthening supported through the SusWASH programme in Cambodia and Uganda, Country Programmes, government and partners are advancing learning around adaptive programming. However, there is still a hesitancy reflected by some staff about WaterAid's role in challenging gender norms with government partners, especially where there is a perception that this is beyond the scope of WaterAid's activities.



There is a strong organisational commitment to analysing gender and power. Gender and power analyses were the most referenced tool across the review. Organisational commitment is a primary driver in raising awareness and promoting practice. Conducting gender and power analyses is also a common expectation of donors, for example, a USAID project sought to understand better how gender and power manifest in project spaces. Expanding gender analyses to include a category for 'harmful' was supported by the *Equality, Inclusion and Rights Framework*. Appearance in this widely referenced framework meant that Country Programmes started to consider risks and backlash, helping deepen the analysis.

There is a general awareness that adopting gender-differentiated approaches is necessary for WaterAid's work. However, it is most often elevated when gender champions take a more robust and purposeful approach. COVID-19 advanced the application of a gender lens among Regional Teams and Country Programmes as a result of a more urgent need to understand the impact of COVID-19 on WASH access.



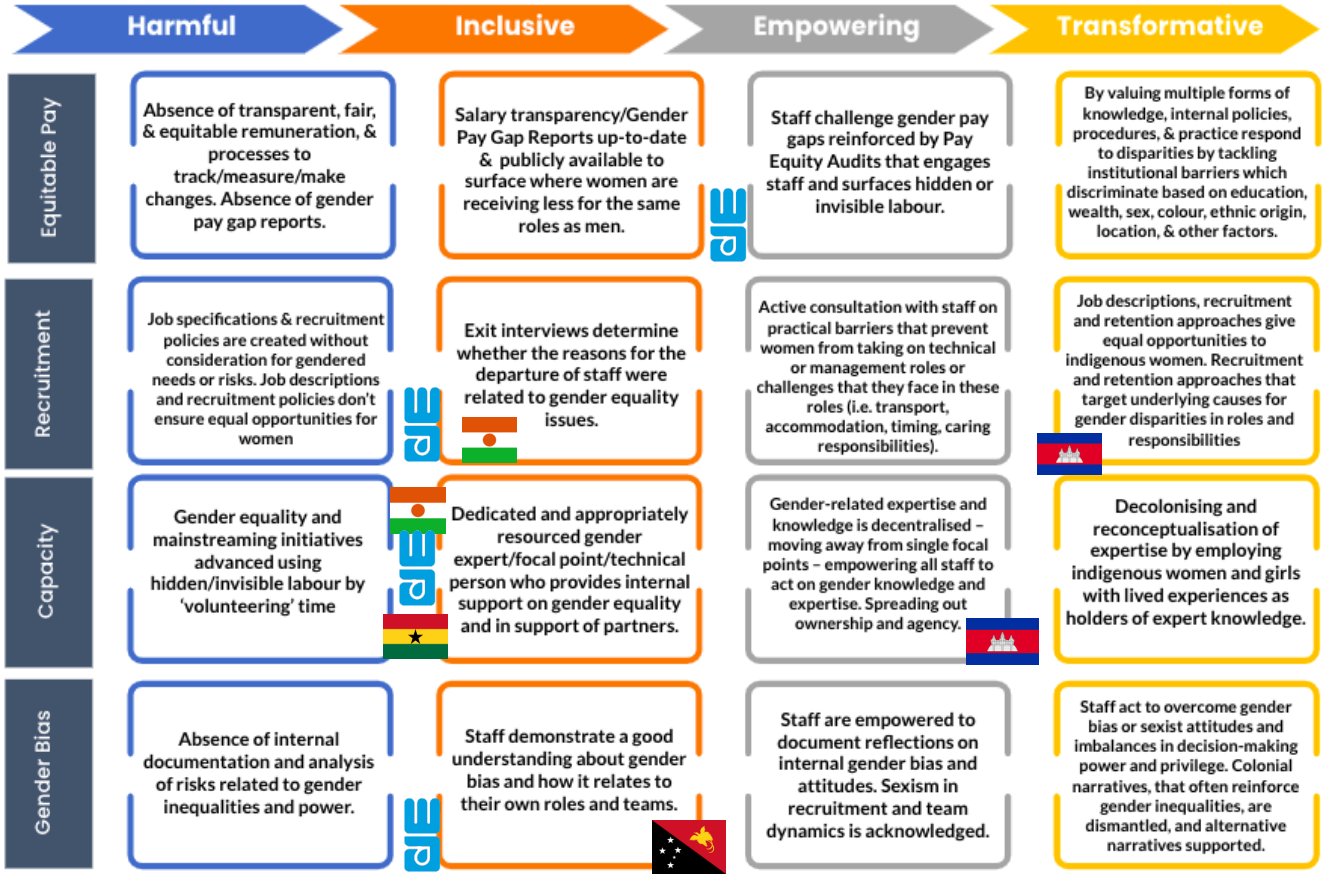
Considerations for access to services for women and girls was evidenced in gender self-assessments, gender and power analyses, and baseline assessments. Addressing barriers to participation for gender and sexual minority groups was evident in some pockets of WaterAid - driven by contextual factors or individual motivations an inconsistent across WaterAid. Respondents referred to sociocultural factors for the absence of a global strategic position. Where gender is not addressed when reducing barriers to participation or ensuring equitable access to services, lack of capacity and time appear to be the most significant barrier.

Global Areas for Growth

Senior leaders who take deliberate action based on thoughtful consideration of where gender inequality may be present within their teams and programming are essential. The conscious establishment of spaces to discuss gender equality have proven successful. For example, the Gender

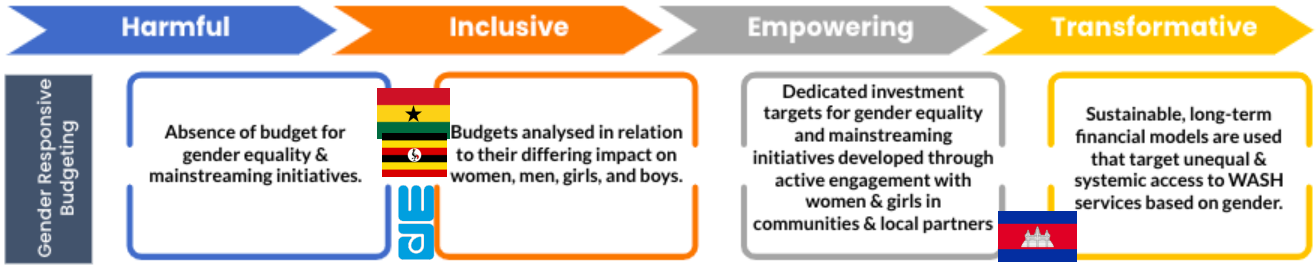
Equality Working Group in WaterAid Cambodia was a push to engage men and women as gender champions to make positive shifts in the organisational culture. This created the space for staff to discuss gender from the perspective of accessing different resources, decision-making, and privilege. Relatedly, the Global Gender Equality Working Group emerged as a space for conversation, critical reflection, and mobilisation.

Barriers to strong leadership commitment stem from some leaders lacking confidence or clarity in advancing initiatives. There is also a perception of gender as distinct from WaterAid's principal focus of WASH. This conflicts with the emphasis WaterAid's communications place on addressing gender inequality to realise universal access to WASH and the contribution gender-responsive WASH makes to other Sustainable Development Goals. While there are some examples of senior leaders who champion gender equality initiatives, few examples emerged of mechanisms that hold these leaders to account for progress and performance. While gender champions appeared across leadership roles, respondents noted that women primarily advance gender initiatives.

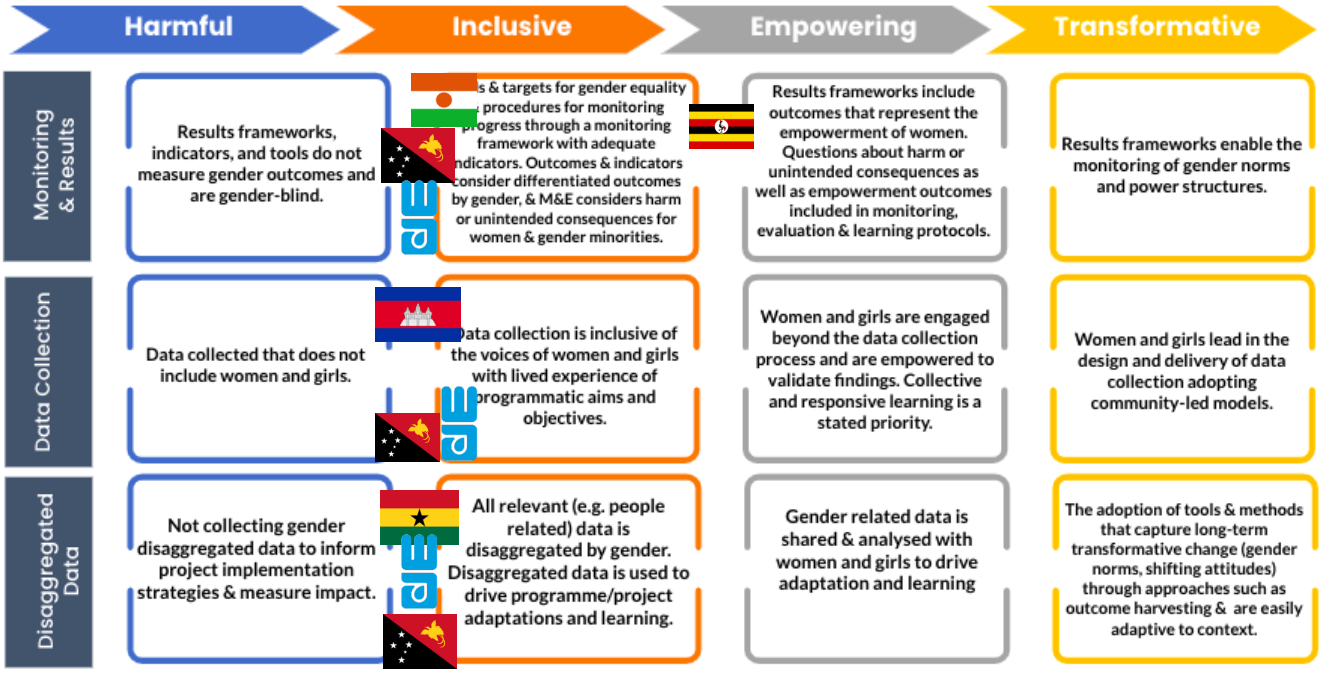


Gender expertise is limited, but the Global Gender Equality Working Group, gender champions and advisors are the primary force for advancing gender equality and tackling challenging topics such as gender norms and the inclusion of gender and sexual minority groups. Capacity is heavily dependent on individuals driving change and giving time outside of primary job responsibilities resulting in gender being deprioritised and women, primarily, advancing gender initiatives reinforcing harmful practices of using hidden and invisible labour. Respondents provided examples of measures taken through Human

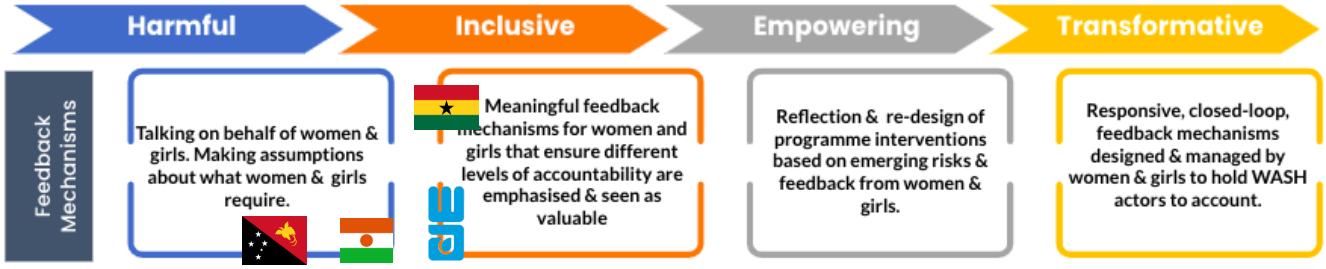
Resources and Safeguarding mechanisms where staff have demonstrated bias or sexist attitudes. These measures were described as reactive and little documentation of solutions or action plans to pre-emptively tackle and respond to bias or sexist attitudes surfaced during this review.



As a relatively unexplored area for WaterAid, learning and foundational knowledge are required to advance Gender-Responsive Budgeting. Investments in training and global motivations are essential to meaningful application and outcomes for women and girls. However, the review surfaced a number of WaterAid partners who are applying or piloting Gender-Responsive Budgeting, therefore opportunities to learn from established partnerships exist.



The Global Desk Review identified examples of gender-related indicators, for example, "percentage of women and girls recognising improvement in the level of WASH services / Gradual improvement of inequality in access between regions and provinces". WaterAid also has a set of corporate indicators; however, a gender-specific indicator does not exist. The only mandated indicators include “number of people reached with WASH (disaggregated by gender at Household level)”. Country Programmes decide how to disaggregate this data by gender. Respondents suggested that gender and social norms were not monitored or measured but mostly infrastructure access and use with some gender-blind assumptions around equity of access. As a result, disaggregation by gender is inconsistent and there were few examples of data being used to drive programme or project adaptations. Few global staff also report utilising gender-disaggregated data within their roles or in strategic decision-making.



Assumptions that reporting mechanisms are synonymous with feedback mechanisms are barriers to advancing this area. While a means to document feedback, reporting does not necessarily represent a systematic, safe space for women and girls to share their experiences on WaterAid's work. A collective determiner of a 'meaningful' feedback mechanism is a worthwhile exploration and could be informed by a gender baseline assessment.

Advancing the Journey to Gender Transformative WASH

- Publishing statements clearly articulating WaterAid's global commitment to gender and the approaches it will adopt to tackle gender inequality would ensure clarity and transparency on the ambitions and goals of WaterAid's leadership. Through this and by unifying WaterAid staff globally around the aspirations of the upcoming strategy, WaterAid will be able to better manage the tensions within the organisation around how and in what ways WaterAid and its leadership commit to tackling gender inequality internally and within and through WASH. Although respondents identified the upcoming strategy as a critical source for articulating commitments to gender at WaterAid, diversifying how and where commitments to gender equality are expressed would reinforce the messages in the strategy.
- WaterAid should enhance the agency of women and girls in its public-facing statements. At present, the data and statements on the website and in planning and strategy documents necessarily describe the disproportionate impact and burden on women and girls. As a result, women and girls are often described as vulnerable, marginalised and disenfranchised. WaterAid will move toward more empowering leadership by reframing the narratives around women and girls in programmatic, leadership, and policy statements.
- Senior leaders must sponsor initiatives and be held to account through a transparent and regular review of progress. In addition, senior ownership of gender-specific Key Performance Indicators reinforces commitments to tackling gender inequality.
- WaterAid needs to increase sensitisation and build context-specific competency around gender, including increasing resourcing to the Gender Equality Working Group. Building confidence in staff is vital. Standardising integration of gender into staff growth days or learning is one way to do this.
- WaterAid should prioritise capacity development on gender and WASH for national and sub-national governments. This is especially apparent where government partners expressed the need for additional support. In addition, globally monitor Country Programmes alignment with national and sub-national gender action plans for broader assessments of gaps.

Conclusion

The review surfaced mixed sentiment and perceptions around the appropriateness of the explicit prioritisation of gender:

"...there's a fear that [gender] is not our mission. It's not our role, and that we do WASH and there's not enough space for everything else".

Other views emphasised the reinforcing and necessary work of approaching gender as an integrated component that strengthens the quality, effectiveness, and sustainability of WASH. For WaterAid to achieve its ambition of universal access, gender equality is non-negotiable. However, WaterAid has promising signs that these tensions are moving toward resolution by developing the new global strategy.

Sentiment found across this review is the space for deeper meaningful reflection on biases or attitudes to gender is a crucial factor. WaterAid staff and some partners expressed and reported harmful attitudes during interviews. While WaterAid does have an optional learning module on unconscious bias, the necessity of tackling bias at all levels of WaterAid was largely absent to address bias among WaterAid staff; pockets of transformative practice should be leveraged and brought to scale as a consistent, mandatory, and complimentary stream of work to advance the global organisational culture. Strong commitments to gender equality evident in WaterAid Regional Members, Australia, Canada and Sweden could be leveraged by the wider federation.

The review found that teams made steady and meaningful progress through their *Journey to Gender Transformative WASH* when two features were present: Self-reflective environments that adopt a 'work in progress' attitude and leadership who take committed action as gender champions. WaterAid's goal of *Everyone, Everywhere* 2030 will only be realised through strategic, ambitious action that tackles gender inequality head-on. The new global strategic plan looks well-positioned to enable this vision.

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Introduction

Background

According to the World Economic Forum, it will take 136.5 years to close the gender gap worldwide[2]. This is a decrease compared to 2020 and a stark reminder that COVID-19 has deeply affected progress towards gender parity. Gaps in Health and Education are reported to be almost closed, with the furthest behind remaining stubbornly hard to close. The widest gap is evident in political spaces where *"women represent only 26.1% of some 35,500 parliament seats and just 22.6% of over 3,400 ministers worldwide"*[3]. Reaching the most marginalised groups and focusing on strengthening systems to ensure women are present in governmental decision-making is where WASH and WaterAid can significantly advance gender equality.

WaterAid's Global Strategy *Everyone, Everywhere 2030 (2015 – 2020, then extended to 2022)* aims to contribute significantly to the achievement of universal access to Water, Sanitation and Hygiene (WASH) by 2030. *Everyone, Everywhere 2030* articulates WaterAid's ambition to tackle and challenge inequalities preventing the poorest and most marginalised people from realising their right to safe water, sanitation and hygiene.

Essential to realising this goal is reducing gender inequality within and through WASH.

In support of advancing this strategic aim, WaterAid has commissioned a Gender Equality Thematic Review - an assessment of performance, emphasising operational processes and early evidence of effectiveness. The Gender Equality Thematic Review will enable WaterAid to assess the efficacy of its gender equality and mainstreaming work and identify learning and recommendations to advance its *Journey to Gender Transformative WASH*. Additionally, the review will inform the continued operationalisation of WaterAid's commitment to a gender transformative agenda as it embarks on a new global strategy.

The Gender Equality Thematic Review had three primary objectives:

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[2] Global Gender Gap Report 2021 - The World Economic Forum

[3] Ibid

the criteria identified. The analytical tool should be used for the review and be applied by WaterAid to apply in different contexts after the review.
- To relate the findings to WaterAid's organisational capacity, partnerships and network at a global, regional and national level.
- To identify programmatic, organisational and operational recommendations to progress WaterAid's work on gender equality to realise its ambitions stated in the *Equality, Inclusion and Rights Framework* and other documents/ strategies.

In 2020, WaterAid updated its *Equality, Inclusion and Rights Framework* to reflect its increased ambitions for tackling WASH inequality. The *Equality, Inclusion and Rights Framewor*k presents WaterAid's *Journey to Transformation*, which details progressive steps and shifts to move WaterAid towards achieving accessible, sustainable, universal access to WASH.

Methodology

Analytical Framework

The Gender Equality Thematic Review leveraged the *Equality, Inclusion and Rights Framework* to develop an analytical framework (Annexe 1) to assess WaterAid's gender equality work categorised across the spectrum of 'harmful' to 'transformative', against two broad areas articulated in the Terms of Reference:

- Organisational Capacity, Guidance, Resources
- Programme Quality and Results

The analytical framework drew together areas of good practice, including from within WaterAid's work. WaterAid's Global Gender Equality Working Group prioritised and ranked these areas and the criteria within the framework were further refined by the Gender Equality Thematic Review project team and steering committee.

The analytical framework includes the following areas:

Organisational Capacity, Guidance, Resources

- Leadership
  - Communicating Commitments
  - Ownership & Accountability
- Gender-Responsive Budgeting
- People: Skills, Diversity, Attitude
  - Gender Bias
  - Do No Harm
  - Capacity

Programme Quality and Results

- Working in Partnership
- Gender & Power Analysis
- Systems Approach
- Planning, Monitoring, Evaluation
  - Monitoring & Results
  - Data Collection
  - Disaggregated Data
- Gender Lens

- Management
- Recruitment
- Equitable Pay
- Feedback Mechanisms
- Barriers to Participation
- Access to Services

The Gender Equality Thematic Review applied the analytical framework to assess WaterAid's progress in advancing gender equality on two levels:

Country Programmes: A deep dive into the five Country Programmes to surface examples of WaterAid's work along their *Journey to Gender Transformative WASH*.

Global: Global gender equality and mainstreaming initiatives and documentation to surface organisational examples of WaterAid's *Journey to Gender Transformative WASH.*

Central to the review was addressing the following question:

How and to what extent is WaterAid advancing gender equality within and through WASH? What is driving or hindering achievement?

Global Desk Review

A Global Desk Review analysed relevant Country Programme documents provided by WaterAid:

- Previous thematic reviews and evaluations
- Country Programme and Member Strategies and business plans
- Gender frameworks and tools
- Thematic frameworks and standards
- Annual reports
- Gender self-assessments
- Project and programme documentation
- Other relevant Country-Programme documentation

While WaterAid provided a range of document types, the array of documents was relatively small for each Country Programme. The review analysed Country Programme documents alongside the following global documents:

- 15 general global documents (including six previous thematic reviews and frameworks relating to health & hygiene and systems strengthening)
- 15 global documents relating to gender, inclusion, equity or diversity (including from Regional Members)
- 26 Planning, Monitoring and Evaluation documents that relate to processes, approaches and 'how to' documents (not tied to a Country Programme)

These documents were made available to the consultants; however, they represent a sample of the total number of possible documents.

Key Informant Interviews & Focus Group Discussions

Key Informant Interviews and Focus Group Discussions served two purposes:

- To provide evidence against the specific criteria in the analytical framework - aiding the assessment of WaterAid against the criteria from harmful to transformative.
- To validate assessments

Key Informant Interviews and Focus Group Discussions explored the following lines of inquiry:

- Assessing the presence and absence of gender work
- Determining to what extent gender equality within Sub-National Systems Strengthening work creates enabling environments for sustainable and transformative change
- Surfacing the extent to which priorities set at the global level enables or hinders gender transformation within Country Programmes.

Overall, the review conducted:

Global	24 Key Informant Interviews
Country Programmes	14 Key Informant Interviews 1 Focus Group Discussion 4 Validation workshops
External Organisations [4]	65 interviews with representatives from partner and Women's Rights Organisations (Cambodia, Ghana, Niger, Papua New Guinea, Uganda)

In-Country Consultants

Consultants in Cambodia, Ghana, Niger, Papua New Guinea, and Uganda provided contextualised analysis of WaterAid Country Programme partners, applying the analytical framework and validating the analysis with Country Programme teams. In addition, Global and In-Country Consultants worked collaboratively to assess WaterAid at all levels to provide a fair assessment. In-Country Consultants assessed partners solely on the organisational capacity, guidance, and resources criteria. In addition, In-Country Consultants directly engaged with and validated findings with Country Programmes to ensure greater data utilisation and shared reports and presentations with Country Programmes to advance new Country Programme strategies recommendations.

[4] Government, implementing WASH partners and Women's Rights Organisations

Limitations

- Conflicting priorities and a low level of initial socialisation of the review among Country Programmes led to slower engagement and compressed data collection and validation windows. This resulted in significant gaps in documentation and evidence, including two (Ghana and Uganda) Country Programmes that were not interviewed. WaterAid provided documents relevant to these Country Programmes, who were invited to validate the analysis.
- The application of the analytical framework and interview questions was inconsistent. This is mainly due to compressed data collection windows limiting the time to pilot the framework with Country Programmes and systematise data collection approaches.
- The findings of this review are principally based on the documentation provided and respondents identified by the WaterAid Project Team. However, the composition of respondents and reliance on a single source to identify documents restricts the ability to make definitive conclusions about progress.
- The review attempts to provide a fair assessment of WaterAid's *Journey to Gender Transformative WASH;* however, it cannot accurately capture all the work across an organisation comprising 28 Country Programmes and seven Member Offices.
- Documents provided for the Global Desk Review principally focused on planning and strategy. Consequently, there was a notable absence of monitoring and outcome data.
- The Review Team was conscious of making assumptions based on the absence of specific documentation and took measures to apply an objective lens to the evidence presented.
- The review was conducted in parallel with WaterAid UK's new strategy. Therefore, findings in this review reflect perceptions of gender at WaterAid before the finalisation of the global strategy.
- There appeared to be an assumption that the *Journey to Gender Transformative WASH* is linear. This was evident in hesitancy when evidence was assessed as 'harmful'. While the review attempted to establish a judgement-free space and provide a sober and balanced reflection of progress, a rigid categorisation that articulates 'harmful' practice can provoke negative feelings of judgement for individuals and teams, which may have influenced the objectivity of the review.

Global Findings

Communicating Commitments

Rating & Rationale

- A range of ambitions was communicated globally across WaterAid, from ambitious and transformative perspectives to those more closely associated with holding ground.
- Country Programmes included in this review had strong examples of leadership and programmatic statements which expressed their goals and ambitions around gender.
- Lack of a systematic or a unified global voice communicating commitments to gender equality by leadership.

Summary

Leadership plays a critical role in identifying, adopting, and implementing change. Commitments communicated by leadership set the tone and influence the scope, resourcing, design, monitoring, and learning of gender initiatives. A range of ambitions was communicated globally across WaterAid, from ambitious and transformative perspectives to those more closely associated with holding ground. The review identified tensions between leadership focused on gender transformation as a non-negotiable - inherent to everything and those leaders who perceive gender as a separate and additional area of work. Though the review did not identify unified global commitments, there were standout commitments from leadership in centralised pockets of WaterAid.

WaterAid Australia articulates its approach to addressing gender equality through research pieces, business plans, and strategies. This is notable in comparison to other members, where interviews with staff from WaterAid UK revealed that a need for tackling gender inequality is not as clearly articulated, absent an approach or strategy to address it. Country Programmes included in this review had strong examples of leadership and programmatic statements which expressed their goals and ambitions around gender.

The review found that staff were unclear about the ambitions articulated as part of the new global strategy due to a lack of clarity on the commitment. While this is currently being addressed and strategy statements appear to be less opaque, some respondents were optimistic about what they perceived as an obligation to mainstream gender across all levels of the federation. However, other respondents

were hesitant that if gender was not a stand-alone pillar, it had greater potential to be de-prioritised in terms of capacity and resources. Ultimately, there was an inconsistent understanding of the expectations articulated in the early communications about WaterAid's upcoming strategy and where tackling gender inequality would feature.

Many of WaterAid's donors and development peers have specific statements on gender equality to demonstrate organisational commitments. If WaterAid is to systematically and consistently address inequality and WASH poverty, which women and girls disproportionately experience, how this is achieved by the organisation should be expressed.

There was a general perception in WaterAid globally that the space to advance gender equality is shrinking. Some respondents reported feeling as if they are maintaining the gender 'status quo' instead of advancing other complex aspects of gender equality work:

"I think we're spending a lot of time trying to hold the space for gender equality work at the moment that then becomes harder to progress and push and learn and drive when it comes to other parts...so whether that is working with people who have sexual and gender minorities, non-homogeneous groups, thinking about violence against women".

Some respondents reported WaterAid's work on gender equality as low compared to other international organisations in the development sector. As a result, there is a perception internally that WaterAid is behind its peers. Furthermore, the internal narrative that WaterAid focuses exclusively on WASH and not gender or feminist practices may be reinforcing this perception.

As WaterAid advances on this *Journey to Gender Transformative WASH*, commitments to gender must also resonate with its importance as a non-negotiable priority issue for the organisation. Overall, evidence demonstrates that WaterAid is articulating commitments in some Regional Members and Offices, Regional Teams and Country Programmes. However, the review did not find a systematic or a unified global commitment on gender equality.

Drivers

Drivers of strong leadership commitments and public statements, which can be used to hold them to account, are enabled through confident, self-reflective leadership. More specifically, leadership was evident in Regional Members such as WaterAid Sweden and WaterAid Australia, Regional Teams such as East Africa, and Country Programmes. In addition, commitments are driven through gender audit reports, the rollout of self-assessments led by the Gender Equality Working Group, business plans and gender policy positioning papers.

Barriers

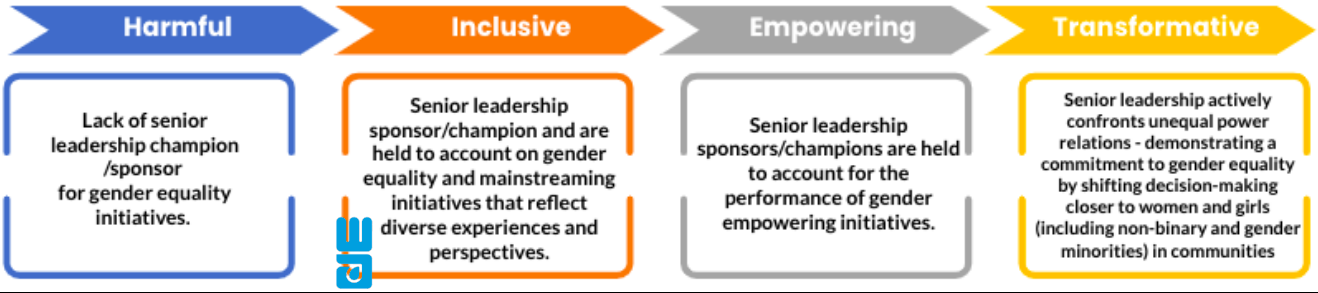
Barriers to strong leadership commitment appear to stem from some leaders lacking confidence or clarity in advancing initiatives. Some respondents also perceived a global leadership rhetoric and action gap. For example, WaterAid's Leadership were perceived to understand what needs to be done on

gender equality but were not translating this into action. There is also a perception of gender as distinct from WaterAid's principal focus of WASH. This conflicts with the emphasis WaterAid globally place on the need to address gender inequality as a means to realise universal access to WASH.

Advancing the Journey to Gender Transformative WASH

- Publishing statements clearly articulating WaterAid's global commitment to gender and the approaches it will adopt to tackle gender inequality would ensure clarity and transparency on the ambitions and goals of WaterAid's leadership. Through this and by unifying WaterAid staff globally around the aspirations of the upcoming strategy, WaterAid will be able to better manage the tensions within the organisation around how and in what ways WaterAid and its leadership commit to tackling gender inequality internally and within and through WASH. Although respondents identified the upcoming strategy as a critical source for articulating commitments to gender at WaterAid, diversifying how and where commitments to gender equality are expressed would reinforce the messages in the strategy.
- WaterAid should enhance the agency of women and girls in its public-facing statements. At present, the data and statements on the website and in planning and strategy documents necessarily describe the disproportionate impact and burden on women and girls. As a result, women and girls are often described as vulnerable, marginalised and disenfranchised. WaterAid will move toward more empowering leadership by reframing the narratives around women and girls in programmatic, leadership, and policy statements.

Ownership and Accountability



Rating & Rationale

- Positive examples of shared ownership of initiatives across Regional Members and Country Programmes surfaced, emphasising local knowledge.
- While there are examples of senior leaders who champion gender equality initiatives, there are few examples of mechanisms that hold these leaders to account for the progress and performance of these initiatives.
- Gender champions appeared across leadership roles; however, respondents noted that gender initiatives are primarily advanced by women, a barrier to equality in ownership.

Summary

Ownership and accountability translate gender equality commitments into action. Through sponsorship and as champions, leaders are encouraged to demonstrate ownership and directly engage in stand-alone or integrated gender programming. The review found gender champions across WaterAid at different levels. Regional Members and Regional Teams were frequently mentioned as having strong gender equality champions:

"... *we've got some fantastic leaders at WaterAid Australia who have just really championed this and made it kind of a non-negotiable inherent in everything that we do".*

Factors such as championing new gender equality initiatives, creating space for staff to talk about gender and sharing gender-related materials were consistent in their perceived commitment to gender equality. In addition, some examples of accountability mechanisms were documented that reinforced levels of commitment to gender equality.

"So that when we have retreats, you have one day that is just for the women to discuss their issues and then if there are key asks, they bring out a communique that they give to the contractor and the SMT [Senior Management Team] on the things that we want to see happening."

Country Programmes report on gender-related milestones in annual reports, holding themselves to account for achieving measures of success towards gender equality, for example, in Ghana, Niger and Uganda. Whilst not explicitly owned by leadership, Country Directors take responsibility for achieving these milestones.

Senior leaders in Regional Members prioritised gender equity as a strategic focus that includes gender and sexual minority groups:

"Creating real space and priority for people to talk about LGBTQI+ issues and topics within WASH and within the organisation".

Gender initiatives surfaced in the review were primarily owned or advanced by women. This could be reinforcing stereotypes that gender work is 'women's work'. Gender equality initiatives need to be mainstreamed and owned by everyone across the organisation to lift the burden on women and challenge harmful assumptions.

Some positive examples of shared ownership of initiatives across Regional Members and Country Programmes surfaced, emphasising local knowledge and open-mindedness. Such approaches may be documented and shared across WaterAid to advance how gender initiatives can be more widely owned. For example, in the East African region and WaterAid Australia, staff are invited to reflect and challenge assumptions around gender.

"The role of senior managers is in creating space, giving confidence to people to talk about and share their experiences and insights… helped to shift regionally where we see gender within not just our

programming but also in our organisation and structure".

WaterAid's Regional Members and Officers, Regional Teams, and Country Programmes are at different points along the *Journey to Gender Transformative WASH*. On the one hand, an attitude of reluctance and on the other, reflective spaces and stable foundations to advance gender work. Ultimately, translating commitments into action requires leadership to directly engage with the *Journey to Gender Transformative WASH* by owning and being held to account for progress.

Drivers

Senior leaders who take ownership and accountability for deliberate action based on thoughtful consideration of where gender inequality may be present within their teams and their programming are primary drivers. The deliberate establishment of spaces to discuss gender equality have proven successful spaces for feedback to leadership. For example, the Gender Equality Working Group in WaterAid Cambodia was a push to engage men and women as gender champions to make positive shifts in the organisational culture. This created the space for staff to discuss gender from the perspective of accessing different resources, decision-making, and privilege. Relatedly, the Global Gender Equality Working Group emerged as a space for conversation, critical reflection, and mobilisation.

Barriers

While there are examples of senior leaders who champion gender equality initiatives, there are few examples of mechanisms that hold these leaders to account for the progress and performance of these initiatives. Gender champions appeared across leadership roles; however, respondents noted that gender initiatives are primarily advanced by women, a barrier to equality in ownership.

Advancing the Journey to Gender Transformative WASH

- Senior leaders must sponsor or champion stand-alone or integrated gender initiatives and be held to account through a transparent and regular review of progress.
- Senior-level ownership of gender-specific Key Performance Indicators and objectives would reinforce commitments to tackling gender inequality.
- Assess how ownership of initiatives and accountability mechanisms can be better distributed across leaders.

Gender-Responsive Budgeting

Rating & Rationale

- Hesitations at the global level about capacity, complexity and expectations placed on partners exist alongside a willingness to advance Gender-Responsive Budgeting within Country Programmes and among partners.
- Limited evidence that programmatic or organisational budgets are analysed for their differing impacts on men, women, boys and girls.

A Gender-Responsive Budget is a budget that works for everyone (women and men, girls and boys) by ensuring gender-equitable distribution of resources and by contributing to equal opportunities for all.[5] Gender-Responsive Budgeting is an essential component of ensuring resources are available to women and girls that address their needs.

Hesitations on the application of Gender-Responsive Budgeting appeared most strongly at the global level, specifically on capacity, complex structures required, and expectations placed on partners.

"…given that we can't estimate the percentage of resources spent on water, sanitation and hygiene separately, I'm not sure it's realistic to be able to do this for gender".

In contrast, the overwhelming majority of Country Programmes reported an interest to advance Gender-Responsive Budgeting. Despite motivations, respondents referred to donor requirements, templates and lack of capacity or understanding as limitations. Emerging ambitions were evident in Country Programme strategies and some Country Programmes reporting dedicated investment targets for gender equality. Further, some partners conduct Gender-Responsive Budgeting or have ambitions to advance their work in this area. Some WaterAid programmes were working with international partners to learn and build capacity on Gender-Responsive Budgeting. There is a sectoral drive to advance in this area and opportunities exist within existing partnerships. However, the extent to which lessons have been drawn from applying Gender-Responsive Budgeting is unclear.

Alongside gender-responsive design and planning, Gender-Responsive Budgeting combined with ongoing consultations with rights-holders would ensure that sufficient resources are allocated to further enable the equitable access to services for women and girls. Despite the importance of ensuring gender-equitable distribution of resources, documentation and interviews presented no evidence of budgeting being analysed for their differing impacts on men, women, boys and girls.

[5] Oxfam: A Guide to Gender-Responsive Budgeting

Some positive examples of approaches associated with Gender-Responsive Budgeting that surfaced in the review:

- Allocation of budgets for women's needs, e.g., for maternity cover in East Africa
- Lobbying for the integration of menstrual hygiene products in procurement and donor budgets
- Data for a climate campaign on the number of days women spend because there is no water shows the economic benefits of investing in water to finance ministers.

Overall, Country Programmes and partners have the will to advance Gender-Responsive Budgeting. However, contention among Regional Members and Regional Offices may not be aligned with the ambitions of Country Programmes.

"Avoiding imbalances in the placement of resources means WaterAid will benefit fully from strong regional and national gender equality (including on gender minorities, i.e., third gender issues) and WASH expertise and leadership as well as avoid perpetuating north to south stereotypes of gender equality work."
- Gender Equality in WaterAid Strategy Process

Drivers

The review identified National Gender Action Plans or policies committed to advancing Gender-Responsive Budgeting, for example, in Ghana. This reinforces motivations for Country Programmes to develop capacity on Gender-Responsive Budgeting and support alignment with government partners. In addition, Country Programmes were motivated by Gender-Responsive Budgeting. In some cases, international partner organisations were well-established in Gender-Responsive Budgeting, and therefore, Country Programmes, for example, Niger, was able to learn directly from them.

Barriers

As a newer area at WaterAid, there is considerable learning and foundational knowledge required to advance Gender-Responsive Budgeting. Investments in training and global motivations are essential to meaningful application and outcomes for women and girls.

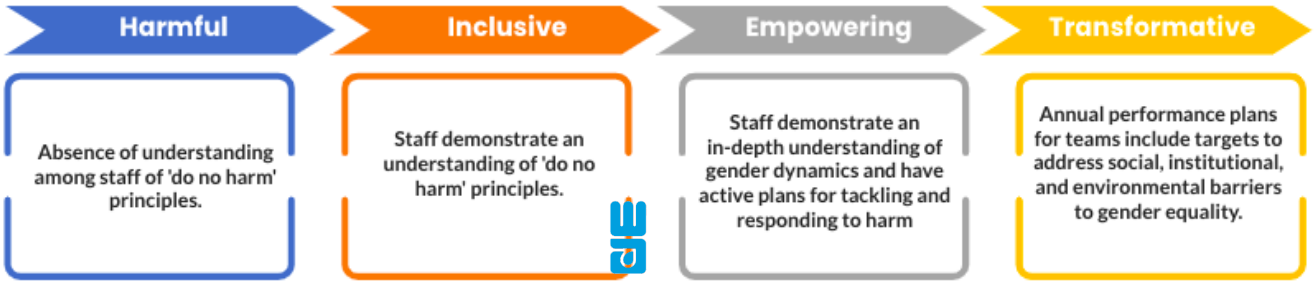
Advancing the Journey to Gender Transformative WASH

- Conduct a barrier analysis to understand better the constraints around Gender-Responsive Budgeting (Attitudinal, Financial, Institutional) and develop action plans to address these barriers.
- Share internal examples of Gender-Responsive Budgeting leading to practical outcomes to support a more comprehensive understanding of its utility. Examples from sector peers can also reinforce the added value.
- Where government partners and international organisations are already carrying out Gender-Responsive Budgeting, WaterAid can prioritise learning and conduct pilots collaboratively - tailoring an organisation-specific framework, template and strategy for implementation.

People: Diversity, Skills & Attitude

To advance gender equality at WaterAid, it must be appropriately resourced. Pathways in recruitment through management positions and exit interviews must apply a gender lens. In addition, staff need to demonstrate understanding of gender bias and Do No Harm principles to avoid reinforcing gendered assumptions and stereotypes.

Do No Harm



Rating & Rationale

- Do No Harm principles are reflected through Planning, Monitoring and Evaluation guidance, during gender self-assessments and in Safeguarding spaces where staff are invited to reflect and discuss the intersection of gender and Do No Harm when issues arise.

Within WaterAid's gender self-assessments, Do No Harm is *"a principle that allows for considering the context in which we are operating and consciously avoiding negative impacts (while trying to maximise positive impacts").* The inclusion of 'harmful' in the *Equality, Inclusion and Rights Framework* indicates the ambition to shift attitudes towards assessing harmful practices and the risks for women and girls participating in WASH programming. One respondent reported that this improved the quality of gender and power analysis. While gender self-assessments revealed mixed application, it is encouraging that Do No Harm principles are reflected through Planning, Monitoring and Evaluation guidance, during gender self-assessments and in Safeguarding spaces where staff are invited to reflect and discuss the intersection of gender and Do No Harm when issues arise. The increase in spaces to document and discuss harmful practises and risks is a positive sign on the *Journey to Gender Transformative WASH*.

Gender Bias

Rating & Rationale

- Internal documentation and analysis of risks, gender inequalities, and power is evident in gender and power analysis or gender self-assessments.
- A demonstrative understanding of gender bias was evident in a few examples from documentation and interviews.

Respondents provided examples of measures taken through Human Resources and Safeguarding mechanisms where staff have demonstrated bias or sexist attitudes. For example, in one instance when reports of insensitive and inappropriate conversations at the leadership level around women and pregnancy arose. These measures were described as reactive and little documentation of solutions or action plans to pre-emptively tackle and respond to bias or sexist attitudes surfaced during this review. However, one example in WaterAid Australia demonstrated considerations for bias and sexist attitudes after conducting a gender audit. The gender audit initiated reflections on knowledge, perceptions, internal systems, internal cultures, awareness-raising and understanding staff biases which ultimately led to reviewed gender policies.

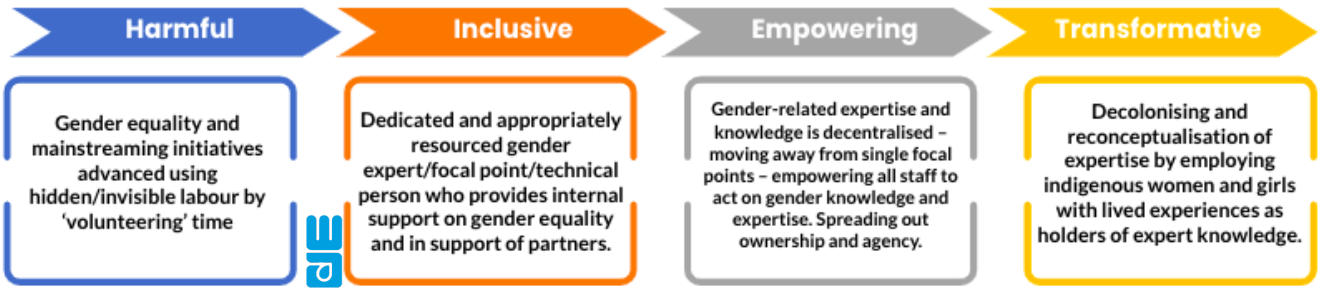
"So really kind of getting that internal, personalised shift around gender norms, understanding what they are and our own biases. And I think that has actually been a real groundswell that has led to us having better programming quality to having these other tools. So, until we've done some of that internal reflective work…we hadn't pushed ourselves as much around gender changes".

One respondent, however, was aware of causing harm by ensuring programmes lead and shape gender equality work rather than white female staff in the 'Global North':

"It's important to work with country programs that prioritise gender and to ensure that we're not only white female voices raising gender".

While the increase in spaces to guide, document or reflect on harmful attitudes and behaviours is increasing, additional steps are required to translate documentation into meaningful proactive solutions or plans to address issues.

Capacity



Rating & Rationale

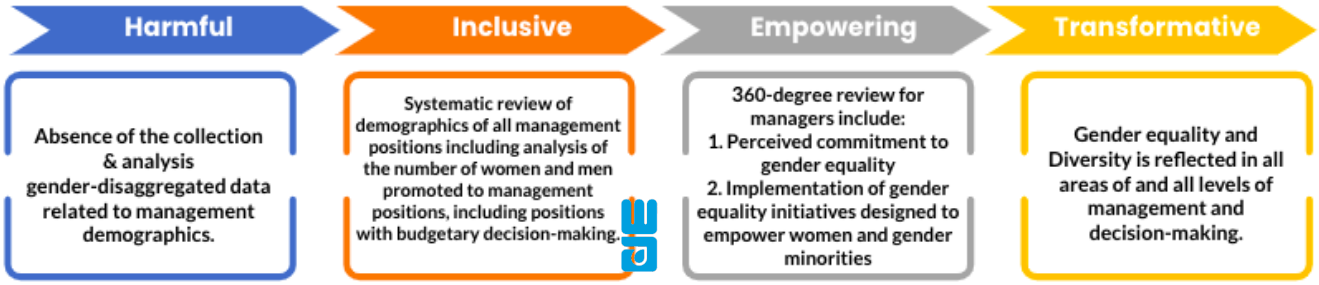
- The availability of dedicated and appropriately resourced gender experts, focal points and technical persons is inconsistent across WaterAid.
- Advancements are primarily made by technical advisors or individual gender champions outside of their primary roles and responsibilities.

Capacity for gender equality is primarily situated with Equality, Inclusion and Rights Advisors. Only a handful of Gender Equality Disability and Social Inclusion Advisors at the Country Programme level exist. Gender equality and mainstreaming initiatives seem to be primarily advanced through the Global Gender Equality Working Group members and individual gender champions outside of their primary roles and responsibilities. Heavy dependence on individuals driving change and working group members may be reinforcing harmful practices of using hidden and invisible labour.

Despite this, there are emerging signs of capacity advancing. For example, the Gender Equality Working Group has started to create a unifying voice around pockets of expertise. The group's diversity means gender equality work is being spread and integrated across the federation. However, WaterAid may need to monitor contributors to the group to ensure women and the same individuals do not always carry the weight of driving gender equality initiatives.

Some respondents reported that while knowledge of gender and its importance has increased, a lack of confidence limits translating knowledge into independent action. One way of overcoming this could be integrating gender into staff growth days. Additionally, WaterAid can leverage its learning hub where staff can participate in e-learning courses on inclusion and unconscious bias. However, according to respondents, internal and external stakeholders can find gender-related language alienating. This may also be reinforcing a lack of confidence in action taking on gender initiatives. WaterAid needs to consider how to advance gender equality but in a way that retains accessibility and a collective understanding.

Management



Rating & Rationale

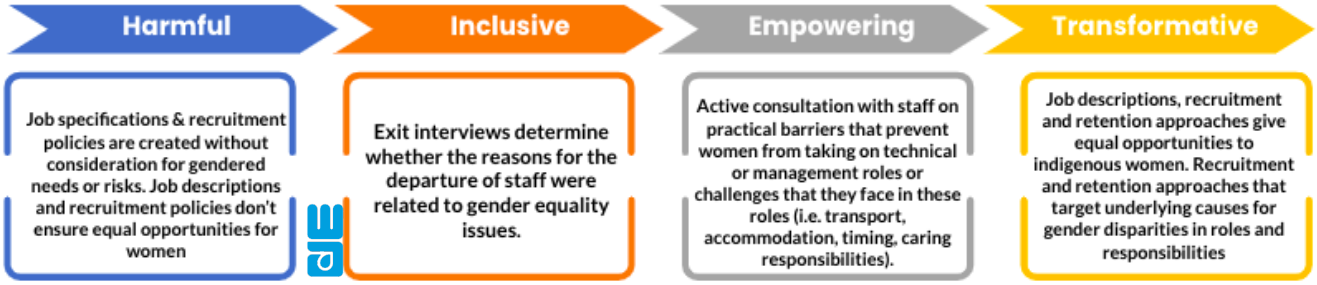
- Gender-disaggregated management demographics are available globally in a management dashboard. This dashboard consistently monitors turnover and gender distribution amongst management and leadership roles.

WaterAid has increased the number of women in leadership and senior positions. The majority of respondents were aware of the gender split and identified this as an achievement. However, there is a harmful assumption that the representation of women in senior leadership roles and on the Board is 'doing a lot of gender equality work'. Frequently, respondents referred to the numbers of women in the organisation and leadership positions instead of biases and barriers to an enabling environment for equality across all positions and levels.

"This isn't simply about the appointment of women – it's about leadership".

East Africa and South-East Asia reported targeted efforts to recruit women into management positions. Efforts included mentoring women and conducting a deeper analysis to understand the gender norms that prevent women from advancing into management positions. Ambitions to develop a women's leadership programme were also reported as positive signs of proactively addressing barriers.

Recruitment



Rating & Rationale

- WaterAid Cambodia and WaterAid Niger consider gender in recruitment. However, consideration for gender within exit interviews and in-depth assessments of the challenges women face in advancing into technical or management roles were not evident in the interviews or documents provided.

The review found considerations for gender in job specifications and recruitment policies. For example, Country Programme staff in Niger and Cambodia discuss with women candidates where field travel may be a barrier. WaterAid Australia also reported good practice where additional gender analysis was done to assess cultural intersections on what days of the year are essential for people of different genders. In addition, WaterAid UK and WaterAid Australia reviewed leave policies, adopting shared parental leave as a fairer approach for working parents of all genders.

WaterAid is reliant on contractors for analyses and baselines, particularly around infrastructure. However, understanding of gender equality by some contractors is limited. For example, one respondent referred to a baseline report conducted in Ethiopia that did not adequately consider gender.

Drivers

Frequency of Do No Harm language across documents and frameworks increased uptake of considerations for risk and backlash in analysis. The increase in spaces to document and discuss harmful practices was also a driver to advancing gender equality.

Gender expertise is limited, but the Global Gender Equality Working Group members and individual gender champions are the driving force for advancing gender equality and tackling areas such as gender norms and the inclusion of gender and sexual minority groups.

Mentoring women and conducting a deeper analysis to understand the gender norms that prevent women from advancing into management positions were also strong drivers.

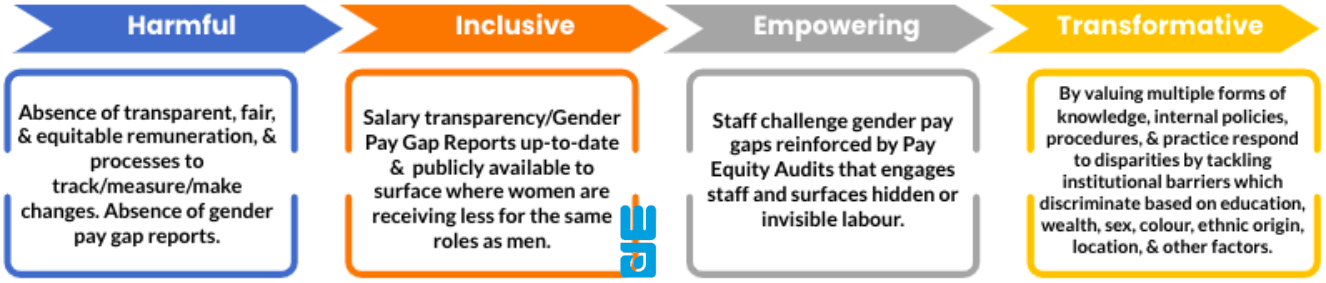
Barriers

- Though there is an optional online learning module on unconscious bias, little documentation of solutions or action plans to pre-emptively tackle bias or sexist attitudes.
- Capacity is heavily dependent on individuals, primarily women, driving change - giving time outside of primary job responsibilities, which may be reinforcing harmful practices of using hidden and invisible labour.
- Lack of confidence in advancing gender initiatives and translating knowledge into action without the support of gender or equality, inclusion and rights advisors. This includes alienating language.
- Dependency on contractors and external consultants does not yet consider their familiarity and understanding of gender equality, especially within engineering or infrastructure expertise.

Advancing the Journey to Gender Transformative WASH

- Increase sensitisation and build context-specific competency around gender.
- Increase resourcing to the Gender Equality Working Group and roles responsible for advancing gender goals.
- Build confidence in staff by standardising the integration of gender into staff growth days or learning.

Equitable Pay



Rating & Rationale

- Gender pay gap reports and an organisational commitment to publicly address these has been evidenced since 2017.
- Gender pay gap reports or salary transparency were not consistent across all Country Programmes and Regional Offices. No evidence of staff challenging gender pay gaps.

WaterAid UK has demonstrated commitments to equitable pay as viewed in "WaterAid's Gender Pay Gap Statement 2020" and previous years up to 2017. The statement commits to creating flexible working opportunities by reviewing recruitment and pay grades. Among Regional Members (WaterAid Australia), salary benchmarking focused on gender dimensions to inform salary equity was also evidenced. Senior leadership was aware of the need to reduce the gender pay gap. However, in some cases, respondents were unaware of the strategy to close this gap, suggesting a need for broader access to the discussion and strategy on closing the gender pay gap.

The review surfaced good examples of Country Programmes considerations for non-discriminatory pay systems, for instance, in Liberia. Frequently in response to questions about equitable pay, respondents referred to pay systems that focused on education and skills only as a means of demonstrating non-discriminatory practice. However, 'merit-based' approaches may inadvertently reinforce structural and institutional inequality faced by women, which impacts their educational attainment and skills development.

Overall, gender pay gap reports or salary transparency were not consistent across all Country Programmes and Regional Offices but primarily evidenced at the global level.

Drivers

An organisational commitment to publicly demonstrate gender pay gaps commenced in 2017 and has remained a priority.

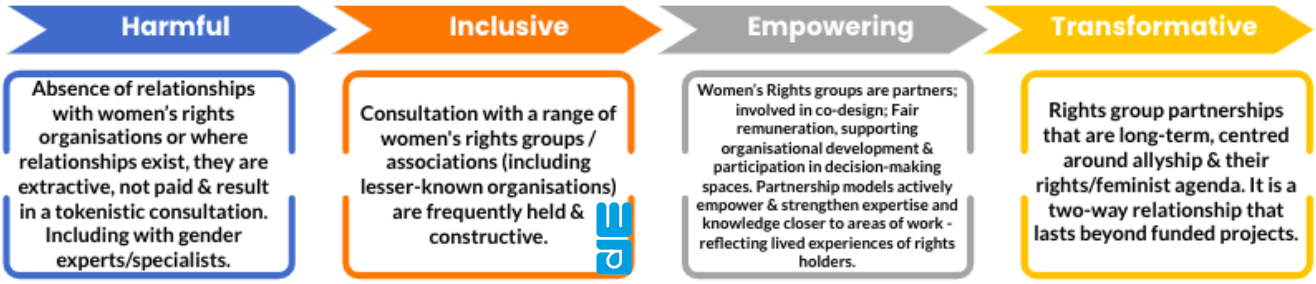
Barriers

A lack of awareness in or transparency of how WaterAid is closing the gender pay gap may limit advancing to where staff feel empowered to challenge the process. Salary transparency and gender pay reports are sporadically prioritised at the Country Programme level. There tend to be assumptions that as long as gender is not considered in salary, it is equitable.

Advancing the Journey to Gender Transformative WASH

- Standardise gender pay gap reporting and deep dive into barriers for Country Programmes and partners.
- Ensure diversity of ownership and transparency in the review of gender pay gaps with accountability mechanisms for actions required after the report is released.

Working in Partnership



Rating & Rationale

- Country Programmes (Cambodia, Ghana, Papua New Guinea) partner with Women's Rights Organisations.
- Fewer examples of partnerships with Women's Rights Organisations were evidenced among Regional Members or Regional Offices.

The review found few examples of formal global or regional partnerships with Women Rights Organisations but rather less formal relationships with associations, movements and networks. For example, partnering with the Pacific women's menstrual health coalitions, African Women's Development and Communications Network (FEMNET), and a civil society network in Europe. WaterAid Australia and WaterAid UK partner with universities to support research on gender equality.

Global and regional partnerships with Women's Rights Organisations were not as well prioritised compared to national partnerships. However, this is likely to change as WaterAid has prioritised partnering with Women's Rights Organisations in the new strategy. The added value of these partnerships was reported by some respondents, however, there was a concern around partner perceptions and expectations to ensure partnerships are mutually beneficial and reinforcing.

Some partnerships with Women's Rights Organisations with Country Programmes were documented within the gender self-assessments. However, the quality of these partnerships was not evidenced, which may signal a risk of tokenistic partnerships and a need to refocus on establishing meaningful, long-term partnerships. The gender self-assessments also revealed some partnerships with LGBTQI+ organisations in some contexts. However, the extent to which WaterAid is prepared to advance to partnerships which include gender and sexual minority groups is unclear - LGBTQI+ organisations were not referenced in the new strategy commitments on gender.

Partners have received inconsistent gender and WASH training which is a barrier to optimising the advantages and added value of partnerships, mainly where capacity strengthening and building local capacities are a path to sustainability. However, in some cases, partners requested more lessons learned on gender and more involvement in contributing to gender in collaborative programmes.

In some regions, a feminist partnership approach was being used. Factors that made these partnerships

feminist include *increased collaboration, support, recognition of local expertise, non-extractive and an approach that unifies two levels of expertise.* Principles of these partnerships may want to be more widely shared to encourage embedding a non-extractive approach.

Drivers

There are clear drivers to creating meaningful partnerships with civil society organisations and networks in some regions. This has included recognising local expertise and taking a non-extractive approach to collaboration and partnership. For example, WaterAid Canada and WaterAid Australia have demonstrated more purposeful action in partnership with Women's Rights Organisations and networks at the regional and global levels. This is likely due to gender-driven national policies.

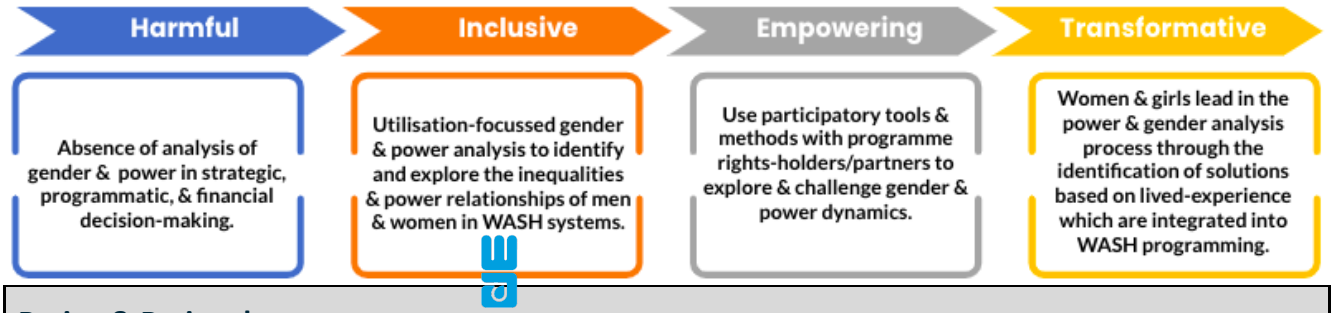
Barriers

A significant barrier has been a lack of Women's Rights Organisations as partners in the past. Country Programmes were either not aware of prioritising such partnerships or had limited capacity beyond traditional WASH partners. This is changing, and the new strategy is an early indication of the organisation's commitment to partner with Women's Rights Organisations though WaterAid must also work to ensure partnerships are meaningful, partners are equally valued, and longevity is considered to avoid future barriers to greater effectiveness and outcomes.

Advancing the Journey to Gender Transformative WASH

- Partner with Women's Rights Organisations, particularly lesser-known groups, and prioritise their knowledge and lived-experience across programming.
- Agree and ethical and mutually beneficial partnership approach, including strategies and positions for working with lesser-known organisations, sexual and gender minority groups, and other rights groups.

Gender and Power Analysis



Rating & Rationale

- Familiarity with gender and power analysis has ensured breadth of awareness, importance and application, for example, in Cambodia and Papua New Guinea. However, this has not yet extended to a participatory tool where partners and rights-holders collectively challenge and

explore gender and social norms in respective contexts.

To avoid harm, WaterAid has committed to analysing and documenting risks related to inequality and power. The most commonly referenced tool for this was a gender and power analysis. Country Programmes applied the analysis to their programmatic work; however, Regional Members reported that gender and power analyses were not used at the strategic level to inform decision making. The most common reason for the lack of analysis is the quality of the available data and the need for data to be roughly generalisable across the global federation. There was also a perceived fear that too much analysis and integration were happening, thus overloading the capacity and information needed for more immediate decision-making.

Analysing gender and power is essential to understanding and addressing the factors contributing to gender inequality, including gender roles and the control of, and access to, WASH services and resources. Women and girls are often excluded from decision-making around WASH due to gender roles and power structures. While there is ample evidence of women and girls consulted in the location and design of WASH infrastructure, a systematic analysis of power and gender would move WaterAid closer to addressing gender norms around WASH. The application of gender and power analyses is a promising contribution to advancing their gender work; however, a utilisation-focussed approach to undertaking gender and power analyses may go some way to improving quality and, therefore, uptake in strategic decision-making spaces.

Overall, while familiarity with gender and power analysis has ensured breadth of awareness and importance, renewed efforts into the quality and utilisation of gender and power analysis is now necessary for WaterAid to advance in this criterion.

Drivers

There is a strong organisational commitment to analysing gender and power. Gender and power analyses were the most referenced tool across the review. Organisational commitment is a primary driver in raising awareness and promoting practice. Conducting gender and power analyses is also a common expectation of donors, for example, a USAID project sought to understand better how gender and power manifest in project spaces. Expanding gender analyses to include a category for 'harmful' was supported by the *Equality, Inclusion and Rights Framework*. Appearance in this widely referenced framework meant that Country Programmes started to consider risks and backlash, helping deepen the analysis.

Barriers

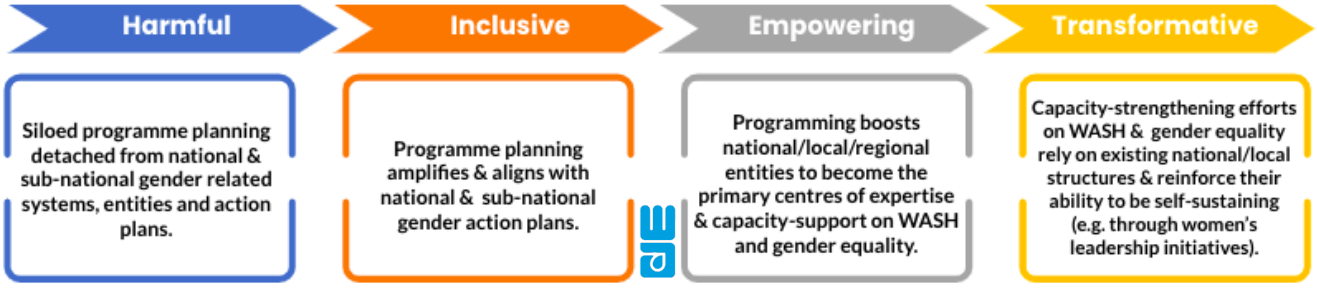
Perceptions that the quality of data available was insufficient limited the use of gender and power analysis. Country Programmes who participated in the gender self-assessments also reinforced this by requesting more skills and knowledge on conducting a gender analysis. The lack of quality assurance mechanisms and minimal global engagement with Country Programme gender and power analysis may be reinforcing this dynamic. A lack of good practice available is likely another barrier. Gender and power

analysis is often viewed as a one-time practice, at times, carried out extensively, for example, producing substantial documentation - constraining utility. Lightweight and iterative analysis that responds to dynamic contexts for women and girls may increase quality and utilisation. Therefore, it may be helpful to re-conceptualise how gender and power analyses are viewed towards a more agile, responsive and easy-to-use tool.

Advancing the Journey to Gender Transformative WASH

- Gender and power analyses must be viewed and practised beyond a checklist exercise to a participatory reflection with partners and other key stakeholders. Participatory methods alongside informative narratives or graphics are likely to improve the utility of a gender and power analysis, not only for WaterAid but for partners.
- Gender and power analysis has a learning component that was often not referenced. Learning about how Country Programmes carry out and use gender and power analysis data can be shared widely to advance learning.
- Gender and power analysis should be viewed as a tool to challenge assumptions and stereotypes.

Systems Approach



Rating & Rationale

- Country programmes such as Cambodia, Ethiopia, Ghana, Tanzania, and Uganda are aligned with national action plans.
- Government partners expressed inconsistent capacity support from WaterAid on gender and WASH.

A systems approach to gender equality looks at how collaborative and integrated approaches lead to more sustainable and long-term outcomes around gender. This includes how WaterAid's programmes strengthen WASH systems through a gender lens and intersect with and bolsters national and sub-national strategies and plans. This review surfaced evidence of systems thinking and working with governments in Cambodia, Ethiopia, Tanzania and Uganda. For example, lobbying the government of Tanzania to make sanitary towels cheaper demonstrates the strengthened organisational capacity to move into transformative ways of thinking. In addition, as part of the SusWASH programme, WaterAid

collaborated with a local organisation, the Centre for Sustainable Water, to design a leadership training curriculum for female government staff from districts and provincial departments.

Adopting a systems approach requires WaterAid and government partners to prioritise gender in consistent and complementary ways. However, the absence of targeted and contextualised gender training and additional long-term support in the form of resources to governments creates a barrier for some Country Programmes to advance their work in aligning sub-national systems strengthening with gender.

Some respondents expressed hesitancy around WaterAid's role in challenging gender norms among government partners. In contrast, others work in active partnership with government partners to address gender norms, for example, by promoting women's political participation and leadership. Furthermore, there is inconsistency among Regional Members on WaterAid's role in challenging gender norms. However, this seems less apparent within many Country Programmes that actively target gender norms as an inherent part of advancing their WASH programming.

Drivers

Country Programmes in Cambodia, Ethiopia and Tanzania demonstrate systems approaches through alignment with government partners. Well-established relationships with WASH-related ministries, e.g., the Ministry of Hydraulics in Niger, has helped escalate gender considerations. This is especially apparent in the East Africa region, where women in ministerial leadership positions are aligned with WASH and gender ambitions. Collective learning with government and partners is a common feature; for example, as part of systems strengthening supported through the SusWASH programme in Cambodia and Uganda, Country Programmes, government and partners are advancing learning around adaptive programming.

Barriers

However, there is still a hesitancy reflected by some staff about WaterAid's role in challenging gender norms with government partners, especially where there is a perception that this is beyond the scope of WaterAid's activities.

Advancing the Journey to Gender Transformative WASH

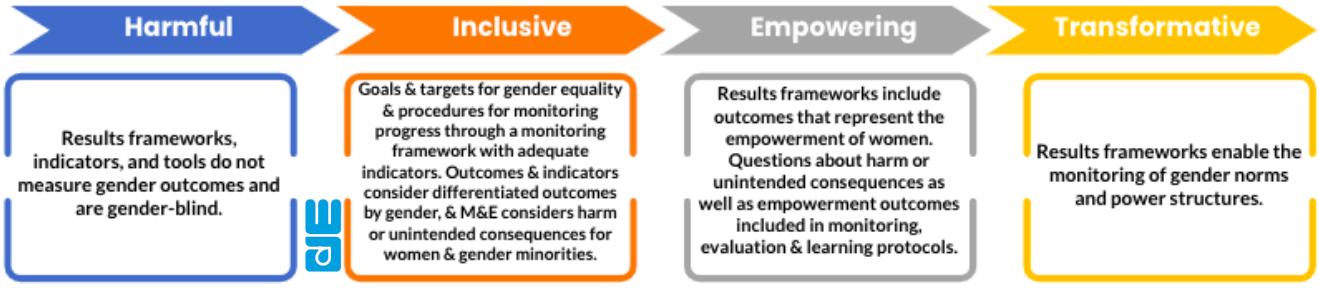
- Prioritise consistent capacity development on gender and WASH for national and sub-national governments.
- Globally monitor Country Programmes' alignment with national and sub-national gender action plans for a broader assessment of gaps.

Planning, Monitoring and Evaluation

To advance gender equality at WaterAid, projects and programmes must be appropriately designed, monitored and evaluated. This includes monitoring frameworks with gender-sensitive indicators and

targets, gender-differentiated outcomes, consideration for unintended consequences and the inclusion of women and girls in data collection processes. Gender-disaggregated data and data from gender equality outcomes must be adaptive and reflected upon to advance towards a deeper understanding of how WASH contributes to gender equality outcomes.

Monitoring & Results



Rating & Rationale

- Results frameworks and indicators did not systematically integrate gender.
- Gender-related indicators were not obligatory at proposal development stages except in cases where it was a donor requirement.
- A global thematic results framework on equality, rights, and inclusion that contains gender-related indicators has now been established.

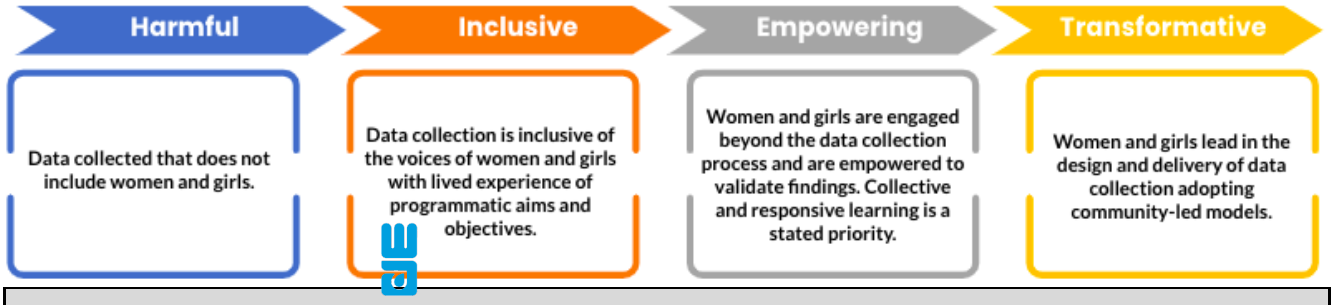
The Global Desk Review identified examples of gender-related indicators, for example, "percentage of women and girls recognising improvement in the level of WASH services / Gradual improvement of inequality in access between regions and provinces". WaterAid also has a set of corporate indicators; however, a gender-specific indicator does not exist. The only mandated indicators include “number of people reached with WASH (disaggregated by gender at Household level)”. Country Programmes decide how to disaggregate this data by gender. Respondents suggested that gender and social norms were not monitored or measured but mostly infrastructure access and use with some gender-blind assumptions around equity of access.

Overall, results frameworks and the development of indicators did not systematically integrate gender. Respondents reported that gender-related indicators were not obligatory at proposal development stages and depended on the donor or project. Guidance is available in the Planning, Monitoring and Evaluation 'How to Guides'; however, the extent to which application and quality are assured was not apparent.

WaterAid is beginning to advance its *Journey to Gender Transformative WASH* in Planning, Monitoring and Evaluation and has established a thematic results framework on equality, rights, and inclusion that contains gender-related indicators to be measured and monitored at activity and outcome levels. Country Programmes will use this framework to measure and monitor equality, rights, inclusion, and gender-related work.

External organisations view WaterAid as a good collaborator in gender issues and WASH. For example, Emory University and WHO/UNICEF are using WaterAid's expertise when developing a conceptual framework that identifies critical domains of gender equity for monitoring efforts for national/global monitoring.

Data Collection



Rating & Rationale

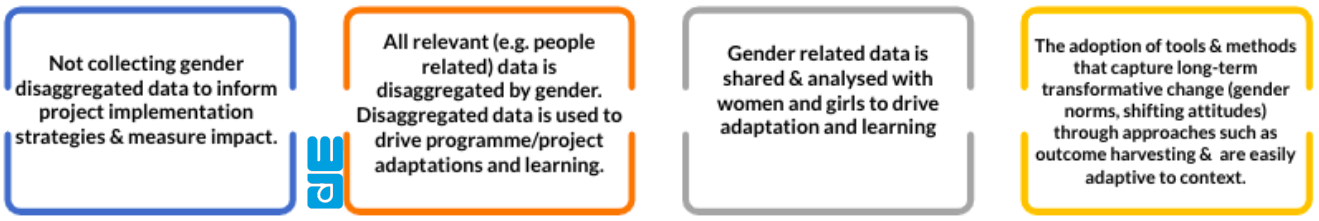
- WaterAid staff and Country Programmes include the voices of women and girls within data collection wherever possible, i.e., within the parameters of what COVID-19 allowed. However, including women and girls beyond data collection processes was not evidenced.

The review surfaced some challenges to systematically including women and girls in data collection. An awareness of its importance exists, but COVID-19, time-limited proposal development, raising rights-holder expectations, internal capacity and cost of data collection were all reported as challenges to advancing to a process where women and girls are engaged beyond data collection.

One notable example that reinforced the importance of contextual analysis and inclusive data collection surfaced: a communications campaign focused on a lead village elder matriarch who became the central figure in the campaign. However, it was later realised that this village elder was also performing female genital mutilation on all the girls in the village.

WaterAid recognises some of these challenges around the inclusion of women and girls. For example, one respondent reported that WaterAid is creating guidance and a framework to strengthen stakeholder engagement and participation. Further, data collection processes to increase engagement with women and girls are referenced as a focus in the new strategy.

Disaggregated Data



Rating & Rationale

- Disaggregation by gender is inconsistent; using this data to drive programme or project adaptations and learning was less evident.
- Few global staff also report using gender-disaggregated data within their roles and responsibilities.

Disaggregation of data by gender at WaterAid is inconsistent and donor-driven. Planning, Monitoring and Evaluation guidance is available to support Country Programmes in counting and disaggregating data by gender, in addition to advice on how to use this data to understand gender dynamics. However, no guidance is available on how to use the data to improve performance and results and no quality assurance mechanisms to support the quality of the disaggregation. The flexibility afforded to Country Programmes on disaggregating data may lead to inconsistencies and a lack of quality. Further, the absence of cases to demonstrate success or best practice may be limiting the uptake of gender-disaggregated data.

"It's definitely been a conversation and quite a lot of debate in terms of the capacities and resources that are needed to support the disaggregation and whether it's needed in terms of the sort of management and tracking of the project".

Few global staff report using gender-disaggregated data within their roles and responsibilities. A lack of demand for disaggregated data from across the federation may also be limiting motivations to collect and use. Leadership and Global Advisors can play a role in using gender-disaggregated data and reinforcing its need and value. Additionally, mechanisms to improve the quality of data and analysis may improve utilisation and uptake in global decision-making spaces.

Some respondents referenced the availability of gender-disaggregated data in national and sub-national governments as a limitation:

"We are weak, frankly, in data on this, and that's partly because a large part of the system is that we are doing third party stuff that we are drawing on".

Overall, Planning, Monitoring, Evaluation and Reporting needs to advance the integration of gender equality through participatory methodologies, promoting reflection sessions, increasing stakeholder engagement and monitoring gender and cultural norms.

Drivers

Awareness of the importance of gender-disaggregated data is strong amongst staff and Country Programme teams. The latter is undoubtedly driving the process of ensuring data is collected in this manner. As a result, Country Programmes have greater flexibility to integrate gender into monitoring and evaluation processes, allowing for contextual variation and Country Programmes to advance at a pace relative to available resources and capacity.

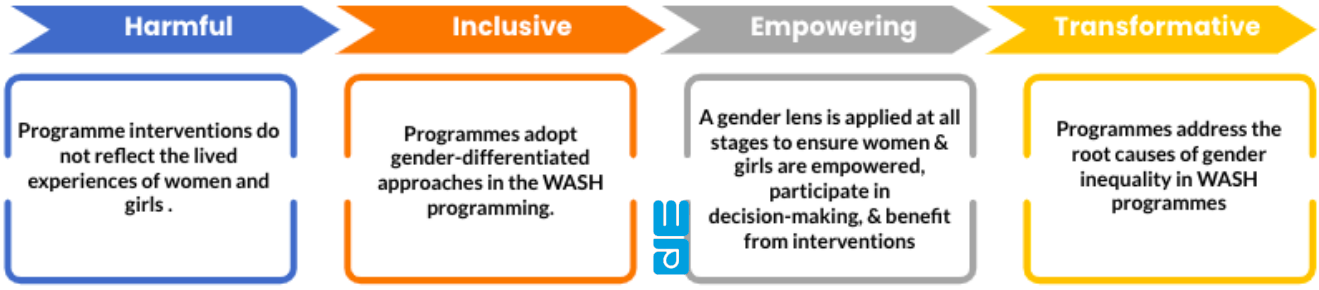
Barriers

Misconceptions that quantitative data is sufficient or that the quality of data available is insufficient may limit utility. The absence of quality assurance processes that articulate measures of success restricts the overall understanding of what is and is not working. Donor-driven requirements are prioritised at the proposal development stage and are determined by the capacity or availability of gender-related expertise.

Advancing the Journey to Gender Transformative WASH

- Planning, Monitoring, & Evaluation and Reporting needs to purposefully draw on gender self-assessments and other available gender-disaggregated data to assess the quality of data collected.
- Prioritising the utilisation of gender-disaggregated data and demonstrating ways it can be used to improve programming.
- Results frameworks need to be inclusive and capture women's empowerment and ensure mechanisms are available to close the feedback loop.
- Data collection needs to ensure validation from rights holders, and therefore, a more concerted effort on capacity and resources to advance their inclusion is required.

Gender Lens



Rating & Rationale

- Research on the impact of COVID-19 for women at the border in Uganda. Data was used to improve the design of bathrooms for people with disabilities and add changing rooms for women and babies.
- Case studies from campaign teams on health facilities that didn't meet the needs of women - highlighting to governments how women are subsidising WASH system.

Applying a gender lens refers to the careful and deliberate consideration of the differing impact on all genders when analysing, planning, and making decisions. A gender-differentiated approach acknowledges that decisions may impact individuals differently due to inequitable gender norms and power dynamics.

The review found several COVID-19 studies that applied a gender lens. For example, West Africa conducted a study that looked at the impact on women. A study in East Africa with African Women's Development and Communications Network (FEMNET) focused on the effects of COVID-19 for women from urban areas to be launched in 2022 and thirdly, further research on the impact of COVID-19 for women at the border in Uganda. For the latter, the programme also used this data to improve the design of bathrooms for people with disabilities and add changing rooms for women and babies.

A gender lens was applied across some campaign work, including case studies on health facilities that didn't meet the needs of women - highlighting to governments how women are subsidising the system. In addition, a climate campaign where data on the barriers to women's participation were used to reinforce the message:

"How much women are losing daily in terms of the number of days that women spend because there isn't any water and then trying to show the economic benefits of investing in water towards women".

One respondent mentioned that work is ongoing to get more data to help strengthen gender narratives in campaigns. However, other respondents drew attention to the fact that fundraising advertisements were not always perceived to be gender inclusive and may be reinforcing gender stereotypes by reaffirming women's relationship with water rather than presenting women as change agents in their lives.

Planning, Monitoring, Evaluation and Reporting does not systematically apply a gender lens though it is a consistent feature across all projects and programmes; therefore, applying a gender lens at every part of a project cycle would achieve substantive gains. Planning, Monitoring, Evaluation and Reporting's guidance should consider including other formats or case studies on gender integration that showcases good practice.

Overall, the review surfaced many examples of how gender lens is applied through the Country Programme summaries, interviews, and desk review. However, as evidenced here, examples were somewhat extractive and to advance, space needs to be created for women to become active participants in decision-making.

Drivers

There is a general awareness that adopting gender-differentiated approaches is necessary for WaterAid's work. However, it is most often elevated when gender champions take a robust and purposeful approach. COVID-19 also advanced the application of a gender lens in many regions and

Country Programmes. Applying a gender lens was driven by a more urgent need to understand how COVID-19 impacted WASH access and use for men and women. Demand-driven application of a gender lens appears to be a significant driver.

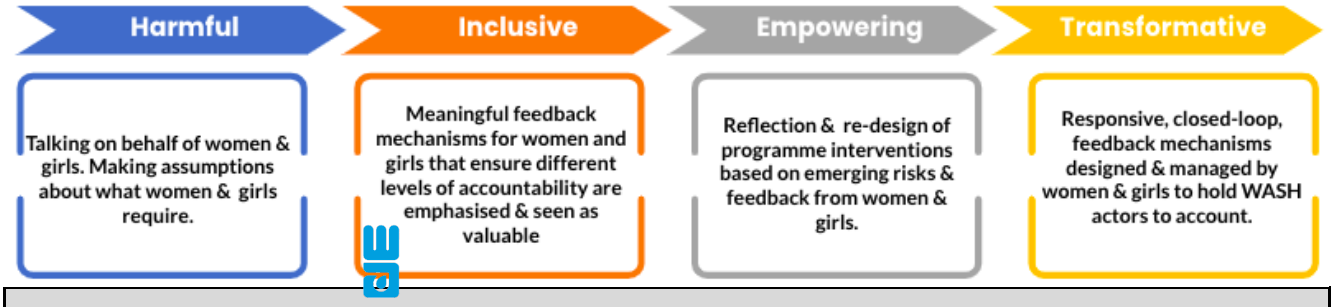
Barriers

Capacity and limited resources are barriers to advancing the application of a gender lens. This includes not only in programming but in other teams, for example, human resources and campaigns.

Advancing the Journey to Gender Transformative WASH

- Create opportunities in reviews, evaluations and research to reflect on gender as a precursor to applying a gender lens more systematically.
- Women rights-holders and Women's Rights Organisations must be empowered to participate in decision-making and benefit from interventions.

Feedback Mechanisms



Rating & Rationale

- Feedback mechanisms are intermittently applied across WaterAid programming with little documented evidence on proactively seeking feedback from women or marginalised groups.

Within the Equality, Inclusion and Rights Framework WaterAid has committed to avoid talking on behalf of others or making assumptions about what groups require. In addition, to avoid doing harm, WaterAid has also committed to involving and consulting user groups before the construction or planning of activities or facilities. Essential to realising these commitments is the establishment of consistent feedback mechanisms. The development and strengthening of feedback mechanisms ensure that women and girls can meaningfully engage with WaterAid and hold them accountable for the activities they implement with partners.

Robust feedback mechanisms enable programme participants to contribute to the planning and implementation of interventions. Feedback mechanisms are mainly referred to in proposal design and planning at the global level. Respondents reported this as an area for improvement where the time it takes to create proposals limits capacities to engage women and girls at the design stages. It was often

assumed that the inception phase established space for feedback mechanisms and consultation with communities at the Country Programme level. The extent to which design and inception coordinated on expectations for feedback from women and girls was not evidenced in interviews or documents made available.

Planning, Monitoring and Evaluation guidance on feedback mechanisms is available and advises gathering feedback and ensuring that stakeholders are aware of these processes. However, considerations for how women and girls may access feedback mechanisms differently was not apparent in the guidance presented.

Country Programmes hold regular meetings with partners to review processes and partnership agreements. This is often an assumed space for feedback, but considerations for how, when, and where feedback is sought from women and girls, or other marginalised groups did not appear. Further, the review found no evidence of adaptations made in response to changing risk profiles for women and girls.

Overall, feedback mechanisms are intermittently applied across WaterAid programming with little documented evidence on proactively seeking feedback from women or girls. WaterAid will need to systematise the consistent application of feedback mechanisms and consider how to close the feedback loop to ensure the voices of women and girls are incorporated into programmes, especially in contexts with fluctuating risks.

Drivers

WaterAid staff have a collective awareness of the importance of consulting women and girls. This is especially apparent through partner feedback mechanisms, in which well-established partner relationships are driving the feedback process. For example, in Niger, partners are establishing community committees and learning is shared with WaterAid Niger.

Barriers

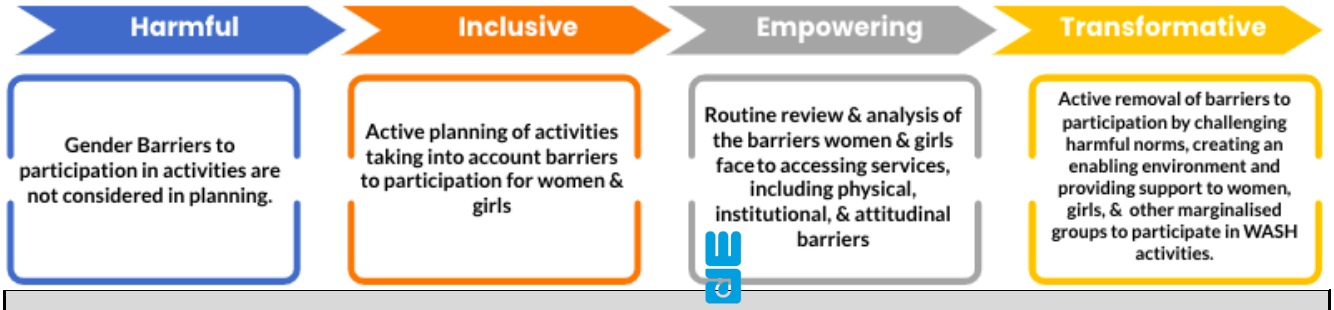
Assumptions that reporting mechanisms are synonymous with feedback mechanisms are barriers to advancing this area. While a means to document feedback, reporting does not necessarily represent a systematic, safe space for women and girls to share their experiences on WaterAid's work. A collective determiner of a 'meaningful' feedback mechanism is a worthwhile exploration and could be informed by a gender baseline assessment.

Advancing the Journey to Gender Transformative WASH

- Feedback mechanisms for women and girls need to systematically inform project and programme adaptations. This will support decentralising WaterAid's voice and prioritising the inputs of those closest to gender inequalities, including Women's Rights Organisations.

- Guidance on developing and implementing context-appropriate feedback mechanisms accessible to women and girls can support Country Programmes beginning to establish a system.
- Feedback and community consultations gathered in past endline evaluations are also data sources to inform upcoming bids on gender-differentiated interventions and should be made widely available for this purpose.

Barriers to Participation



Rating & Rationale

- Analysis of barriers to accessing services for women and girls was evident in gender self-assessments, gender and power analysis and baseline assessments.
- Lack of capacity and time beyond the proposal design phase appears to be the most significant barrier to more systematic analysis.

Participation is key to claiming rights. A lack of informed participation by women and girls often results in WASH services that are inappropriate and inaccessible. Programmes that include women at all stages of planning, implementing and monitoring are more efficient, effective and sustainable than those that do not prioritise equitable participation and decision-making.

Positive examples of how programming considered barriers to participation include:

- Consultations with transgender individuals on their experiences with public toilets in India.
- Overcoming barriers to women's participation in research and data collection by working with partners in the community that women involved in the research trust.
- Assessing barriers for women's participation in projects and programming systematically in East Africa.

Consideration for barriers to participation for gender and sexual minority groups is seen in some programming and driven by contextual needs or individual motivations rather than a systematic consideration.

Countries that participated in gender self-assessments conducted a barrier analysis for women and

girls' participation in WASH activities. However, this was a one-time assessment, and it is not clear to what extent barriers are considered more frequently at planning stages. In addition, the review found examples of women and girls being excluded from consultations on WASH infrastructure therefore a more systematic barrier analysis, integrated within other planning or design processes is required.

Drivers

Documented considerations for barriers to participation tend to be driven by gender self-assessments or baseline assessments. Assessments are either obligatory from a donor perspective (i.e., the need to set a baseline for a project cycle) or voluntarily led by Country Programmes motivated to perform a self-assessment.

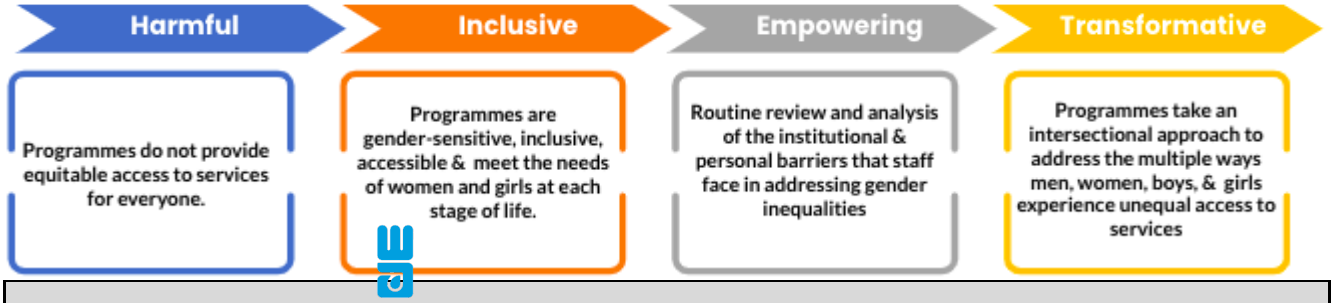
Barriers

Lack of capacity and time beyond the proposal design phase appears to be the most significant barrier to a more systematic analysis of the barriers to participation for women and girls. This analysis, is for some, perceived as a checklist or one-time exercise rather than an evolving or iterative assessment.

Advancing the Journey to Gender Transformative WASH

- Country Programmes need to regularly review and make accommodations for burdens unique to women, men, boys and girls when planning consultations, meetings and interviews.
- Regular and systematic review of barriers to participation for women and girls as an iterative process of analysis.
- Regional Members and Regional Offices should regularly review contextual changes which may require strategic adaptations.

Access to Services



Rating & Rationale

- Consideration for access to services for people with disabilities is strong.
- Some conflation of *access to services* with *use.*

Providing equitable access to WASH services and meeting the needs of women and girls at all stages of life is a commitment articulated in the *Equality, Inclusion, and Rights Framework*. Respondents

reported a near-universal perception that to improve access to WASH services, gender norms need to be addressed. This reinforced the general sentiment that WaterAid needs to monitor how it interacts and influences gender norms to inform access to services better.

Drivers

Consideration for access to services for people with disabilities is strong across the organisation. This foundation catalyses thinking more deeply about access to services for men, women, boys, and girls.

Government actors motivated to resolve issues around access to services are key drivers; for example, in Niger, the Ministry of Hydraulics coordinates a state/non-governmental organisation consultation process that includes sharing and exchanging in workshops on access to WASH. This translates to motivations in the Country Programme to then consider women and girls alongside other organisations in a consultative process.

Barriers

Assumptions that gender is considered within access to services appears to be a common misconception. In reality, gender is often an afterthought to framing access to services.

Advancing the Journey to Gender Transformative WASH

- Broaden considerations for access to services for women and girls at every stage of life, including using research and evaluations to challenge assumptions.
- Access to services must extend to use, advancing thinking beyond a static one-time consideration for access.
- Learn from and build on ways in which WaterAid facilitates engagement between Women's Rights Organisations and government partners to improve access.

Country Programmes

WaterAid Ghana

Introduction

This summary sets a baseline for understanding the Ghana Country Programme on the *Journey to Gender Transformative WASH*. The Country Programme can use this evidence to target areas for improvement on the journey and determine how to build more meaningful WASH and gender-driven partnerships.

Ghana, classified as a middle-income country since 2011, brings stability to the West African region. It is perceived to be at the forefront of poverty reduction and, according to the World Bank, more than halved the national poverty rate from 1991 to 2012. National Action Plans outline ambitions to make Ghana a developed country by 2029. However, challenges remain, including increasing urbanisation, a growing population, agricultural dependency and climate change concerns. Challenges with WASH are also evident, with 82% of the population lacking access to clean toilets and sanitation[6].

Gender equality also tells a similar story. According to the Global Gender Gap Report 2021, Ghana ranks in the lower quartile at 117, with a score of 0.66. Since 2006, Ghana has seen a slow but downward trend and is reported as only one of two countries to see *"women's income less than 30% of that of men".* The Government of Ghana is attempting to address this and has demonstrated commitments to gender through gender-specific ministries and a 2015 National Gender Policy[7]: *"Mainstreaming Gender Equality and Women's Empowerment into Ghana's Development Efforts".* In this policy, the Government of Ghana acknowledges that inadequate essential social services such as water and hygiene limit citizens to have decent livelihoods and has committed to:

> *Regularly review programmes targeted at women and girls (e.g., Water, Sanitation and Hygiene [WASH] issues for women and girls) and recommend improvements during annual reviews.*

The Sustainable Development Goals, the Universal Declaration of Human Rights, Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), UNSCR 1325 Women's Peace and Security National Action Plan are also examples of other frameworks committed to by the Government of Ghana. However, both the government and international non-governmental organisations acknowledge that unequal representation in political arenas, persistent patriarchal gender norms, lack of women in decision-making spaces and lack of quality assurance have all stalled the advancement of gender-related frameworks and policies[8].

At the community level, restrictive gender and social norms persist through reinforced gender roles and responsibilities, the double burden of work on women, gender-based violence, limited participation of women in professional roles and lack of access and control over assets and resources for women.[9]

In combination, challenges to accessing clean water and sanitation with persistent gender inequalities, place a considerable burden on women and girls in Ghana. WaterAid Ghana is leading the WASH sector in service delivery, influencing and strengthening local and national sectors with consideration for

[6] According to WaterAid UK.

[7] National Gender Policy 2015

[8] Ghana Gender Analysis report, USAID -April 2020.

[9] Ibid.

women as a vulnerable group. According to the 2016-2021 strategy, WaterAid Ghana focused on the following approaches:

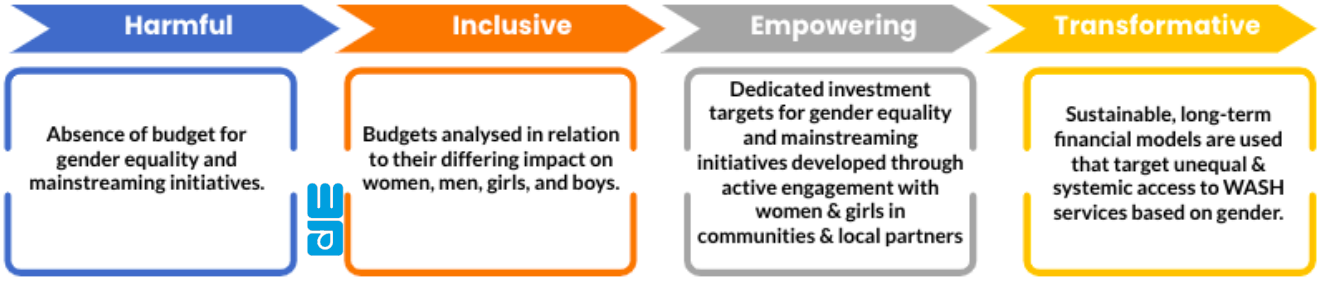
- Modelling a district-wide approach by supporting the development and delivery of district-wide development plans that include WASH.
- An endogenous development approach to promote community-led hygiene behaviour change.
- A human rights-based approach for people-centred development.
- Advocacy for policy change.
- Strengthening learning, knowledge management and monitoring and evaluation
- Partnerships for change, influencing and sustainability of services.

WaterAid Ghana prioritises gender equality by strengthening engagement for equity and inclusion in health, including gender dimensions of WASH (Annual report 2020-21) and using metrics such as *"Improved water supply and gender-specific sanitation facilities built-in targeted Healthcare Facilities"* to monitor success towards advancing gender equality.

From these strategic foundations, this summary looks in more detail at the strengths and areas for growth in WaterAid Ghana's *Journey to Gender Transformative WASH*. Data has been drawn from a review of Country Programme documents, in-country consultant data collection and interactions with Country Programme staff.

Areas for Growth in WaterAid Ghana's Journey to Gender Transformative WASH

Gender-Responsive Budgeting

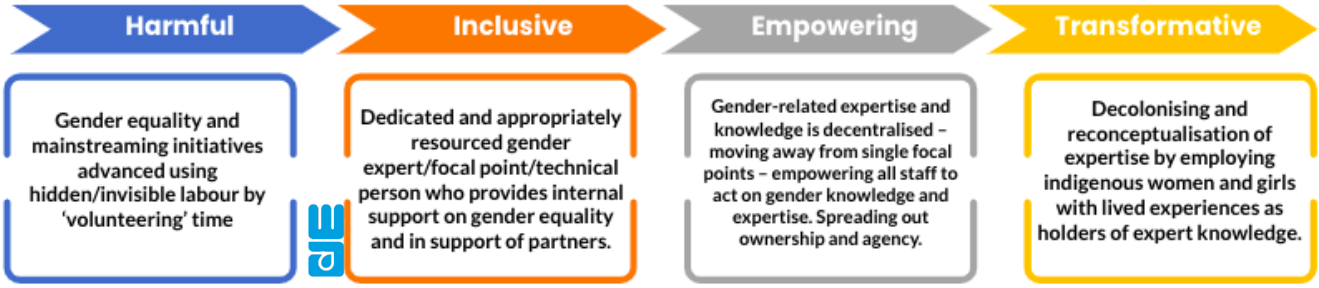


The criterion in the analytical framework describes inclusive Gender-Responsive Budgeting as budgets analysed concerning their differing impact on women, men, boys and girls. WaterAid Ghana does not currently carry out formal Gender-Responsive Budgeting practises. However, more recently, budgets have become increasingly responsive to different categories of people, including the construction of gender-sensitive WASH facilities and women's divergent needs. Nevertheless, under this criterion, budgets are currently not analysed in relation to their differing impacts on men and women remaining within the parameters of donor and project needs.

Gender & Power Analysis

Some references to gender and power analysis surfaced through the Global Desk Review, with gender references most frequently featuring in situation analyses. For example, WaterAid Ghana's WASH in Education programme plan commissioned a situational analysis for the Menstrual Hygiene Management project, including identifying socio-cultural beliefs, behaviours and practises related to WASH that may impact implementation positively or negatively. It is assumed that this includes gender. A recent gender and WASH report conducted by an external consultant also evidenced power analysis from the Widows and Orphans Movement (WOM), a partner of WaterAid Ghana, who facilitated training and debates on topics such as *"Should women participate in decision making?"* and shared kills in power analysis. However, gender and power analysis appeared as one-time examples in the evidence provided. They do not appear to be carried out systematically nor in sufficient depth to expand on power differentials across stakeholders.

People: Skills, Diversity, & Attitudes (Capacity)

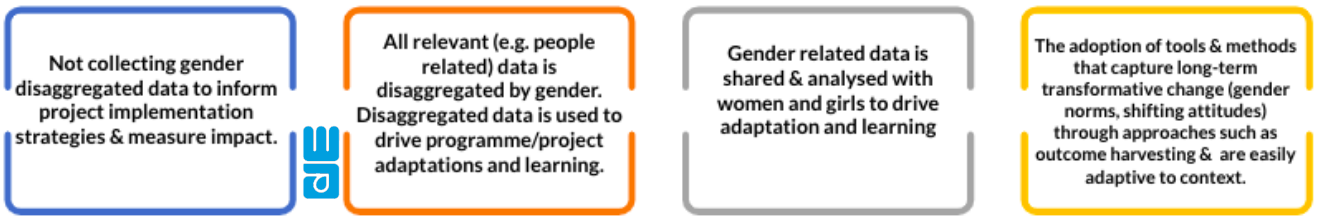


Staff are now more acutely aware of gender-related practises and are supported by Global advisors and the *Equality, Inclusion and Rights Framework* to advance gender equality. However, only recently did Ghana appoint a gender focal point. While they provide internal support, gender is not their primary role or responsibility.

The review surfaced some examples of gender training for country programme staff. For example, a specific targeted gender equality training in 2020[10] and equality, rights and inclusion training was provided to all staff to ensure an in-depth understanding of the new framework. However, beyond these examples, there does not seem to be consistent or advanced training to help staff understand nuanced areas of gender work e.g., bias or gender-based violence.

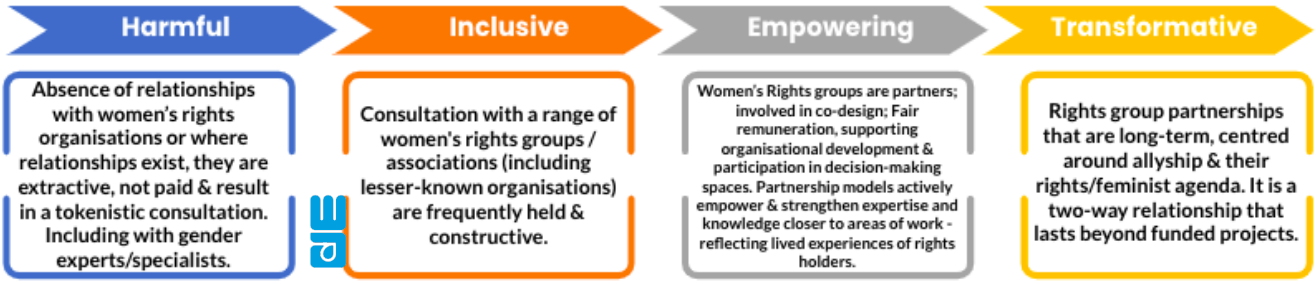
Planning, Monitoring, & Evaluation (Disaggregated Data)

[10] As reported in the annual report 2019/2020



In validation workshops conducted with staff from WaterAid Ghana, gender was reported to be considered the most at planning stages, including the development of gender-related indicators, which are evident in results frameworks. This is important to capture the needs of women and girls in the design stages; however, using the monitoring data and adapting to how WASH programming interacts with gender norms across the project's life was less developed. The WaterAid Ghana team reported that gathering and using gender-disaggregated data is an area for improvement. While it is collected in some cases, there are no mechanisms to ensure all data is disaggregated, nor does it yet drive project programming, adaptations, and learning.

Working in Partnership



Partners report positively about working with WaterAid Ghana and the consistent focus on women and marginalised groups. WaterAid Ghana does not have an extensive history of working with Women's Rights Organisations; however, this is starting to change. WaterAid Ghana now consults with one Women's Rights Organisation - Widows and Orphans Movement (WOM). This does not yet meet the minimum standard of consulting with a range of Women's Rights groups and associations. However, WaterAid Ghana is very aware of its need to advance partnership through more meaningful collaboration in this area and is promoting advancements by defining inclusive and empowering partnerships with lesser-known Women's Rights Organisation.

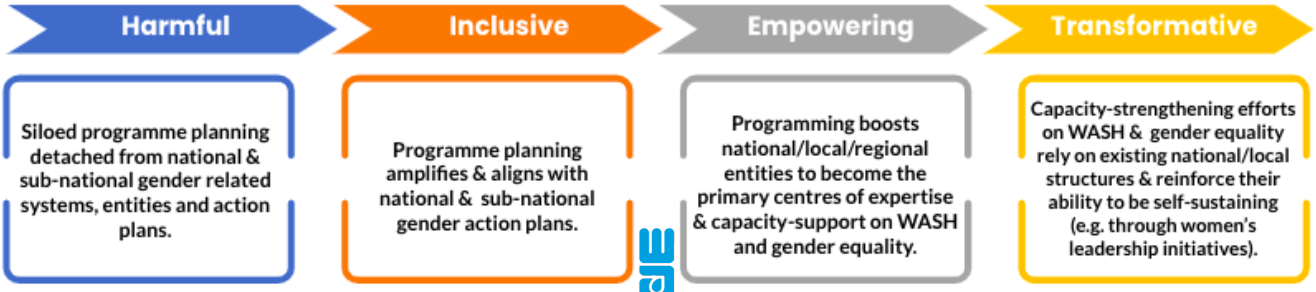
Strengths to leverage in WaterAid Ghana's Journey to Gender Transformative WASH

Communicating Commitments

Commitments expressed through emails or statements from WaterAid Ghana leadership sets the overall tone for the prioritisation of gender equality in WASH. Evidence of the programme's commitment to gender equality is articulated in annual reports through objectives and gender-related metrics. According to one partner, WaterAid Ghana is also perceived to have leadership teams concerned with reaching the most marginalised. In validation workshops, WaterAid Ghana leadership did express how vital gender equality is to achieving WASH outcomes; however, this was not validated by further written evidence.

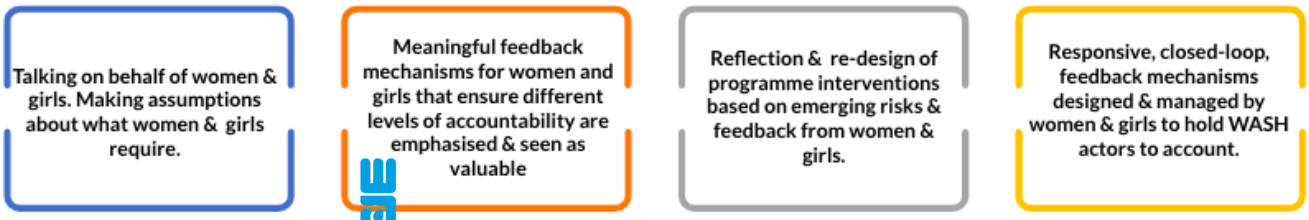
WaterAid Ghana leadership may want to demonstrate commitments more explicitly or take ownership to deliver specific gender-related initiatives (for example, ensuring feedback is accessible to women) to advance on this journey. Creating the next Country Programme strategy is also an opportunity to demonstrate commitments to gender.

Systems Approach



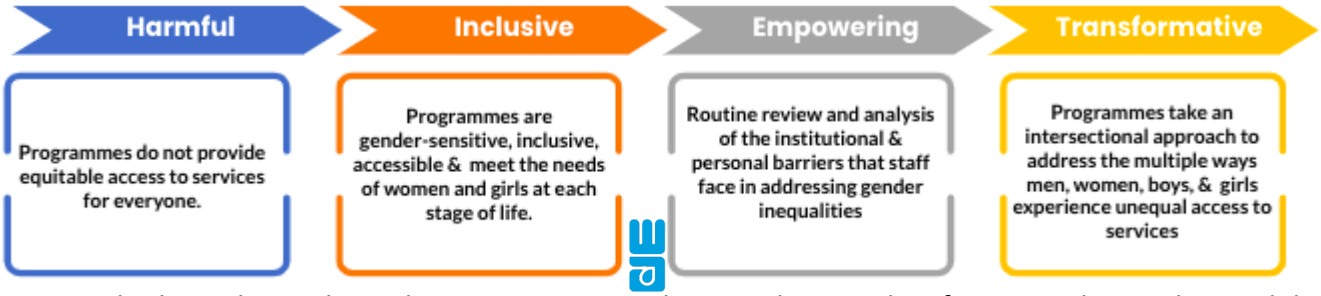
WaterAid Ghana has historically worked with sub-national structures. This work, however, did not previously have a specific focus on gender equality. The programme now analyses and engages with the 2015 National Gender Policy and the "Livelihood Empowerment Against Poverty (LEAP) social cash transfer programme under the Ministry of Gender. At the local level, the programme also promotes good relationships with District Assemblies and visit reports show that local authorities well respect WaterAid. Further, local authorities are reminded of the importance of their role and responsibility through the relationship with WaterAid.

Feedback Mechanisms



In the past, feedback mechanisms were not explicitly designed to get feedback from women and girls. Often assumptions were made about what women needed and insufficient engagement with the women themselves to determine what they needed. However, now, the Ghana Country Programme conducts reflection sessions with partners to gather feedback, especially targeting women's groups in communities. One strong example that surfaced was the WASH4PH project which aims to champion gender equality through women's leadership training. Feedback was sought from women involved in this project, where they recommended using community sensitisation sessions to help trigger discussions on unpaid care work. As a result, the project carried out a further 18 sensitisation sessions in other districts.

Access to Services



WaterAid Ghana has achieved empowering gender equality results; for example, in the Asaloko community, WaterAid built a water facility. As a result, women and school pupils at the local primary schools reported improved access to safe water, lessening time taken to 2 - 10 minutes from anywhere within the community to collect water; thus, ensuring girls do not have to leave lessons and that all women and girls can collect water safely within the parameters of the community. Furthermore, in the programme's model for WASH services in healthcare facilities, considerations for gender sensitivity are well-evidenced in the documentation. "*Our facilities are gender-sensitive and disability-inclusive with running water, and delivery rooms, separate toilets for staff and clients, separate toilets for male and female patients".*

Partners

As part of this review, eight partner organisations and one In-Country Consultant were interviewed, including three civil society organisations or networks, two international organisations, one Women's Rights Organisation and two government partners.

The Women's Rights Organisation and international partners were the most intentional and deliberate in implementing gender initiatives and allocating resources to gender. Respondents said that was informed by an overall organisational commitment to gender equality. Good practice examples include:

- Gender data is systematically gathered, analysed and informs policy and practice.
- Creating space for female leadership
- Solution-oriented reflections towards removing barriers to women and girls' participation.

While increasingly understanding the importance of gender, government partners do not prioritise gender equality in their allocation of resources. National budget tracking is not currently gender-responsive. Despite this, government partners did report positive outcomes for women and girls. For example, the increase in girls in schools. However, an understanding of gender as 'women and girls' has reportedly led to a focus on girls to the detriment of boys, according to government respondents. The number of boys in schools is now dwindling.

The majority of WaterAid Ghana's civil society partners seem to bring strengths to the partnership in gender equality work. However, only one civil society organisation – WaterAid Ghana's newest partner – clearly needs capacity strengthening to promote gender equality and is limited by short-term funding.

All partners reported viewing WaterAid Ghana's commitments to gender equality in review meetings and in direct engagement where a commitment to gender equality seemed to be communicated most explicitly and consistently. This was especially visible to local government and civil society partners. The government partners reported on the WaterAid partnership favourably. It has helped strengthen their capacity to incorporate gender equality more in their work.

"Yes, working closely with WaterAid Ghana has influenced our use of it [a gender lens]. They [WaterAid Ghana] insist on this. And in working, we also realise that this is important. And we have adopted it".

Some other partners also reported positively on partnerships with WaterAid Ghana, including workshops on gender.

However, a minority of partners also reported on the short-term nature of the partnership with WaterAid, stating that it did not feel substantive or where two organisations strive towards a common goal. For example, one partner, the Women's Rights Organisation, reported insufficient collective deliberation on how work should be carried out. Further, there was no medium-term plan to monitor outcomes or resources to follow up and make changes. As a result, one-off activities reduce the potential for long term meaningful gender work.

Limitations on human and financial resources, capacity and size of the partner organisation directly affected partners' ability to advance gender equality, including applying gender and power analysis tools. Newer civil society partners and government partners are the most in need of support. For the government partners, this is further inhibited by poor decentralisation and, therefore, difficulties monitoring the quality of any gender integration initiatives.

Some of WaterAid's earliest implementing partners have generally promoted gender equality primarily because they have been capacity strengthened on WASH and gender since the nineties. This is

testimony to the longevity required for partnerships to see capacity strengthening outcomes. Sub-national substructures, especially Metropolitan/ Municipal/ District Assemblies, appreciate their partnership with WaterAid. The working relationship seems to have helped the District Assemblies to incorporate gender equality into their work better.

Conclusion & Recommendations

Overall, there are some excellent examples of 'empowering' apparent when working with partners, engaging with national gender policies and improving access to services for women and girls. WaterAid Ghana is also aware of the importance of implementing Gender-Responsive Budgeting and limitations to advancing may be informed by more structural elements, e.g., project or donor-driven frameworks. As the Government of Ghana features objectives relating to Gender-Responsive Budgeting, WaterAid Ghana is set against a national motivation to conduct this kind of analysis. The forthcoming Country Programme strategy is an opportunity to further demonstrate WaterAid Ghana's commitments to gender equality.

Partners, especially those with pre-existing relationships, strongly desire more substantive and long-term partnerships with Water Aid Ghana; they believe this was necessary for a more significant collective impact on gender equality, WASH and other sectors. WaterAid Ghana has an opportunity to determine what a meaningful partnership looks like and to work towards building more effective partnerships. Additionally, WaterAid Ghana may want to develop strategic partnerships with Women's Rights Organisations and other organisations to advance on the *Journey to Gender Transformative WASH*.

Advancing the Journey to Gender Transformative WASH

- Pilot gender analysis of a specific budget and take an opportunity to learn about how to integrate this practice from other international organisations.
- Focus on utility regarding gender-disaggregated data and analysing power differentials, ensuring the data from a gender and power analysis is used to explore how inequalities and power relationships that can be addressed in WASH programming.
- Mainstream gender across planning, monitoring and evaluation processes. Limiting gender to the planning stages means the programme may be missing an understanding of how WASH activities contribute to gender equality.
- District Assemblies will require further gender support. The Country Programme needs to find and assess a balance between internal resources and external capacities to deliver on gender equality policies and determine WaterAid Ghana's role in this process.

WaterAid Niger

Introduction

This summary sets a baseline for understanding the Niger Country Programme on the *Journey to Gender Transformative WASH*. From the evidence presented, the Country Programme can target areas for improvement and determine how to build more meaningful WASH and gender-driven partnerships.

Niger is one of the poorest countries in the world, with just under half of the population living in extreme poverty,[11]compounded by conflict, deteriorating security, a rise in extremism, a challenging climate in an agricultural dependent nation and more recently, COVID-19. Access to essential social services, including WASH, tells a similar story. For example, in 2014, WaterAid reported that less than half of the rural population had access to clean water. In addition, less than ten percent of the population had access to safe toilets leading to open defecation.

Niger was only added to the Global Gender Gap report in 2021 and ranked 138th with a score of 0.629. To be added, the country must have data available for at least 12 out of 14 national indicators. Niger has met this standard for the first time, which suggests national commitments to gender are advancing and being recognised on the international stage. At the community level, a WaterAid study on gender inequalities in sanitation and menstrual hygiene in West Africa reported that in Niger:

- No detailed guidelines were available on how national development frameworks and inclusive access should be implemented.
- Sanitation systems and toilets tend to be installed by users
- Sanitary equipment is solely constructed and financed by men; however, the maintenance falls to the responsibility of women and girls.

WaterAid Niger prioritised women and girls in the Country Programme strategy 2016-2021 to attempt to address some of these challenges and has since advanced considerations for gender equality to include specific gender equality milestones:

- Development of a country programme guide for the integration of Gender
- Ensure gender is taken into account in the development of national policies on sanitation
- Evaluation of the operationalisation of the WaterAid Niger developed Gender Hygiene Management model and adoption of the model by the Niger state.

The summary looks at strengths and areas for growth, partnerships, and recommendations from these strategic foundations. Data is drawn from a review of Country Programme documents, in-country consultant-data collection and interactions with Country Programme staff.

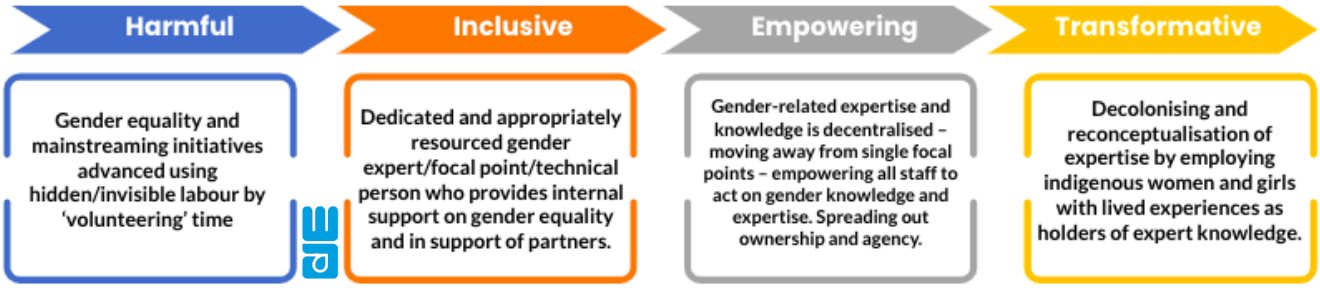
[11] World Bank Country overview: https://www.worldbank.org/en/country/niger/overview#1

Areas for Growth in WaterAid Niger's Journey to Gender Transformative WASH

Communicating Commitments

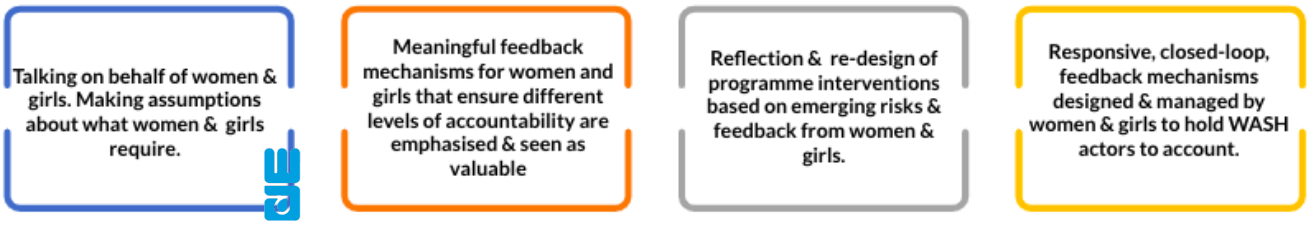
Findings revealed an awareness of the importance of gender by leadership. Gender equality milestones (as above) demonstrate commitment and, to a certain degree, the Country Programme's willingness to be held accountable for achieving these milestones. However, communicating such commitments more explicitly associated with leadership was not visible in the documentation provided. WaterAid Niger instead reported that commitments were demonstrable through monitoring the quality of activities and monitoring the alignment with gender codes of conduct which does not appear to be a visible demonstration. Documenting these efforts may go some way into advancing the visibility of commitments.

People: Skills, Diversity, & Attitude (Capacity)



Gender capacity is provided in terms of expertise, focal points and technical knowledge by leveraging the skills of partners and by ensuring that WaterAid Niger delivers training to staff. Whilst this demonstrates strong collaborative efforts and the application of a gender lens, WaterAid Niger does not yet have a dedicated gender focal point. This does not seem to be limiting perceptions of WaterAid Niger's as a strong partner on gender equality; however, there is a risk that reliance on partners may not be sustainable. A gender focal point can also help to advance ownership of new gender initiatives.

Feedback Mechanisms



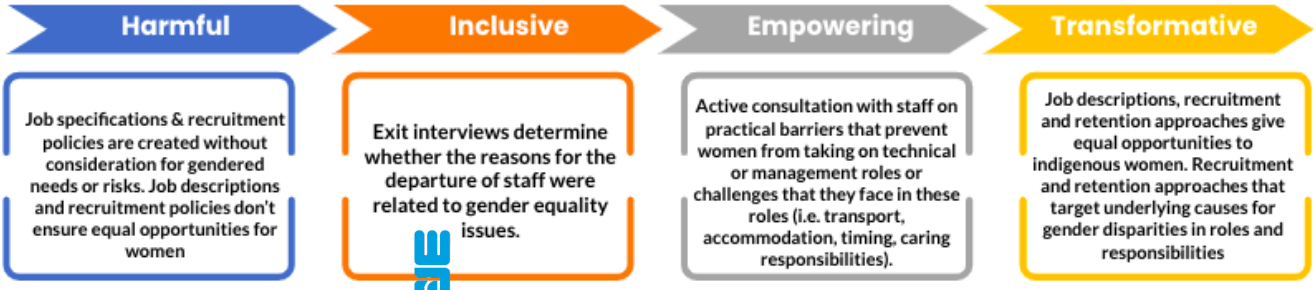
When asked what feedback mechanisms existed, respondents reported field visits, village assemblies, activity reports, workshops, performance appraisals, evaluation reports and one-to-one interviews. In some cases, feedback mechanisms were assumed to only apply to staff and as such human resource mechanisms were referenced. Another member of WaterAid Niger said:

"In reality, there are no mechanisms as such".

To avoid making assumptions on behalf of women and girls, the Country Programme could work with partners to establish feedback mechanisms.

Strengths to leverage in WaterAid Niger's Journey to Gender Transformative WASH

People: Skills, Diversity, & Attitude (Recruitment)



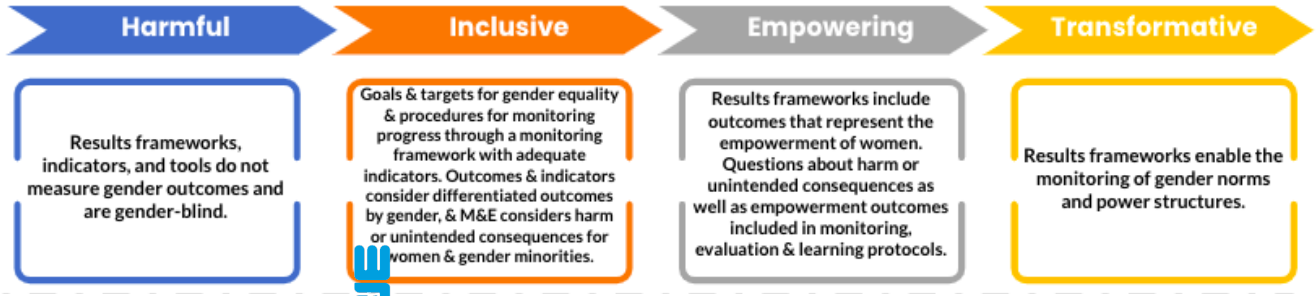
The WaterAid Niger team learns about gender equality policies and resources through the country's laws and through international and external interactions (e.g., with colleagues, in the field or through training). WaterAid Niger recognises that staff come from diverse backgrounds, with different sensitivities and knowledge. Therefore, the team has developed a safeguarding policy where every staff member is expected to be an ambassador of its values. However, according to respondents, women do not always have the technical capacity to perform specific high-level technical roles, and there is still a societal view of certain gender-related disadvantages.

WaterAid considers the barriers and challenges women face in technical and managerial roles in recruitment practises by promoting the spirit of complementarity and synergy between colleagues and with "affirmative action" decisions.

"The context, and thus human resources, is affected by a relatively low level of competence and leadership skills from women which often affects the achievement of results".

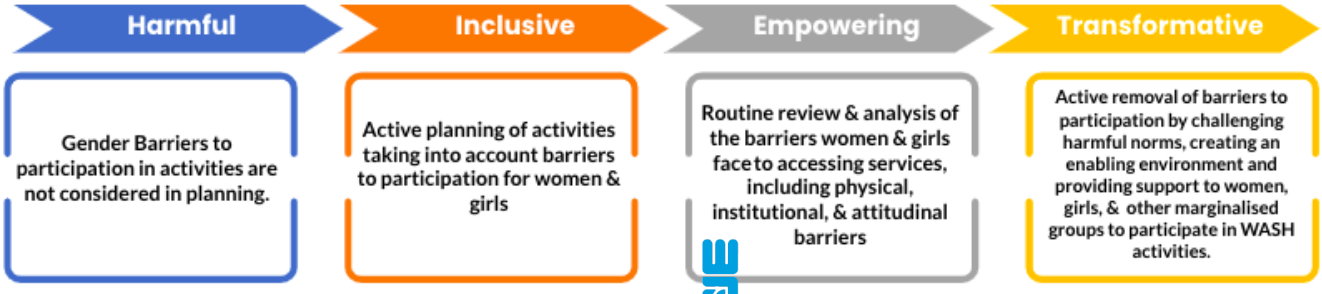
The programme does not yet have a targeted action plan to address barriers to the recruitment and promotion of women into leadership positions but does go some way to considering the barriers for women to advance. For example, considering the needs of women staff members when they may have to travel to remote communities on a motorbike, and how this might be interpreted or viewed within prevailing gender norms.

Planning, Monitoring, & Evaluation (Monitoring & Results)



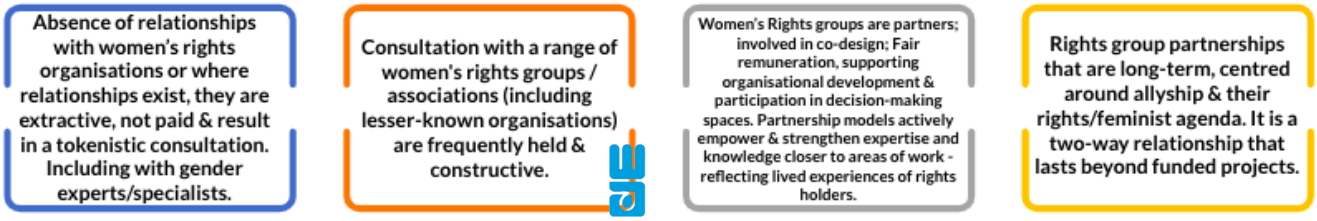
WaterAid Niger considers gender when setting objectives, targets and indicators and monitors progress in ensuring inclusiveness based on well-developed and disaggregated indicators. These indicators are monitored quarterly. Programmatically, the team reports focusing on planning and monitoring through a gender lens, for example, by commissioning gender-related studies. More specifically, the team reports using CARE International's Social Analysis and Action approach to integrate gender into field activities. Considerations for gender-specific outcomes and indicators and the consideration for unintended consequences were not yet visible in the evidence provided and are areas for WaterAid Niger to consider advancing.

Barriers to Participation



The Country Programme attempts to address barriers to the participation for women and girls by identifying marginalised groups in project-specific baseline studies or context analysis and proposing adaptation measures. WaterAid Niger reported the mobilisation and participation of men and women in sanitation activities and general assemblies as a significant challenge.

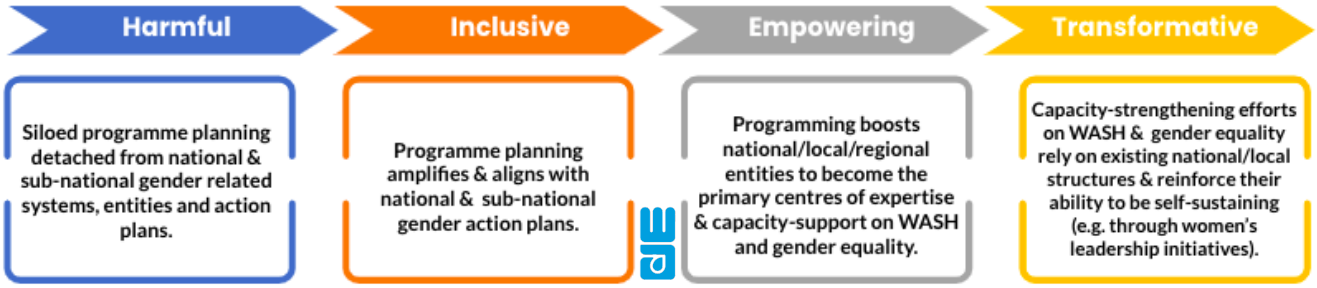
Working in Partnership



WaterAid Niger demonstrated substantial advancements in working with partners to learn and share challenges relating to gender. Partners reported receiving gender training from WaterAid and using this knowledge in their activities and recruitment. Partners saw WaterAid in a 'teacher' role for gender integration. WaterAid Niger and international organisations appear to be successfully sharing and learning gender practises from each other:

"*...our work with WaterAid has been quite successful in terms of gender equality because we work closely together... WaterAid regularly participates in this process through two major steps. First, the senior staff of WaterAid took part in a capacity building session on the GED (Gender, Equity and Diversity). Secondly, senior staff and field officers of WaterAid were trained on the SAA (Social Analysis and Action) approach*".

Systems Approach



WaterAid Niger has set goals to ensure gender is considered in national policies on sanitation and to encourage the adoption of the Gender Hygiene Management model by the Niger State. The programme has contributed to national influencing and results include:

- Considerations for Menstrual Hygiene Management in the national policy on sanitation.
- The development of a national guide for gender mainstreaming in local water and hygiene plans and Sanitation.

The programme reports that a strong relationship with the Ministry of Hydraulics enabled these outcomes. The Country Programme may want to monitor and understand the positive effects of the gender mainstreaming guide and how that has improved gender equality outcomes in WASH for the government and other actors.

Partners

Five partners were interviewed as part of this review, including government partners (local and national), two international organisations, and one local network.

International partner organisations were the strongest on gender equality considerations in WASH, for example, reporting clear, demonstrative commitments from leadership and creating incentives to encourage gender-related initiatives. Other good practises from international partners included:

- Creating specific budgets for specific target groups (e.g., particular budgets for women).
- Deep analysis to determine how and what barriers women face to advance into leadership positions.
- Consulting with Women's Rights Organisations and using gender sensitivity as part of a rigorous selection process. Capacities are also assessed.
- Using a gender and power analysis through a field monitoring system to address gaps.
- Analysing the context and measuring progress through gender-related indicators.
- Monitoring and Evaluation system led by gender-informed experts and including gender-disaggregated data.
- Established community committees and aligning feedback with community structures with the support of WaterAid.

Strong leadership promoting gender equality in WASH, organisational gender policies reinforced by gender-related objectives, targets and indicators and solution-focused WASH and gender work were all factors that demonstrated elements of empowering and transformational gender equality work.

Local and government partners tended to be weakest on integrating gender into WASH work, primarily limited by capacity and resources. Local and government partners tended to assume commitments on gender equality were communicated by implementing project activities, workshops, or the number of women in leadership positions. Gender considerations remain at 'numbers of women' and 'training delivery' rather than advancing considerations to gender and social norm barriers limiting access to WASH facilities for women. This is reinforced by a lack of gender lens in career management decision-making; for example, the Ministry of Hydraulics has 22% of women managers, with only 2.4% in senior positions. A reorganisation of the ministry is underway with a new organisation chart.

Government partners reported strengths in three areas:

- Gender expertise is provided through staff training, technical and financial support, and a gender focal point allocation.
- Government partners facilitate an inclusive framework for state-NGO consultation in WASH.
- Government partners take gender into account in budgeting through three mechanisms: participatory budget design, gender-specific planning and targeted support (funding) and through gender-specific projects and lines. In addition, the PROSEHA Common Fund Facility funds the Gender Unit Action Plan.

Furthermore, all government partners interviewed cited one example of change achieved through their gender-focused work. For example, the initiation of gender projects such as Menstrual Hygiene

Management and gender-sensitive latrines. WaterAid supports financially and participates in reflection on gender in these projects.

Government partners often referenced the Water, Hygiene and Sanitation Sector Programme (PROSEHA) 2016 - 2030 as the guiding document. Included here are gender-related objectives, targets and indicators. For example, "*6.2 Ensure by 2030, equitable access to adequate sanitation and hygiene services for all…with particular attention to the needs of women and girls…".* However, WASH-related feedback mechanisms did not appear to consider how accessible they are to women and girls.

Government partners report addressing barriers to participation by setting up indicators and criteria to monitor community-level barriers regularly and/or periodic studies regularly monitor community-level barriers and/or periodic studies. Further, project results are studied in meetings and used to adapt projects or programmes.

Overall, partners reported positively on working with WaterAid Niger. WaterAid Niger successfully shared and learned from partnerships with international organisations; however, to truly advance its *Journey to Gender Transformative WASH*, WaterAid Niger must now prioritise partnerships with Women's Rights Organisations. A consortia approach may benefit future proposals, especially where current international partners already consult with Women's Rights Organisations, so there is an opportunity to leverage existing relationships. WaterAid Niger also consulted with the national association for midwives in 2019 and may want to continue to build on this previous partnership. Government partners were the weakest in applying a gender lens. They may require additional support from WaterAid Niger to advance systems strengthening in WASH with women and girls at the centre.

Conclusion & Recommendations

WaterAid Niger presented strong evidence on a systems approach and national influencing work that resulted in the integration of gender into WASH policies. Another critical strength visible is working in partnership to learn about gender equality approaches and applying CARE International's gender transformative approach "Social Analysis and Action". Respondents also reported positively on the considerations for gender in planning, monitoring and evaluation, which may be supported by the 'Social Analysis and Action' Approach.

However, internal gender narratives have not yet been translated into leadership commitments, ownership or accountability. Where gender champions are visible in East Africa or Southeast Asia, this is not as apparent in West Africa. Learning from other gender equality champions across WaterAid could support the elevation of gender equality through leadership commitments. Leadership must play a catalysing role to advance the Country Programme towards transformation.

The lack of a gender focal point or advisor embedded in the Country Programme may be limiting the overall drive and motivation to advance along the *Journey to Gender Transformative WASH*. Further, the lack of a gender focal point means there is little ownership or accountability over current gender initiatives or motivation to advance and own new initiatives. The programme also faces challenges in

hiring women and promoting women's leadership. Prevailing gender and cultural norms in communities limit education accessibility for women.

WaterAid has supported partners advancing gender equality considerations in WASH through attending partner-led gender equality training, financial support and supporting the government to create more gender-sensitive WASH programming. As a result, WaterAid Niger is well placed with government relationships to support their advancement with gender equality and WASH and continue to build the momentum around new gender-related guidelines and policies.

Overall, the team is aware of the limited capacity and resources to carry out meaningful gender equality work. However, WaterAid Niger does lean into the expertise of partners, which is an excellent example of how programme capacity need not be a limitation to advancing gender equality outcomes collectively.

Advancing the Journey to Gender Transformative WASH

- Expand on and document Planning, Monitoring and Evaluation practises that measure and monitor WaterAid Niger's influence on gender and social norms. Use this information to deepen project planning and design and find solutions to remove barriers to women's participation in WASH.
- Conduct a barrier analysis to women's participation more frequently than at the baseline stage of a project.
- Invest in gender and power analysis and feedback mechanisms beyond planning and proposal stages to better inform women's barriers to participation in the WASH sector and limitations to accessing WASH infrastructure.
- Consider how to assign gender initiatives to individuals or expand partnerships if the resources are unavailable for a gender-specific focal point.
- Use information from the Social Analysis and Action and work with Women's Rights Organisations to determine how WaterAid Niger can mitigate the challenges of recruiting women and advancing their skills and knowledge into leadership positions.
- Optimise opportunities to learn from international organisations and build the foundations of what meaningful partnerships with Women's Rights Organisations look like and look to learn from and work with them.
- WaterAid Niger will need to maintain momentum on ensuring national policies get translated into practice and that quality assurance systems in WASH at the national level also assess the implementation of gender initiatives.

WaterAid Cambodia

Introduction

This summary sets a baseline for understanding the Cambodia Country Programme on the *Journey to Gender Transformative WASH*. The Country Programme can use this evidence to target areas for improvement on the journey to gender equality and determine how to build more meaningful WASH and gender-driven partnerships.

Cambodia was classified in 2015 as a lower-middle-income country and is one of the fastest-growing economies globally, with aspirations to identify as a middle-income country by 2030[12]. Significant progress is evident in maternal and child health, early childhood development and primary education in rural areas[13]. However, challenges remain; Cambodia is vulnerable to flooding and climate change. The majority of the population lives in rural areas, and there is a high dependency on agricultural and fishery livelihoods[14] - exacerbated by COVID-19 and lack of uneven access to quality healthcare. Challenges with WASH are also evident; according to the World Bank, as of 2020, *"15% of Cambodia's population (2.5 million people) did not have access to improved water, and 23% (3.8 million people) did not have access to improved sanitation".*

According to the Global Gender Gap Report 2021, Cambodia ranks 103 out of 156 countries, with a score of 0.684. Trends have seen ranking fluctuate for Cambodia, but in 2006 the country ranked 89 suggesting Cambodia has generally stagnated on progressing towards gender equality. According to United Nations Women[15]:

- Women held less than a quarter of parliamentary seats in February 2021.
- In 2018 9.1% of women aged 15-49 years reported being subject to physical or sexual violence.
- Women and girls aged 15+ spend 12.5% of their time on unpaid care and domestic work compared to 1.3% of men.

The Government of Cambodia is committed to tackling gender inequality, as evidenced by establishing a National Action Plan to Prevent Violence Against Women 2019 - 2023. The Government is also signatories of the Committee on the Elimination of Discrimination Against Women (CEDAW) and the Sustainable Development Goals. Despite this, prevailing patriarchal norms between men and women limit women's ability to claim their rights. WASH and patriarchal gender norms interact to affect women and girls disproportionately. Women are still expected to carry out traditional gender roles, including gathering water, cleaning and preparing meals for the family.

To address this, WaterAid Cambodia's 2020-2023 Country Programme Summary articulated five strategic intents:

[12] Cambodia Overview - World Bank 2021

[13] Ibid

[14] Cambodia Assistance Overview August 2021 - USAID

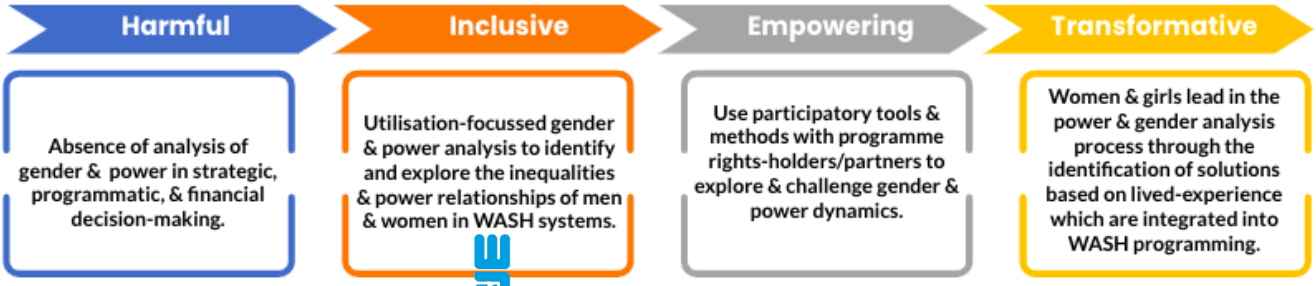
[15] UN Women fact sheet on Cambodia

- Strong systems with skilled professionals and engaged leaders for sustainable, equitable and inclusive WASH
- Marginalised groups champion inclusive and equitable WASH
- A healthy start for mothers and children
- Water security and WASH climate resilience strengthened

Proactive and evidence-based initiatives demonstrate WaterAid Cambodia's commitment to advancing gender equality within its programming. From these strategic foundations, this summary looks in more detail at the strengths and areas for growth in WaterAid Cambodia's *Journey to Gender Transformative WASH* Data has been drawn from a review of Country Programme documents, in-country consultant data collection and interactions with Country Programme staff.

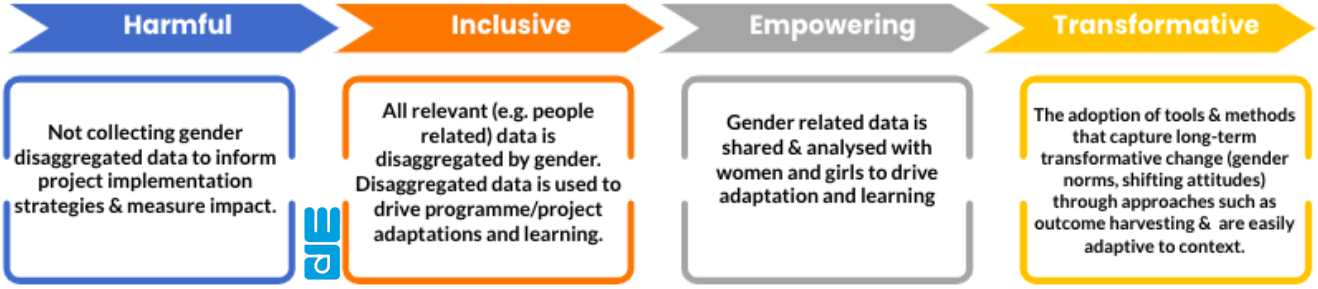
Areas for Growth in WaterAid Cambodia's Journey to Gender Transformative WASH

Gender & Power Analysis



WaterAid Cambodia stands out for their in-depth work around culture and norms. They have started to develop tools and approaches and reapply gender and power analysis to a range of contexts and supplement those findings with additional interviews and data. While the learnings from this investigation and reflection provide valuable insights into their operating environments, it is less clear from the data available how those insights translate into programme design or adaptation. WaterAid Cambodia actively addresses cultural and gender norms, and analysing gender and power relations is central to transformation. However, respondents note that the quality of the analyses can be compromised by external consultants minimising the utility of the data.

Planning, Monitoring, & Evaluation (Data Collection)



Respondents report that gender-disaggregated data is routinely collected through the review did not identify within the documentation or through interviews how and in what ways this data informs

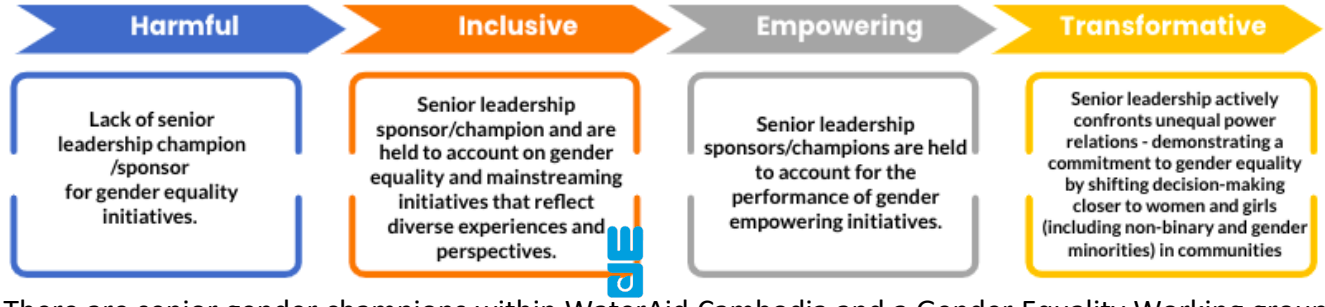
adaptations to programming or how it interacts with strategic decision-making spaces. For example, feedback suggests that gender-disaggregated data is used to inform 'advocacy, influencing and programs' though no documentation was provided to support this.

Strengths to leverage in WaterAid Cambodia's Journey to Gender Transformative WASH

Communicating Commitments

Leadership communicates their commitment to gender equality by establishing and supporting platforms for quarterly reflection on their progress toward gender transformative change. Respondents report a culture that allows for supportive learning and constructive critique demonstrated through regular reflection on gender, including periodic review, discussion, and assessment of progress against the *Equality, Inclusion, and Rights Framework*.

Ownership & Accountability



There are senior gender champions within WaterAid Cambodia and a Gender Equality Working group within the Country Programme. This working group leverages the expertise from the global Gender Equality Working Group and regional advisors. Respondents report a culture of senior-level support to progressing gender initiatives though the reviewers are less clear how leaders are held to account for progress.

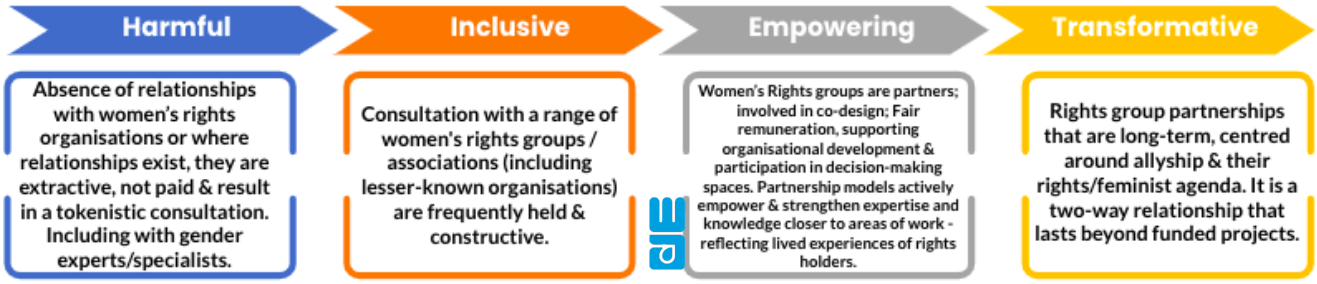
Gender-Responsive Budgeting

WaterAid Cambodia has dedicated investment targets for gender equality and mainstreaming initiatives. In support of ambitions to increase the representation of women in WASH, WaterAid Cambodia launched a scholarship for women students to join the water engineering sector. Stories of change document the journey of scholarship recipients into full-time staff members.

Systems Approach

WaterAid Cambodia's work with sub-national partners demonstrates good practice in amplifying gender through the adoption of a systems approach. WaterAid Cambodia's partnership with the Ministry of Women's Affairs on a digital campaign: Her Role aims to contribute to women's economic empowerment and leadership aligned with the Ministry of Women's Affairs strategy and national gender policy. The capacity development support to line ministries around gender, promotion of women's leadership in WASH, and their alignment with sub-national action plans reinforce their ambitions toward gender transformation and sustainability.

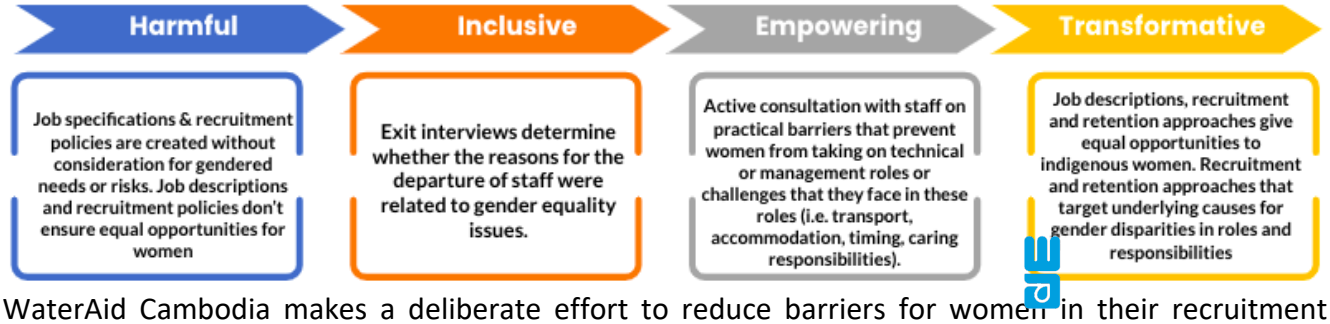
Working in Partnership



WaterAid Cambodia has strong relationships with their partners and leverages these relationships to support its partners in advancing gender equality. This includes ensuring partners have gender policies and that their teams are familiar with and implement them. In addition, through discussions and knowledge sharing, they are directly challenging harmful attitudes to bring partners along on the *Journey to Gender Transformative WASH*. For example, WaterAid Cambodia partnered with the Provincial Department of Women's Affairs to convene forums for women to meet, develop their leadership expertise, and share feedback. Non-governmental partners report a desire to have more

significant inputs into programme/project planning and design, which suggests there is room for improvement in adopting models based on active participation and shared responsibility.

People: Skills, Diversity, & Attitude (Recruitment)



WaterAid Cambodia makes a deliberate effort to reduce barriers for women in their recruitment practises. Specifically, where there may be limitations for candidates on requirements to travel. Additionally, respondents note attention and consideration is made for the structural barriers that may have impacted women's ability to advance in more technical roles - evidenced through initiatives such as the scholarship programme for women students to pursue careers in water engineering.

Partners

Respondents report challenges around the evidence gathering and analysis to inform WASH programming at institutional and community levels - including the absence of gender-specific indicators for some initiatives. Partners have gender-related indicators, e.g., 40% representation of women in Water Users Associations and 60% participation of women at community consultations. These indicators reflect an understanding of the role women play at institutional and household levels. Respondents referenced a recent study commissioned by WaterAid on women in WASH as factoring into their consideration of how the analysis and recommendations could be taken forward to engage more women in the WASH sector. However, the recommendations were perceived to be perhaps too general to inform specific actions for stakeholders.

Government partners have received introductory sessions on gender-responsive budgeting, including line ministries and sub-national administrations. The Ministry of Women's Affairs is expanding its application of gender-responsive budgeting, which may be an opportunity for WaterAid to learn from its approach. Government partners report constraints associated with implementing their projects as a result of budget availability. Therefore, no specific budgets are allocated to gender equality and social inclusion in WASH. This may create an opportunity for WaterAid Cambodia to embed further.

Partners most commonly report a need for increased technical capacity and human resources around gender. In addition, partners report a need for improved skills and knowledge related to integrating gender considerations in their diverse roles. WaterAid Cambodia does play a key role in building the capacity of its partners but in the absence of dedicated resources to advance this work; there may be limitations to the sustainability of their gender work.

Partners report positive relationships with WaterAid Cambodia and see the benefits of taking a gender approach to WASH programming. Government partners recognise the lack of women's representation as a barrier to achieving gender equality in WASH. A respondent at the Ministry of Women's Affairs reported a desire to extend their collaboration with WaterAid into a long-term partnership to improve the sustainability of results. Non-governmental partners also expressed an interest in greater agency in their relationship with WaterAid - working toward models of more collaborative and mutually reinforcing partnerships with shared responsibilities and accountability.

Conclusion & Recommendations

WaterAid Cambodia makes significant contributions to advancing gender equality within the Country Programme and its partners. The Country Programme has well-established foundations for advancing gender supported and strengthened by several champions who work to embed further and integrate gender considerations. This commitment to transformation extends into their partnerships and their work in enhancing gender with line ministries. For example, the Ministry of Women's Affairs and WaterAid Cambodia are partnering on a digital campaign: Her Role - designed to promote the role of women in the WASH sector. The campaign is aligned with national gender policies and targets improvements in women's economic empowerment and leadership.

WaterAid Cambodia appears to be addressing the areas for growth articulated in their 2018 Gender Justice Action Plan and is thoughtfully moving to more empowering and transformative gender work. In their work with partners, WaterAid Cambodia may diversify their partnerships to include lesser-known Women's Rights Organisations and deepen their existing partnerships through the active inclusion of partners in the design and planning of projects and programmes. This would be mutually reinforcing and beneficial with WaterAid engaging partners in co-designing campaigns/interventions and actively empowering and strengthening women's rights groups.

Advancing the Journey to Gender Transformative WASH

- Adopt a utilisation-focused approach to gathering gender-disaggregated data. By adopting this approach, data may better inform programmatic adaptations and strengthen the learning environment.
- Work collaboratively with stakeholders to develop goals and targets directly addressing gender and power dynamics. Harness the culture of continuous improvements and ambition to directly address and assess progress toward dismantling social, institutional, and environmental barriers to gender equality.
- Develop feedback mechanisms for stakeholders that hold senior leaders to account for the performance of gender empowering initiatives.
- Explore and pilot longer-term financial models to target unequal and systemic access to WASH services.

WaterAid Papua New Guinea

Introduction

This summary sets a baseline for understanding the Papua New Guinea Country Programme on the *Journey to Gender Transformative WASH*. The Country Programme can use this evidence to target areas for improvement on the journey to gender equality and determine how to build more meaningful WASH and gender-driven partnerships.

The World Bank classifies Papua New Guinea as a low, middle-income country, often considered resource-rich in minerals, oil, gas and soils. Populations are primarily rural-based and characterised by diversity, with over 7,000 cultural groups and 850 languages spoken. Despite this, the country is vulnerable to climate change disasters which have led to high internal displacement, further fuelled by tribal conflict, disasters and entrenched patriarchal gender norms.[16].

Papua New Guinea was added to the Global Gender Gap index for the first time in 2020. This demonstrates nationally recognised progress on gender equality through requirements for gender-related indicators. Papua New Guinea ranks in the lower quartile at 135 out of 156 countries, with a score of 0.63 in 2021. This decreased from the previous year, where Papua New Guinea was ranked at 127. The 2021 report finds that:

- Papua New Guinea is one of only two countries with no women represented in parliament and no female ministers.
- The Pacific region *"has closed about 80% of the gender gap on labour force with Papua New Guinea already closing 98.2% of its gap".*
- The literacy rate in Papua New Guinea is just over half for women. However, this gap is almost closed in young generations.

The Papua New Guinea National Research Institute found:

- Women felt excluded from decision making about WASH services.
- Women and children were primarily responsible for collecting water and spent labour and time on the task each day.
- Women and girls were subject to harassment and other forms of violence while collecting water. [17]

Data indicates that violence against women in Papua New Guinea is highly prevalent, with a Demographic Health Survey (DHS) 2016-18 revealing that 58.3% of women experienced physical and/or sexual violence by an intimate partner in their lifetime.[18]

[16] Crisis response International Organisation for Migration context analysis 2021.

[17] Interviews were conducted with 149 women

[18] Asian Development Bank Gender Analysis.

To address these challenges, WaterAid Papua New Guinea's 2020-2023 Country Programme Strategy articulates gender across three strategic intents:

- Work with Government and other stakeholders at all levels to champion sustainable, inclusive, replicable, and scalable approaches for achieving the Government of Papua New Guinea's WASH targets
- Enabling and supporting people to adopt healthy and sustainable WASH behaviours
- Strengthening organisational performance

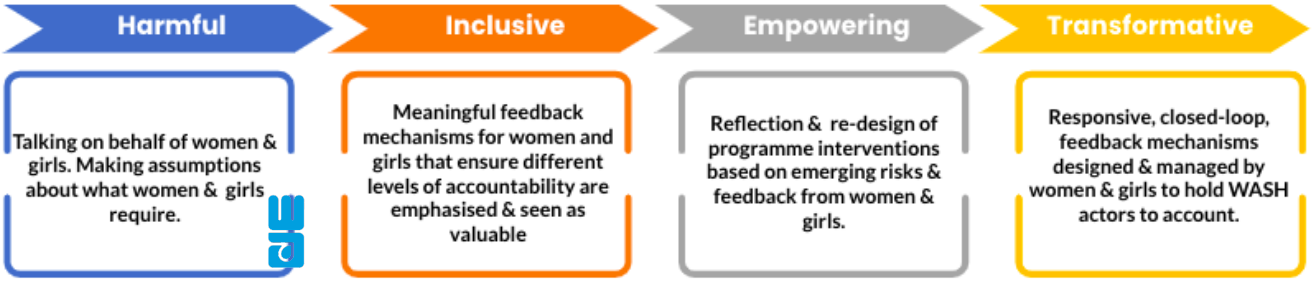
With two cross-cutting issues:

- Gender Equality, Disability and Social Inclusion
- Climate Change and Water Security

The Country Programme has solid foundations for its approach to Gender Equity, Disability, and Social Inclusion and has built partnerships with rights groups as part of this approach. From these foundations, this summary looks in more detail at the strengths and areas for growth WaterAid Papua New Guinea's *Journey to Gender Transformative WASH*. Data has been drawn from a review of Country Programme documents, in-country consultant data collection and interactions with Country Programme staff.

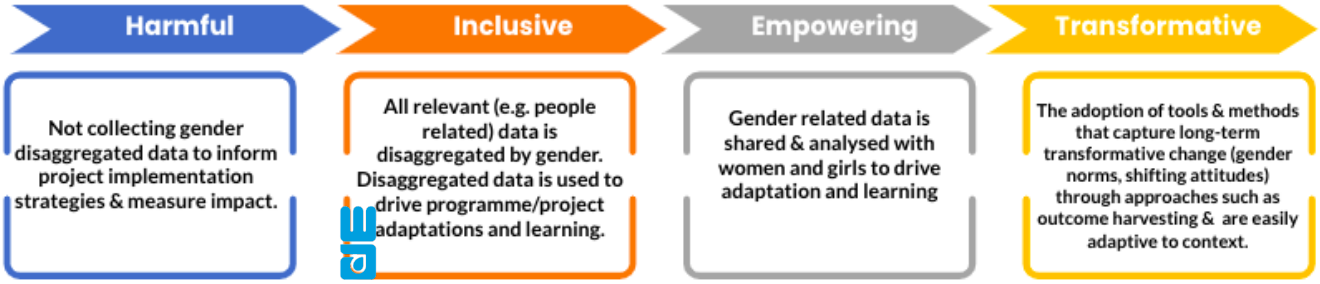
Areas for Growth in WaterAid Papua New Guinea's Journey to Gender Transformative WASH

Feedback Mechanisms



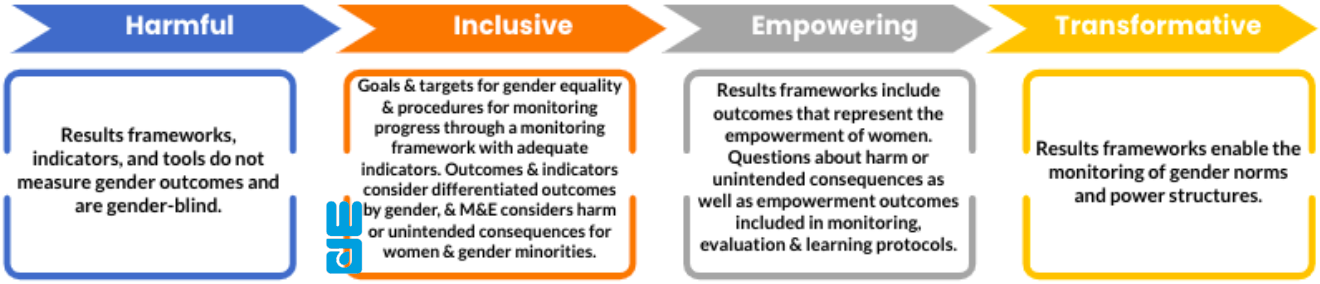
While there are examples of women and girls being consulted for some infrastructure projects, there have been limitations to the extent that their views were accounted for in all infrastructure projects. Respondents reported making assumptions about the needs of women and girls. Examples included missed consultations with women and girls on the location of water taps. On follow-up visits, women reported issues with safety and access. Due to the limited availability of funds, WaterAid Papua New Guinea advised women only to use the tap during the day. However, partners report a system in place where information can be shared in real-time with WaterAid, enabling adjustments and amendments to interventions at various stages of projects and programmes.

Planning, Monitoring, & Evaluation (Data Collection)



WaterAid Papua New Guinea is developing a database to systematise the use of gender-disaggregated data. Gender measures and disaggregated data feature in many of WaterAid Papua New Guinea's projects, for example, the rural WASH baseline. While one respondent reported that data was used to drive programmatic adaptations, the review struggled to clearly identify, either through the Global Desk Review or interviews, examples.

Planning, Monitoring, & Evaluation (Monitoring & Results)



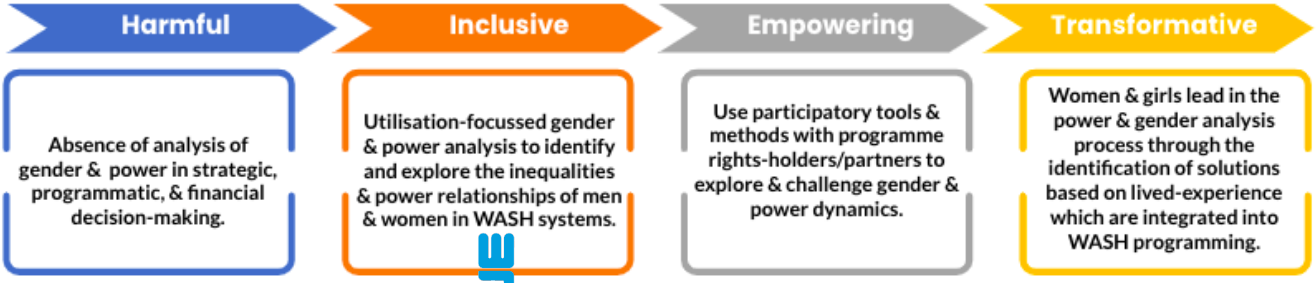
Respondents referenced the presence of gender-specific indicators in the Annual Business Plan, but the consultants could not locate these indicators within the documents supplied by WaterAid. One document reviewed demonstrated that Water Papua New Guinea applied the following gender indicators disaggregated by gender:

- Collection of Water
- Contributions/voice at community meetings
- Equal decision-making on household expenditure for WASH

One respondent noted that their work on gender is primarily in their ways of working rather than specific targets or indicators. This confirms perhaps why gender-specific indicators, goals, targets were less apparent from the documents provided by WaterAid. However, one respondent did note that Gender Equity, Disability, and Social Inclusion advisors have objectives specific to their role, for example, capacity building for staff.

Strengths to leverage in WaterAid Papua New Guinea's Journey to Gender Transformative WASH

Gender & Power Analysis



WaterAid Papua New Guinea conducted a Gender Equity, Disability, and Social Inclusion baseline for a four-year Water for Women project. While this baseline couldn't influence the programme design, it represents a valuable analysis that respondents frequently referenced. Business Plans include a context analysis outlining high-rates of Gender-Based Violence in Papua New Guinea and how this interacts with women and girls' access to WASH.

Communicating Commitments

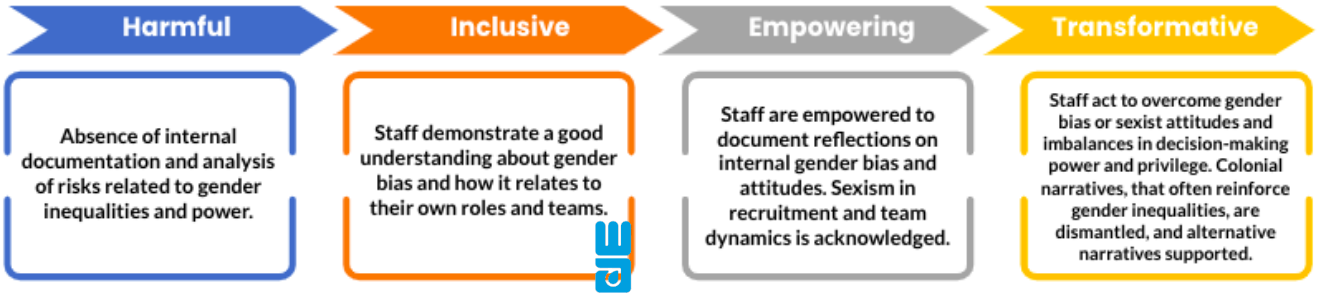
Leadership at WaterAid Papua New Guinea reflected gender as inherent to their work, evidenced by the prioritisation and resourcing of gender & inclusion-focussed roles. This resourcing is a necessary component of prioritising gender. Examples of commitments to gender equality expressed through leadership, programmatic, or policy statements were evident through the 2020-2023 Country Programme Strategy which outlined gender equality as a cross-cutting issue. The 2022 Business Plan evidenced the commitment to address aspects of gender inequality including menstrual health and gender-based violence.

Working in Partnership

WaterAid Papua New Guinea works with Women's Rights Organisations, for example, the East Sepik Council of Women and other rights groups Partners report that WaterAid Papua New Guinea works

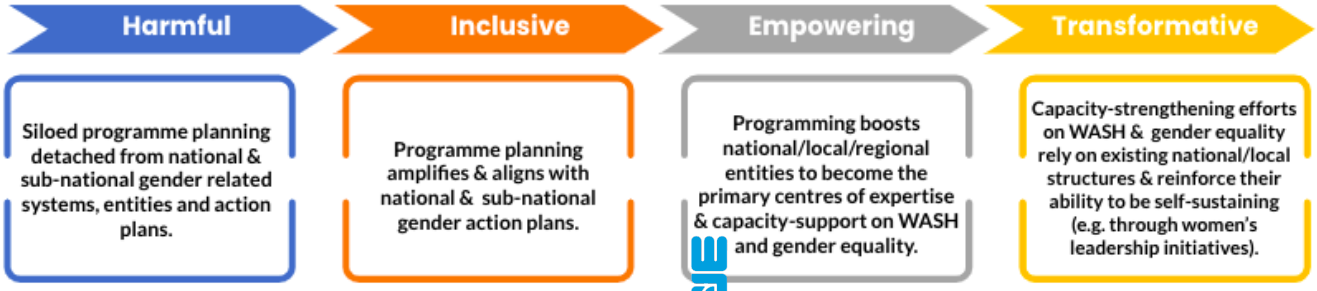
closely and supports these organisations to generate funding. Interviews with partners did not indicate how women's rights groups may be consulted or involved in co-designing initiatives and activities. However, strong examples surfaced in the interviews of consultations with other rights groups, which were frequent and constructive.

People: Skills, Diversity, & Attitude (Bias)



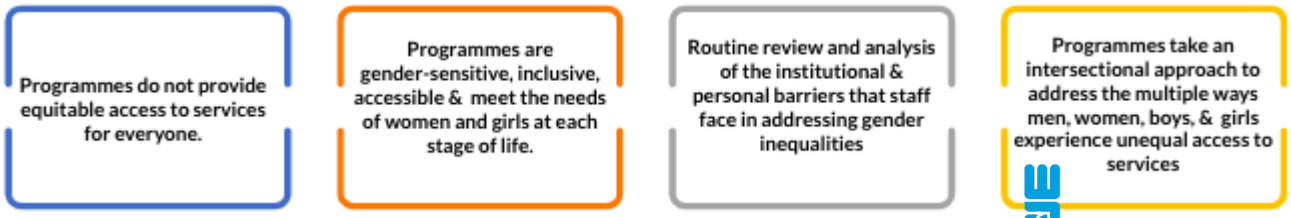
WaterAid Papua New Guinea conducts workshops on gender though they have not conducted a gender audit. While the reviewers were not provided with the results, one respondent reported that the Country Programme participated in the 2018 regional gender audit. However, due to staff turnover and the expansion of the programme, focus on actioning the outcomes of the audit were redirected toward internal learning workshops and support.

Systems Approach



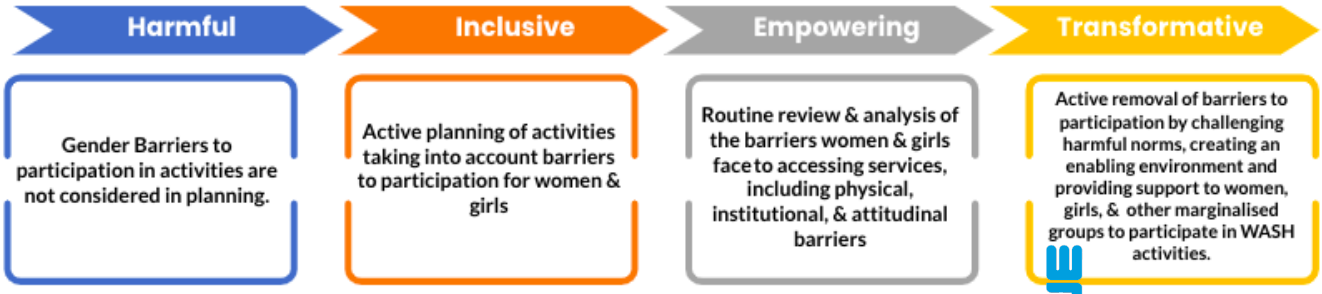
WaterAid Papua New Guinea conducted a Gender Equity, Disability, and Social Inclusion baseline for a four-year Water for Women project. While this baseline wasn't able to influence the programme design, it represents a valuable analysis that respondents frequently referenced. In addition, WaterAid Papua New Guinea led the creation of the National WASH Management Information System. This district-wide WASH baseline informed the development of the district plan applying a gender analysis of the data. This work was supported by a qualitative gender and WASH study within the district. One respondent reported that WaterAid Papua New Guinea established a successful framework for integrating gender equality into the WASH programme.

Access to Services



Implementing the Gender-Based and Family and Sexual Violence Policy, referral pathways, and other support structures, WaterAid Papua New Guinea directly improves access to services for women and girls. By so committedly addressing Gender-Based and Family and Sexual Violence, WaterAid Papua New Guinea targets harmful behaviour that impacts access to services for women and girls.

Barriers to Participation



WaterAid Papua New Guinea has been instrumental in forming the Gender-Based Violence Secretariat in the province. It has facilitated training, provided technical advice, contributed to creating referral pathways for victims of Gender-Based Violence, and supported partners in developing strategic plans.

"There's no question of does this fit WASH...these are the realities of communities we work with, and we have to be addressing violence…".

Partners

Partners report challenges with budget availability for gender-equality and mainstreaming initiatives. Gender resources are primarily predicated on the priorities of external entities. Where donors, such as New Zealand Aid, focus on gender equality, partners can better advance their gender work. Partners report that while some donors or implementing partners may have ring-fenced resources, at times limited in value, they have not been consistently allocated.

Capacity and resources are reported as constant challenges though, some partners bring extensive experience working in gender, this ultimately restricts their ability to advance their work. Partners report that the absence of staff to advance mandates around gender has resulted in its overall lack of careful consideration. For example, in the absence of an office that focuses on gender within the Provincial Health Authority, respondents report no consideration for gender equality in planning, budgeting and monitoring. Relatedly, partners report limited capacity as a challenge to their ability to gather gender-disaggregated data. These capacity gaps have created a reliance on WaterAid Papua New Guinea to share data and information. This need is most significant for partners who rely on donors and partners' planning, monitoring, and evaluation tools.

Conclusions & Recommendations

Sub-national stakeholders report that WaterAid Papua New Guinea has successfully integrated the acceptance of Gender Equality and Social Inclusion in its WASH programmes. Respondents report a shift from practising strong traditional norms of segregating women in the decision-making process to including them in consultation and implementation. WaterAid's gender equality approach has succeeded in breaking down the barrier of cultural norms. Given the gender inequality issues that exist in Papua New Guinea, these achievements are commendable.

WaterAid Papua New Guinea demonstrates consideration for how gender intersects with their WASH programming. However, analysis of the findings was challenging as respondents and documents provided by WaterAid collapse Gender Equity, Disability, and Social Inclusion into a single conceptual approach. While investigating the gendered experiences of disability is crucial to an inclusive approach, analysis of the intersection of gender and disability would assist WaterAid Papua New Guinea in articulating how and in what ways they are advancing on their *Journey to Gender Transformative WASH*.

WaterAid Papua New Guinea's partners rely heavily on the systems, approaches, and tools of others. This presents an opportunity for WaterAid to support the advancement of their partners by offering practical, user-friendly tools to advance their gender work. Collaboratively developing results frameworks that capture gender outcomes would also help move the Country Programme to more empowering practice.

Respondents reported that their work on gender was inherent to their ways of working. Still, they struggled to identify specific focus areas likely related to the use of Gender Equity, Disability, and Social Inclusion as a single concept - making it more challenging to identify targeted activities designed to address the needs of women and girls.

As part of the global interviews, respondents reported mixed views on the appropriateness of addressing Gender-Based Violence for an organisation historically focused on WASH and WASH infrastructure. However, WaterAid Papua New Guinea's work to challenge and dismantle harmful social dynamics to improve access to services and improve the lives of women and girls is a transformative example of how WASH access interacts with other vulnerabilities experienced by women and girls.

Advancing the Journey to Gender Transformative WASH

- Ensure that the needs of women and girls are not assumed.
- Prioritise a comprehensive level of consultation in project design. Where a sufficient level of consultation is not feasible, adequately resource projects to allow for adaptation based on feedback.
- Data may better inform programmatic adaptations by adopting a utilisation-focused approach to gathering gender-disaggregated data.

WaterAid Uganda

Introduction

This summary sets a baseline for understanding the Uganda Country Programme on the *Journey to Gender Transformative WASH*. The Country Programme can use this evidence to target areas for improvement on the *Journey to Gender Transformative WASH* and determine how to build more meaningful WASH and gender-driven partnerships.

Uganda is considered a relatively stable country in East Africa with ambitions to become a middle-income country by 2020. However, this deadline was missed, and Uganda remains classified as a low-income country, facing considerable development challenges exacerbated by COVID-19. According to the World Bank, structural transformation and diversifying employment pushed a decline in poverty before the pandemic hit[19]. However, over the past few years, lockdowns have led to reduced employment opportunities, company closures, and falling household incomes[20]. Challenges with WASH are also evident. According to WaterAid Uganda, access to clean water, decent toilets, and good hygiene are limited, especially in rural areas and urban slums where diseases put vulnerable people at risk. The Ugandan government is addressing these issues to make clean water accessible for everyone by 2040.

Achieving gender equality tells a similar story. According to the Global Gender Gap report 2021, Uganda ranks 66 out of 156 countries with a score of 0.71. This is a positive picture featuring in the first half of the ranking table. However, this is a reduction from a 43 ranking out of 149 countries in 2018, where progress on healthy life expectancy and women in senior managerial positions placed Uganda in the top quarter. However, COVID-19 has placed a considerable burden on women and girls exacerbated by prevailing patriarchal gender norms meaning women and girls travel hours to collect water, missing school and income opportunities. The Ugandan Government demonstrated commitments to gender equality through developing a National Gender Policy in 1997 and its revision in 2007.

WaterAid Uganda's strategy commits to *advocating for WASH rights of the poor and marginalised with a particular focus on women and girls*. Their Theory of Change explicitly points to advancing gender policy and advocacy as a 'Tool for Change'. WaterAid Uganda's Country Programme Strategy 2016 - 2030 articulates three focus areas:

- Catalysing political action and decision-making for the WASH sector
- Facilitating engagement with and between cross-sectoral actors and civil society
- Knowledge brokering and learning

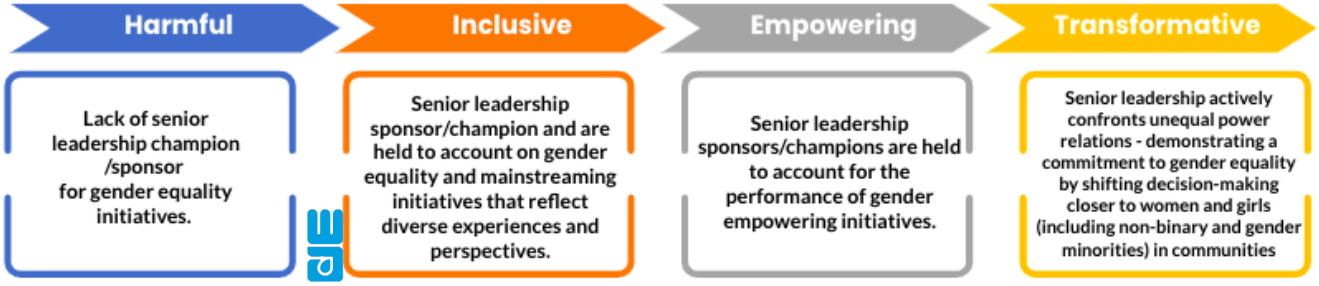
[19] World Bank Uganda Overview 2021

[20] Ibid

From these strategic foundations, this summary looks in more detail at the strengths and areas for growth for WaterAid Uganda's *Journey to Gender Transformative WASH*. Data has been drawn from a review of Country Programme documents, in-country consultant data collection and interactions with Country Programme staff.

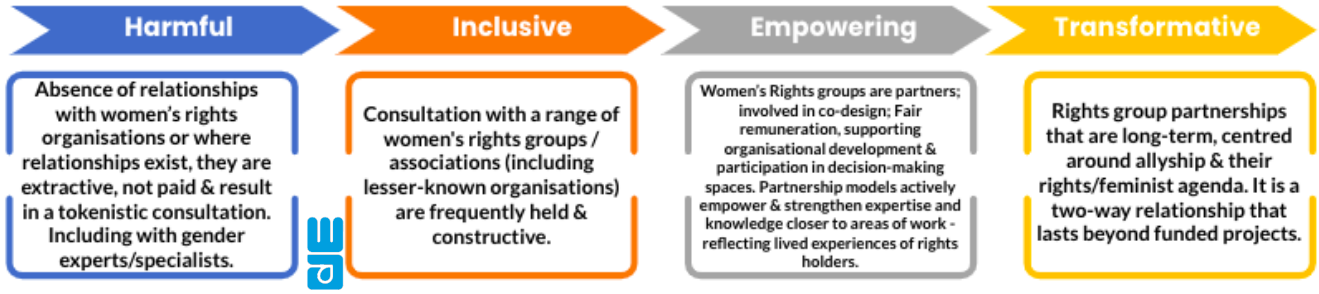
Areas for Growth in WaterAid Uganda's Journey to Gender Transformative WASH

Ownership & Accountability



Gender mainstreaming and integration is coordinated by the Head of Programmes and supervised by the Country Director to ensure effective mainstreaming across programmes. The Regional Office is equally spearheading Country Programme-level capacity building in planning and regional cross-learnings. These demonstrate strong leadership and ownership of gender-related initiatives in the region; however, the degree to which senior leaders within the Country Programme are held to account for the performance of the gender-equality and mainstreaming initiatives was less clear.

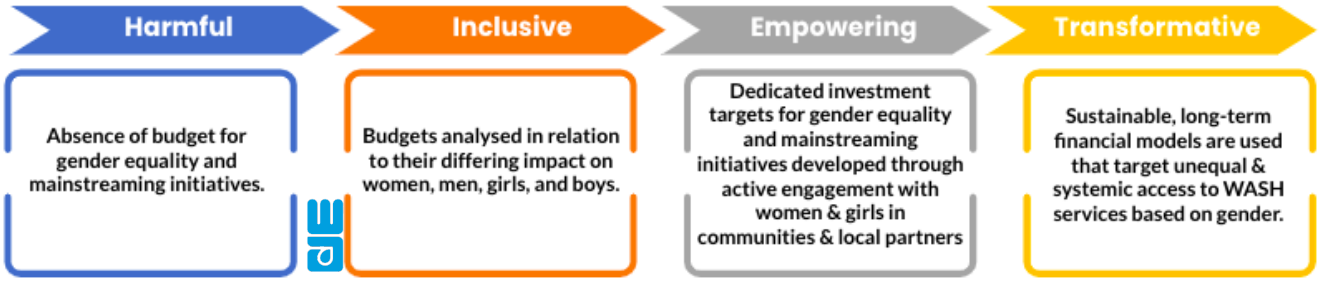
Working in Partnership



WaterAid Uganda has engaged Women's Rights Organisations to improve its programming and further embed gender into its work. There is mention of a strategy to target strengthening partnerships with the Ministry of Gender, Uganda Women's Network (UWONET) and Girls Education Movement (GEM) through the Forum of African Women Educationists (FAWE). The SusWASH programme also reports collaboration with the Ministry of Gender and universities to undertake gender assessments of healthcare facilities.

While evidence of working with Women's Rights Organisations is supported by ambitions to improve, consistent consultation and systematic use of information from these consultations were not found in evidence made available to reviewers.

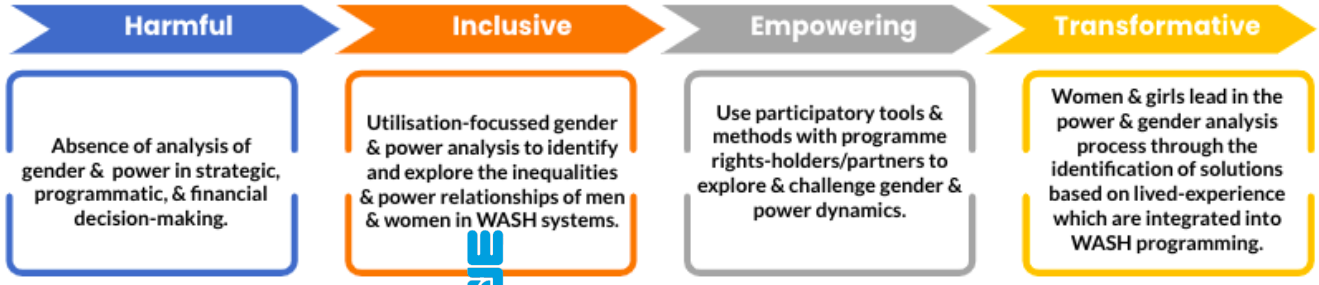
Gender-Responsive Budgeting



WaterAid Uganda's 2017 Business Plan indicates they will track investments focused on women and girls. However, while the community-led WASH budget tracking approach has endeavoured to do this, it still lacks robustness beyond the WASH budget tracking in schools and healthcare facilities and needs to be more consistent.

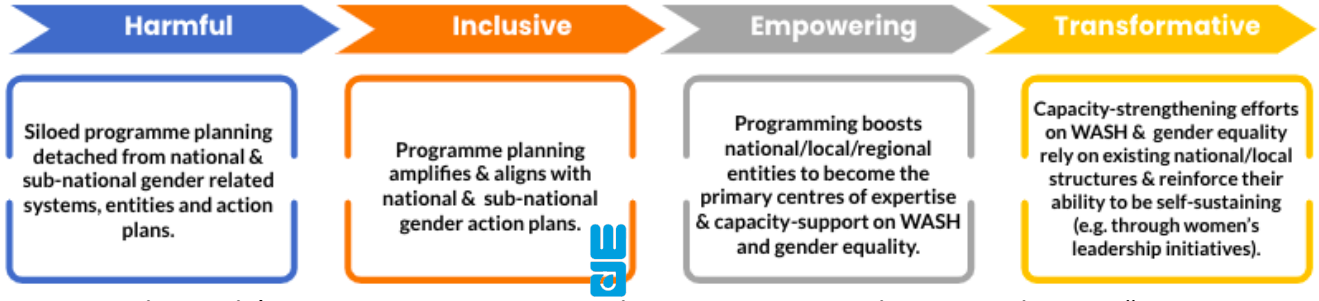
Strengths to leverage in WaterAid Uganda's Journey to Gender Transformative WASH

Gender & Power Analysis



Gender and power analyses have been carried out as part of the Country Programme Strategy development to inform programming priorities and the development of the Country Programme Gender Strategy. However, a Country Programme gender assessment called for more training on conducting more in-depth gender and power analysis. This has likely been exacerbated by the changing dynamics of COVID-19 and, as such, a more demand-driven need to have the knowledge and skills to advance.

Systems Approach



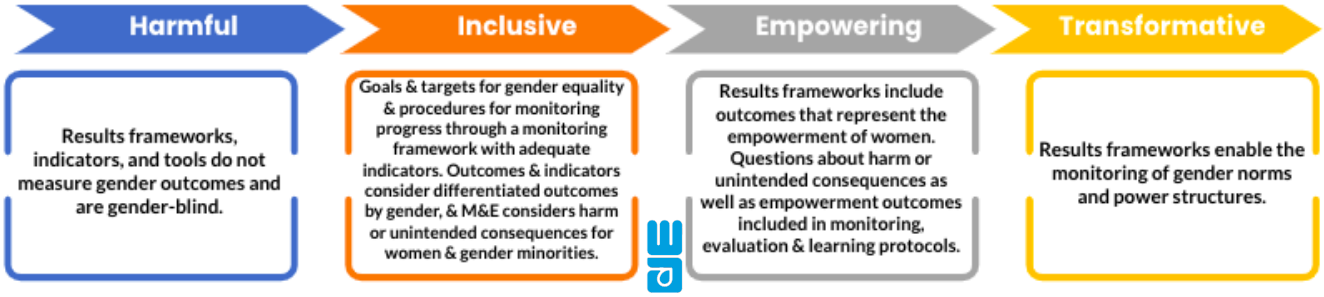
In WaterAid Uganda's current country strategy, the programme sought to contribute to *"strategic inter-sectoral and well-resourced, long-term investment plans are effectively implemented at all government*

levels". A positive outcome is demonstrated through working with the gender unit of the Ministry of Education and sports, where a roadmap was developed for strengthening Menstrual Hygiene Management in schools. Central to this initiative was developing a National Menstrual Hygiene Management Strategy, though it was difficult to tell from the documentation whether this has progressed.

WaterAid Uganda is also mainstreaming gender through the SusWASH programme and the inclusion of gender-related indicators, for example, monitoring *"communities actively engaged with user feedback mechanisms (particularly women and marginalised people)".* This is a specific systems-strengthening programme.

In the 2021 -2022 East Africa report, it was noted that government relations with all WaterAid programmes in the region had improved in response to COVID-19. This is also reflective of the number of research papers that assessed the gendered impact of COVID-19 in the region—Suggesting that COVID-19 was a driver and opportunity for gender and government relationships to advance collectively.

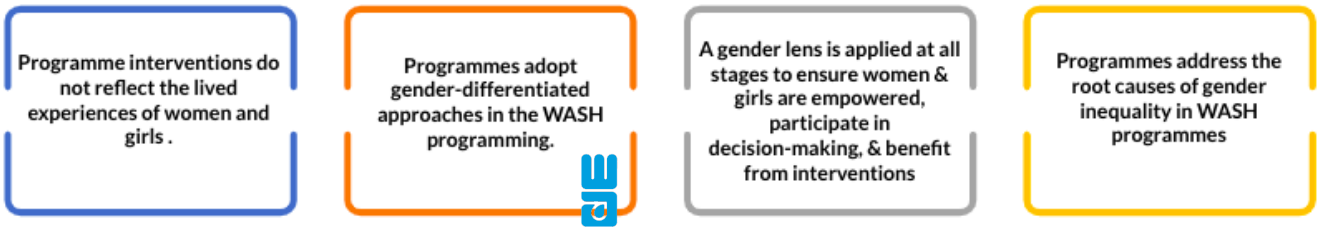
Planning, Monitoring, & Evaluation (Monitoring & Results)



WaterAid Uganda has commissioned studies on inclusive sanitation facilities for women and girls which has resulted in a guide for female-friendly toilets. Results frameworks including a gender mainstreaming framework for WASH programmes featured indicators with differentiated outcomes for women.

Gender equity indicators have been defined and integrated, measuring progress for all systems strengthening building blocks. However, there's a need to introduce a mandatory reporting requirement on Key Performance Indicators for gender mainstreaming.

Gender Lens



Documents refer to the development of a Gender, Equity and Inclusion approach in WASH programming to develop a Gender Policy for the Country Programme. However, it was not clear from the documentation provided if this was realised. Other examples surfaced include:

- WASH programming has been instrumental in innovating Menstrual Hygiene Management sustainability from design and management perspectives.
- The COVID-19 WASH response action in communities has applied a gender lens in selecting beneficiary households for relief pit emptying where female headed-households, the elderly and poor households were prioritised.
- The Country Programme's geographical scope is also informed by gender-specific vulnerabilities that limit access to WASH services and shaped WaterAid Uganda's interventions in urban slums.
- Female-friendly toilet guidelines also accompanied constructions of girls' sanitation facilities in schools or female-friendly toilets.

Partners also reported positive engagement with WaterAid Uganda with specific mention of their support in planning and budgeting, applying a gender lens.

Communicating Commitments

Programme statements detail the ways in which women and girls are disproportionately impacted by WASH poverty, emphasising the necessity of prioritising women and girls within their strategy. Flagship programming portfolios on WASH in Healthcare facilities and WASH in schools have been deliberately developed to reach marginalised women and girls respectively in these public institutions with low access to WASH services. WaterAid Uganda has committed to analysing the application and integration of rights-based approaches in relation to gender and WASH - amplifying the voices of women and surfacing the factors that prevent them from accessing quality WASH services.

Partners

During planning stages, partners reported specifically considering the needs of women and girls around WASH infrastructure in schools through gender needs assessments. Some senior leaders reinforced this by emphasising inclusion in the design and implementation of projects and communicating the

importance of gender equality. Partners report that projects and programmes are designed to contribute to changing norms, harmful cultural beliefs, power structures and the root causes of gender inequality. This is a positive sign for the realisation of gender transformation in Uganda.

Partners report that Gender-Responsive Budgeting has made a significant impact in ensuring that the differing WASH needs of boys and girls are sufficiently resourced. Some partners also reported that WaterAid staff provided support with budgets focusing on inclusive interventions to determine if the needs of girls and boys were addressed. For example, within the Civil Service College of the Ministry of Education, a representative reported taking up Gender-Responsive Budgeting to help with a "mindset change".

Where projects have more specific gender objectives, such as Gender-Based Violence, partners were more targeted in their actions. For example, one partner reported conducting sensitisation through community meetings, radios, and television to address gender-based violence and gender inequality related to WASH and health. Messaging expanded in response to increased violence against women and girls during COVID-19. WaterAid Uganda has the potential to integrate and learn more from partners who take targeted and more nuanced gender approaches. Further examples of applying a gender lens in partner programming include:

- Government authorities provided schools with Information, Education, & Communication (IEC) materials, which supported gender mainstreaming and sensitisation activities for girls and boys.
- Partners conduct activities targeted toward addressing gender norms among girls and boys, including socialisation for parents around the equal treatment of boys and girls and how to address girls' differing and unique needs.
- One respondent emphasised their approach to understanding girls' unique experiences, specifically, guidelines for school re-entry for girls who became pregnant due to the impact of COVID-19.

Partners conduct consultations with men, women, boys, and girls to ensure their views are incorporated into programming. School-aged children are consulted as part of planning and budgeting processes in some examples though it is unclear how these primary users provide feedback. It may be assumed that this occurs during regular site visits conducted by partners.

In terms of leadership, partners referenced the challenges with cultural and religious factors that influence the participation of women and girls in leadership positions. Despite this, women appeared across a range of leadership levels in partners. There is an example of analysis on the number of women and men in different positions, which is shared with management.

Senior leaders generally championed gender initiatives - lobbying partners for sanitary products and source projects that specifically address gender inequality. However, there is less clarity on how leaders are held to account for the progress of these objectives.

The government has demonstrated accountability to gender mainstreaming through regulatory and institutional reforms, including creating the Equal Opportunities Commission (EOC) with a mandate to eliminate discrimination and inequalities against any individual or group of persons. All government partners' approval of plans and budgets is subject to a certificate of gender compliance issued by the Equal Opportunities Commission.

Signs of empowering approaches to integrate gender equality include:

- Committed action is demonstrated in one case by implementing a gender policy and a gender unit.
- Open organisational cultures with space to discuss issues of gender and gender-based discrimination.
- In one instance, a WASH focal person worked closely with the Gender directorate to ensure integration into gender plans.

Conclusion & Recommendations

Analysis of WaterAid Uganda was solely derived from the Global Desk Review and additional documentation provided by WaterAid; therefore, some advancements or areas of learning may have been excluded from this summary. There are conflicting ambitions within WaterAid about its role in challenging gender norms. Partners in Uganda can provide leadership in this area. Overall, partners are working with girls, boys, men, and women to challenge social norms and harmful power structures, emphasising improving WASH access for women and girls.

Advancing the Journey to Gender Transformative WASH

- Expand on and document Planning, Monitoring and Evaluation, specifically measuring outcomes to understand WaterAid Uganda's influence on gender and social norms.
- Optimise opportunities to learn from Women's Rights Organisations and international organisations and build the foundations of what meaningful partnerships with Women's Rights Organisations look like and look to learn from and work with them.
- Gather case studies and evidence of how a gender lens is being applied across the programme to learn from and share with other Country Programmes.

Conclusion

The review surfaced mixed sentiment and perceptions around the appropriateness of the explicit prioritisation of gender:

"...there's a fear that [gender] is not our mission. It's not our role, and that we do WASH and there's not enough space for everything else".

Other views emphasised the reinforcing and necessary work of approaching gender as an integrated component that strengthens the quality, effectiveness, and sustainability of WASH. For WaterAid to achieve its ambition of universal access, gender equality is non-negotiable. However, WaterAid has promising signs that these tensions are moving toward resolution by developing the new global strategy.

Sentiment found across this review is the space for deeper meaningful reflection on biases or attitudes to gender is a crucial factor. WaterAid staff and some partners expressed and reported harmful attitudes during interviews. While WaterAid does have an optional learning module on unconscious bias, the necessity of tackling bias at all levels of WaterAid was largely absent to address bias among WaterAid staff; pockets of transformative practice should be leveraged and brought to scale as a consistent, mandatory, and complimentary stream of work to advance the global organisational culture. Strong commitments to gender equality evident in WaterAid Regional Members, Australia, Canada and Sweden could be leveraged by the wider federation.

The review found that teams made steady and meaningful progress through their *Journey to Gender Transformative WASH* when two features were present: Self-reflective environments that adopt a 'work in progress' attitude and leadership who take committed action as gender champions. WaterAid's goal of *Everyone, Everywhere* 2030 will only be realised through strategic, ambitious action that tackles gender inequality head-on. The new global strategic plan looks well-positioned to enable this vision.

Annexe 1 - Analytical Framework

Harmful
Inclusive
Empowering
Transformative
Gender Bias
Absence of internal documentation and analysis of risks related to gender inequalities and power.
Staff demonstrate a good understanding about gender bias and how it relates to their own roles and teams.
Staff are empowered to document reflections on internal gender bias and attitudes. Sexism in recruitment and team dynamics is acknowledged.
Staff act to overcome gender bias or sexist attitudes and imbalances in decision-making power and privilege. Colonial narratives, that often reinforce gender inequalities, are dismantled, and alternative narratives supported.
Do No Harm
Absence of understanding among staff of 'do no harm' principles.
Staff demonstrate an understanding of 'do no harm' principles.
Staff demonstrate an in-depth understanding of gender dynamics and have active plans for tackling and responding to harm
Annual performance plans for teams include targets to address social, institutional, and environmental barriers to gender equality.
Capacity
Gender equality and mainstreaming initiatives advanced using hidden/invisible labour by 'volunteering' time
Dedicated and appropriately resourced gender expert/focal point/technical person who provides internal support on gender equality and in support of partners.
Gender-related expertise and knowledge is decentralised – moving away from single focal points – empowering all staff to act on gender knowledge and expertise. Spreading out ownership and agency.
Decolonising and reconceptualisation of expertise by employing indigenous women and girls with lived experiences as holders of expert knowledge.

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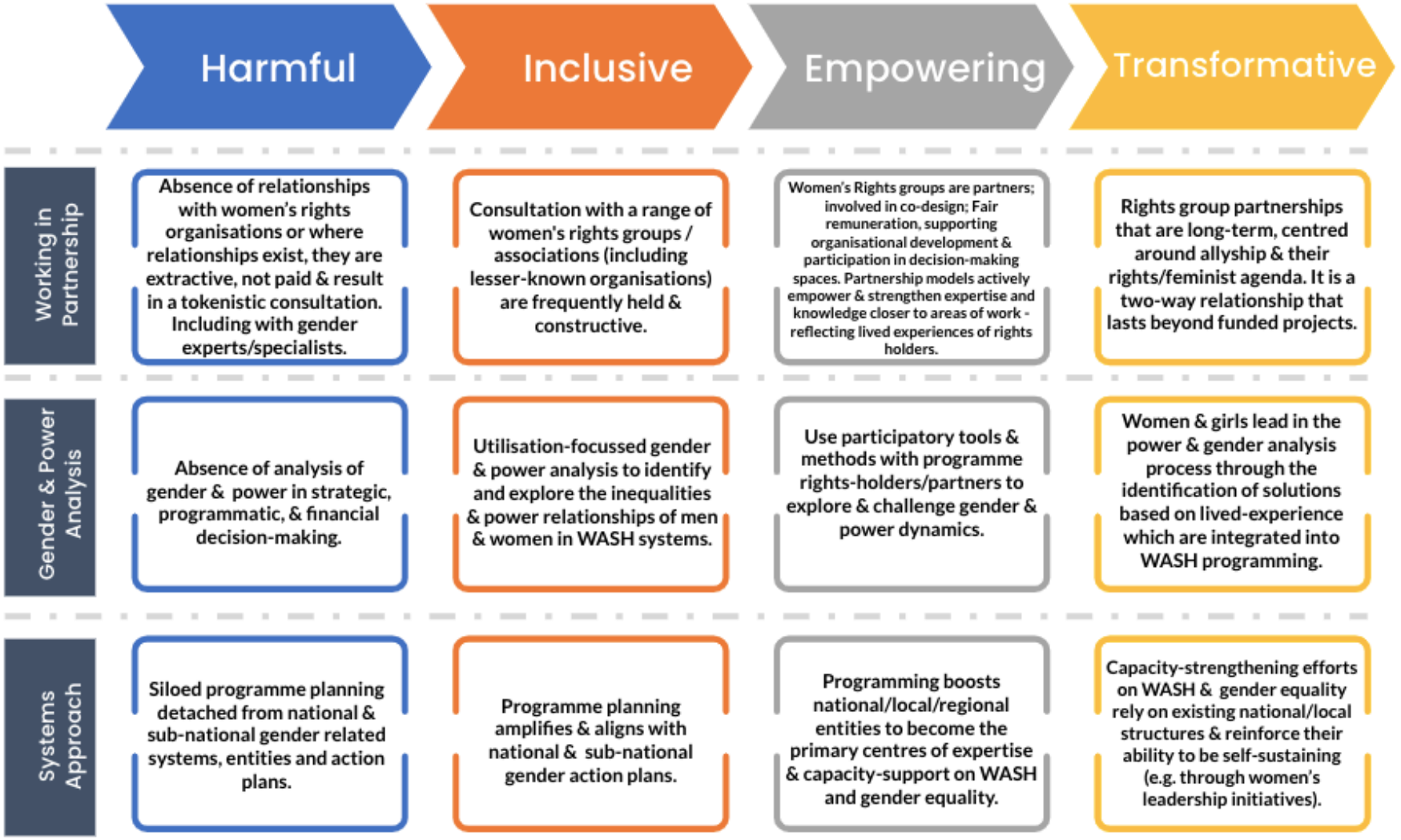
Management
Absence of the collection & analysis gender-disaggregated data related to management demographics.
Systematic review of demographics of all management positions including analysis of the number of women and men promoted to management positions, including positions with budgetary decision-making.
360-degree review for managers include:
1. Perceived commitment to gender equality
2. Implementation of gender equality initiatives designed to empower women and gender minorities
Gender equality and Diversity is reflected in all areas of and all levels of management and decision-making.
Recruitment
Job specifications & recruitment policies are created without consideration for gendered needs or risks. Job descriptions and recruitment policies don't ensure equal opportunities for women
Exit interviews determine whether the reasons for the departure of staff were related to gender equality issues.
Active consultation with staff on practical barriers that prevent women from taking on technical or management roles or challenges that they face in these roles (i.e. transport, accommodation, timing, caring responsibilities).
Job descriptions, recruitment and retention approaches give equal opportunities to indigenous women. Recruitment and retention approaches that target underlying causes for gender disparities in roles and responsibilities
Equitable Pay
Absence of transparent, fair, & equitable remuneration, & processes to track/measure/make changes. Absence of gender pay gap reports.
Salary transparency/Gender Pay Gap Reports up-to-date & publicly available to surface where women are receiving less for the same roles as men.
Staff challenge gender pay gaps reinforced by Pay Equity Audits that engages staff and surfaces hidden or invisible labour.
By valuing multiple forms of knowledge, internal policies, procedures, & practice respond to disparities by tackling institutional barriers which discriminate based on education, wealth, sex, colour, ethnic origin, location, & other factors.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Working in Partnership
Absence of relationships with women's rights organisations or where relationships exist, they are extractive, not paid & result in a tokenistic consultation. Including with gender experts/specialists.
Consultation with a range of women's rights groups / associations (including lesser-known organisations) are frequently held & constructive.
Women's Rights groups are partners; involved in co-design; Fair remuneration, supporting organisational development & participation in decision-making spaces. Partnership models actively empower & strengthen expertise and knowledge closer to areas of work - reflecting lived experiences of rights holders.
Rights group partnerships that are long-term, centred around allyship & their rights/feminist agenda. It is a two-way relationship that lasts beyond funded projects.
Gender & Power Analysis
Absence of analysis of gender & power in strategic, programmatic, & financial decision-making.
Utilisation-focussed gender & power analysis to identify and explore the inequalities & power relationships of men & women in WASH systems.
Use participatory tools & methods with programme rights-holders/partners to explore & challenge gender & power dynamics.
Women & girls lead in the power & gender analysis process through the identification of solutions based on lived-experience which are integrated into WASH programming.
Systems Approach
Siloed programme planning detached from national & sub-national gender related systems, entities and action plans.
Programme planning amplifies & aligns with national & sub-national gender action plans.
Programming boosts national/local/regional entities to become the primary centres of expertise & capacity-support on WASH and gender equality.
Capacity-strengthening efforts on WASH & gender equality rely on existing national/local structures & reinforce their ability to be self-sustaining (e.g. through women's leadership initiatives).

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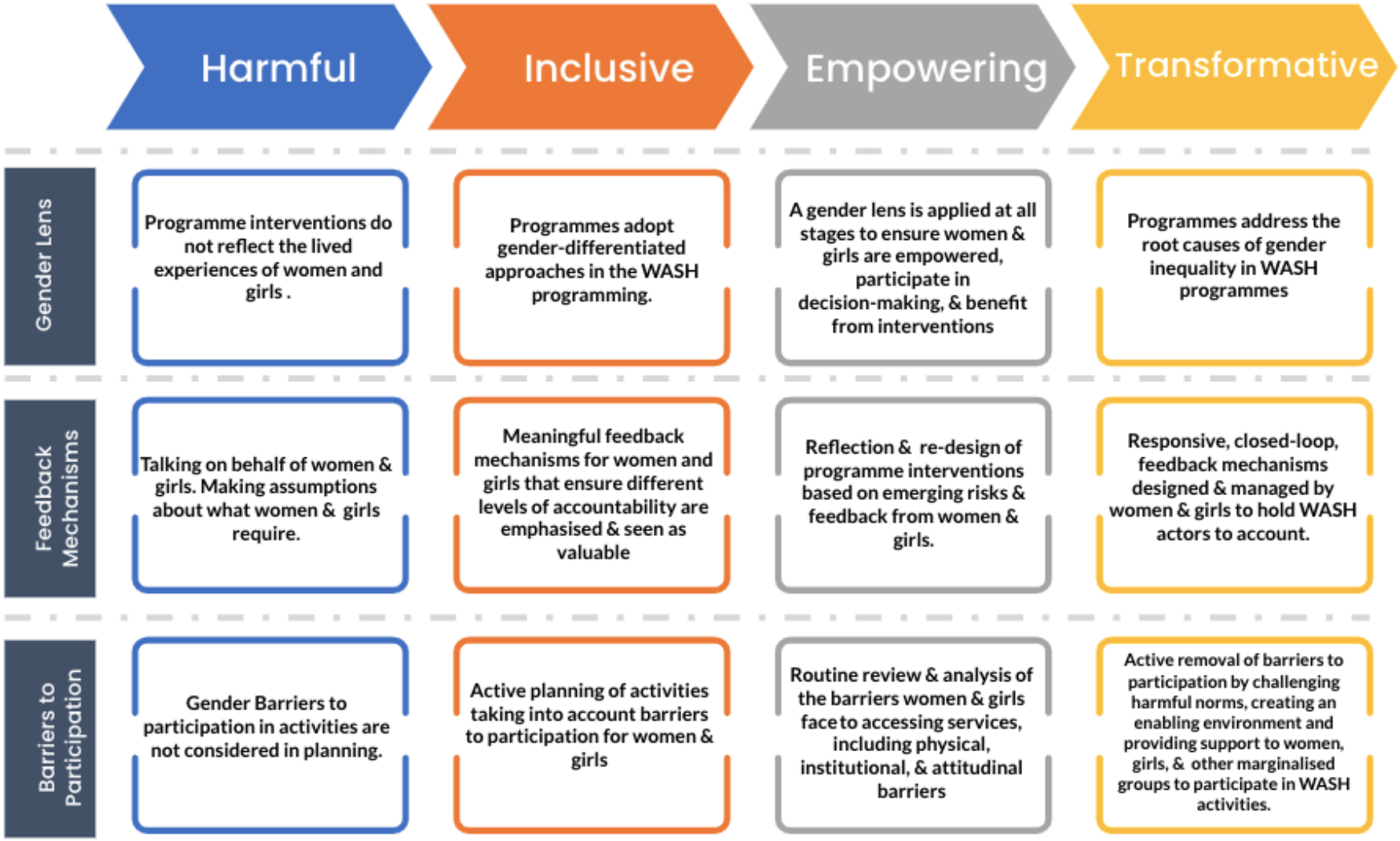
Monitoring & Results
Results frameworks, indicators, and tools do not measure gender outcomes and are gender-blind.
Goals & targets for gender equality & procedures for monitoring progress through a monitoring framework with adequate indicators. Outcomes & indicators consider differentiated outcomes by gender, & M&E considers harm or unintended consequences for women & gender minorities.
Results frameworks include outcomes that represent the empowerment of women. Questions about harm or unintended consequences as well as empowerment outcomes included in monitoring, evaluation & learning protocols.
Results frameworks enable the monitoring of gender norms and power structures.
Data Collection
Data collected that does not include women and girls.
Data collection is inclusive of the voices of women and girls with lived experience of programmatic aims and objectives.
Women and girls are engaged beyond the data collection process and are empowered to validate findings. Collective and responsive learning is a stated priority.
Women and girls lead in the design and delivery of data collection adopting community-led models.
Disaggregated Data
Not collecting gender disaggregated data to inform project implementation strategies & measure impact.
All relevant (e.g. people related) data is disaggregated by gender. Disaggregated data is used to drive programme/project adaptations and learning.
Gender related data is shared & analysed with women and girls to drive adaptation and learning
The adoption of tools & methods that capture long-term transformative change (gender norms, shifting attitudes) through approaches such as outcome harvesting & are easily adaptive to context.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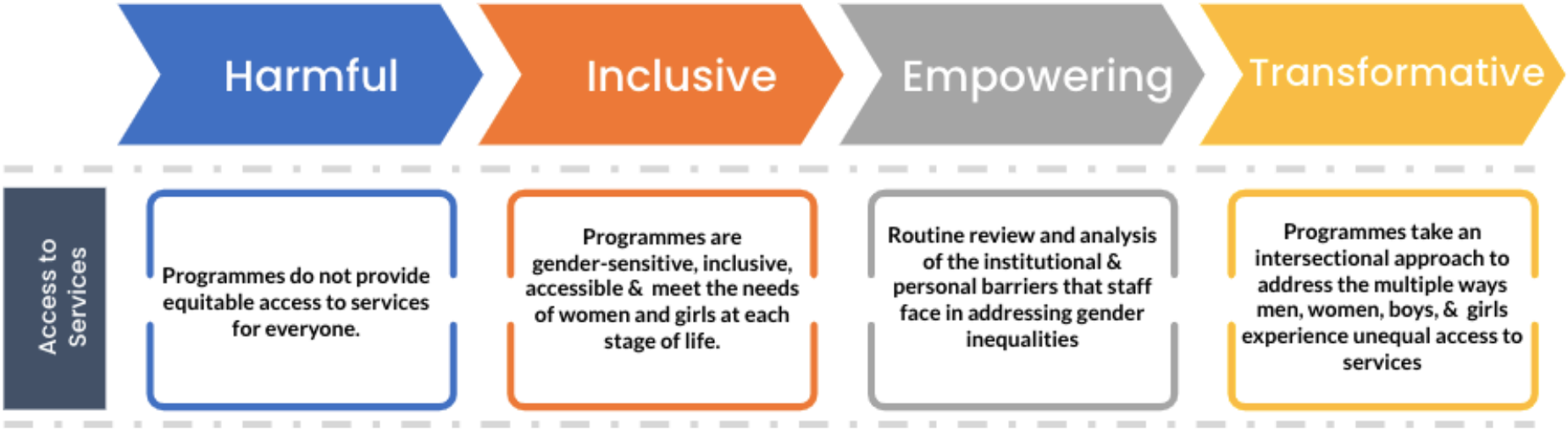
Gender Lens
Programme interventions do not reflect the lived experiences of women and girls .
Programmes adopt gender-differentiated approaches in the WASH programming.
A gender lens is applied at all stages to ensure women & girls are empowered, participate in decision-making, & benefit from interventions
Programmes address the root causes of gender inequality in WASH programmes
Feedback Mechanisms
Talking on behalf of women & girls. Making assumptions about what women & girls require.
Meaningful feedback mechanisms for women and girls that ensure different levels of accountability are emphasised & seen as valuable
Reflection & re-design of programme interventions based on emerging risks & feedback from women & girls.
Responsive, closed-loop, feedback mechanisms designed & managed by women & girls to hold WASH actors to account.
Barriers to Participation
Gender Barriers to participation in activities are not considered in planning.
Active planning of activities taking into account barriers to participation for women & girls
Routine review & analysis of the barriers women & girls face to accessing services, including physical, institutional, & attitudinal barriers
Active removal of barriers to participation by challenging harmful norms, creating an enabling environment and providing support to women, girls, & other marginalised groups to participate in WASH activities.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Access to Services
Programmes do not provide equitable access to services for everyone.
Programmes are gender-sensitive, inclusive, accessible & meet the needs of women and girls at each stage of life.
Routine review and analysis of the institutional & personal barriers that staff face in addressing gender inequalities
Programmes take an intersectional approach to address the multiple ways men, women, boys, & girls experience unequal access to services