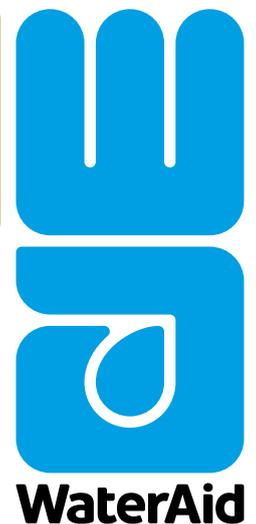




**Integrating gender equality into water, sanitation and hygiene projects**



**Guidance for companies**



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● A woman is carrying food for the men who pick the coal from the local Jadu Kata river in the Tahirpur Border area, Sunamganj, Bangladesh. March 2021.

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● **Cover Photo:** Members of the Benkadi women's group standing together inside their market garden where they grow produce to make an income. Bla district, Segou, Mali. October 2019.

WaterAid/Basile Ouedraogo



WaterAid/Drik/Tapash Paul

# Introduction

## Purpose

This guidance will help companies work with non-governmental organisation (NGO) partners to turn their strategic commitments on community water, sanitation and hygiene (WASH) and gender equality into integrated projects that a) result in better, more sustainable WASH outcomes and b) are critical on the pathway to gender equality and women's empowerment.

The guidance will:

- Explain **why** companies should invest in, and take, an integrated approach to WASH and gender equality and women's empowerment projects.
- Set out **what** approaches are needed to integrate gender equality and women's empowerment into WASH projects.
- Share an overview of the principles and **how** to embed gender equality and women's empowerment into WASH projects.

The accompanying guidance, which can be shared with NGO implementing partners, provides detailed guidance on the principles and a step-by-step guide to integrating gender equality and women's empowerment into WASH projects during their design, including relevant tools and resources to support NGO practitioners.

- Since the Diageo-funded Machochwe water kiosk was installed, Jackline Joseph, Joyce Mwita and Janeth Mniko spend less time walking to water sources and have more time to earn a living. Serengeti, Tanzania. May 2021.

## Who is this for?

This guidance is primarily targeted at sustainability and community engagement teams within companies and their foundations, who are responsible for overseeing the delivery of projects across Environmental, Social and Governance (ESG) priorities, including community WASH projects, gender equality and women's empowerment.

It will also be relevant for global teams responsible for the development of water and gender equality/women's empowerment strategies, to understand the benefits and embed an integrated approach.

## WASH in the workplace

Whilst this guidance is focussed on community WASH projects, many of the concepts and principles will be relevant to workplace WASH programmes, particularly in sectors where women make up a significant proportion of the workforce (such as apparel and agriculture), workplaces where WASH and women's empowerment programmes are being run, and where workplace WASH programmes are integrated with community WASH work. It will also be useful for signatories to the WASH Pledge (particularly indicators GE 1.4 and CW 6), companies applying the Alliance for Water Stewardship Standard and the requirements of indicator 3.6 to take equitable account of gender needs. Along with WASH4Work members who have committed to take action on WASH in the workplace, in communities and in supply chains, and Water Resilience Coalition members in relation to their WASH-related commitments.



# 01

## WASH and gender equality

● Gita Roy, leader of the Golap Dol, a women's committee who run the reverse osmosis plant, washes her hands with clean water. Khulna Division, Bangladesh. May 2021.



WaterAid/Drik/Farzana Hossen

Around the world, one in ten people don't have clean water close to home, more than one in five people don't have a decent toilet of their own, and almost one in three people lack soap and water for handwashing at home.<sup>1</sup>

Significant evidence and decades of experience has shown how women and girls are disproportionately affected when communities lack clean water, decent toilets and good hygiene – and climate change is exacerbating those challenges further. Women and girls bear the brunt of inadequate WASH services. In eight out of ten households without a water source on the premises, women and girls are responsible for water collection.<sup>2</sup> Globally, women and girls spend over 200 million hours collecting water every day, placing them at risk of violence, preventing girls from going to school, and limiting women's ability to participate in other productive activities. All too often, women's unpaid labour plugs the gaps in WASH services and systems in households, workplaces, schools and health centres.<sup>3</sup> Recent analysis from the Organisation for Economic Co-operation and Development (OECD) highlights how the

unequal distribution of unpaid care work – particularly physically and time-intensive tasks such as collecting water or fuel – is holding back progress on women's economic empowerment.<sup>4</sup>

Yet WASH activities provide opportunities to contribute to women's economic empowerment. When the burden of water collection is reduced women may be able to enter the formal or informal workforce. Increasing science and engineering educational opportunities for women and working with WASH providers to create female-friendly workplaces, contributes both to a more professional WASH sector and to women's economic opportunity. Financial literacy, business, access to finance, and vocational training can enable women to start or grow WASH related social enterprises or small and medium enterprises (SME).<sup>5</sup>

Economies are more resilient, productive and inclusive when they reduce gender inequalities and actively support the equal participation of women in all spheres of life.<sup>6</sup> But gender inequality persists everywhere and stagnates social and economic progress.<sup>7</sup> COVID-19 has exacerbated existing gender inequalities, with

women disproportionately impacted. Women bear the brunt of the increased care burdens, disruptions in income and education, greater risk of being disposed of land and property and digital and pay gaps. Furthermore, over 740 million women around the world work in the informal sector and as low-wage workers in sectors significantly impacted by the pandemic (tourism, hospitality, retail) where they are vulnerable to loss of livelihood and exploitation with little or no worker protections, such as paid sick leave.<sup>8</sup> Women and girls' empowerment are essential to expand economic growth and promote social development, yet the World Economic Forum's *Global Gender Gap Report 2022*<sup>9</sup> shows that on the current trajectory, it will now take 132 years to close the gender gap worldwide.

Companies are responding to these global challenges and the ambition set out in Sustainable Development Goal (SDG) 6 (water and sanitation for all) and SDG 5 (gender equality and empowerment of women and girls). WASH has become a priority in corporate water stewardship strategies and ESG goals. It is a key principle of water security, with multiple benefits for businesses<sup>10</sup> and communities.<sup>11</sup> Furthermore, an increasing number of companies' WASH strategies and targets now reference women and girls. At the same time, the business case for gender equality continues to grow. A number of major multinationals have women's economic empowerment and gender equality strategies, with significant investment in programming. Companies recognise that closing the gender gap is good for business;<sup>12</sup> it improves productivity and innovation, addresses diversity, supports compliance with human rights obligations,<sup>9</sup> and promotes economic growth.<sup>13</sup> As such, many companies are actively supporting women throughout business operations, from

the boardroom and talent acquisition, to supply chains and impacted communities.<sup>9</sup>

But there is still significant untapped potential to accelerate progress on WASH and gender equality and women's empowerment.

The involvement of women and girls is critical to the success and sustainability of WASH investments. Although the importance of WASH for women is broadly recognised, studies have shown that WASH projects often stop at service access and reach outcomes (e.g., a focus on indicators and targets for women users). This results in missed opportunities for the transformative change needed to increase gender equality and women's empowerment in and through WASH projects.<sup>14,15</sup> Often, women are only recognised as beneficiaries of WASH projects when they are also consumers, household decision makers and solution providers. Furthermore, systemic bias related to gender roles in WASH are restricting the meaningful participation of women in the WASH workforce and decision making.<sup>16</sup>

Often, WASH and gender equality are treated as separate thematic areas within companies, led by different teams with independent projects, targets and indicators. Yet, they are fundamentally linked. Investment in safe, affordable water and sanitation services for communities who are vulnerable can create powerful ripple effects, starting with women and girls, that can support building community resilience. Basic water services could save women the equivalent of 77 million working days per year. Days they currently spend collecting water.<sup>17</sup> These services would contribute significantly to a reduction in unpaid domestic work, positively impact health outcomes, increase life and work options, and accelerate a country's economic success.



As primary WASH users and leads, women and girls often have the strongest knowledge and understanding of what is needed, how WASH can be made more sustainable, and how services can be improved for everyone. However, too often that knowledge and understanding is not supported or utilised.

● Gita Roy is the leader of the women's committee who monitor the reverse osmosis plant. Khulna Division, Bangladesh. May 2021.



WaterAid/Guilhem Alandry

● The soap and shea butter making group Kanuya, in Samabogo, Cercle de Bla, Segou Region, Mali. April 2018.

**Applying a gender lens to company WASH strategies and projects creates significant potential to make those investments go further and achieve greater impacts that:**

- results in better, more sustainable WASH outcomes, and;
- are critical on the pathway to gender equality and women’s empowerment.

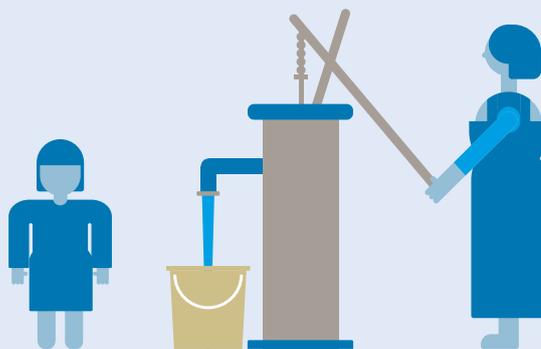
The next stage is to operationalise and implement these commitments so that women and girls, communities and countries realise the benefits of an integrated approach. This requires robust planning, programming, monitoring and resourcing that puts women and girls at the centre and goes beyond WASH projects that are ‘just’ taps and toilets.

This guidance is therefore designed to make clear the benefits to companies in integrating gender equality into their WASH projects and within their wider water strategies. It is also designed to support companies to work with their NGO partners to develop community WASH projects that result in equitable WASH services and contribute to gender equality and women’s empowerment.

When the burden of water collection is reduced, the health benefits for communities increases. For example, a 15-minute decrease in one-way walk to a safe water source is associated with a 41% reduction in diarrhoea prevalence, improved child nutritional status, and an 11% reduction in under-five child mortality.<sup>18</sup> Meanwhile, clean and functional sanitation facilities are increasingly associated with better mental health and improved well-being among women.<sup>19</sup> However, the key to gender equality and women’s empowerment is both in the reduction and redistribution of domestic WASH work, so the burden is not the sole responsibility of women and girls.

In 2018, The Coca-Cola Foundation funded Global Water Challenge, USAID and Ipsos to conduct the Ripple Effect Study to examine the transformative impact water access has on women’s empowerment.<sup>20</sup> The study delivered quantitative and qualitative evidence that clean water uniquely catalyses a shift towards women taking greater control of their lives, and that they use this to benefit their whole communities. It identified eight pathways to empowerment, capturing the impact water interventions have on women’s empowerment, including health, income, nutrition, safety and security, education, leadership and skills, time savings and shifts in roles and norms. Companies and NGOs are using the Ripple Effect Study and its subsequent toolkit as foundational indicators to quantify women’s empowerment through improved water access.

**Globally, women and girls spend over 200 million hours collecting water every day, placing them at risk of violence, preventing girls from going to school, and limiting women’s ability to participate in other productive activities.**



# 02

## Gender equality and women's empowerment in and through WASH

● Tiru Getahun collects money from the community to pay for the maintenance of the water pump. Derekwa, Ethiopia. February 2020.



This section outlines:

- A definition of gender equality and women's empowerment in WASH.
- The factors driving WASH-related gender inequalities and the wider impacts of this.
- An example theory of change for WASH-related gender equality and women's empowerment.

### What do we mean by gender equality?

Gender equality refers to equal rights, responsibilities and opportunities of women, men, girls, boys, and gender minorities. Equality does not mean that women and men will become the same, but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognising the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development.<sup>21</sup>

## What do we mean by women's empowerment?

Women's empowerment is both a process and an outcome.<sup>22</sup> It is defined broadly as the expansion of choice and strengthening of voice through the transformation of power relations, so women and girls have more control over their lives and futures.<sup>23</sup>

Women's empowerment through WASH is about expanding the ability to exercise choice and control in multiple areas related to WASH. So, women's access to resources, agency and decision-making, and strengthening wider institutional or enabling policies and processes to be responsive to women and girls – all of which support in meeting their daily and long-term WASH needs. It involves women recognising their own capacities, and men recognising the capabilities of women. It will support them to exercise their power and to have more control

over their own time, bodies and lives. It means working with women and girls, and supporting men and boys and their communities more broadly, to achieve a positive shift in attitudes, biases and behaviours that negatively impact on the WASH experiences of women and girls. It requires raising awareness of women's rights, building self-confidence, expanding life choices, increasing access to information and control over resources. This will help transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality.<sup>24,25</sup>

To contribute to overall empowerment and have maximum impact, WASH projects are most successful when they sit alongside work strengthening education, economic decision making and health outcomes.

● Justine Sawadogo reads a rain gauge and records the rainfall in the commune of Boulsa, Burkina Faso. July 2021. Our work in Bonam, Burkina Faso, is supported by the European Union and players of People's Postcode Lottery.

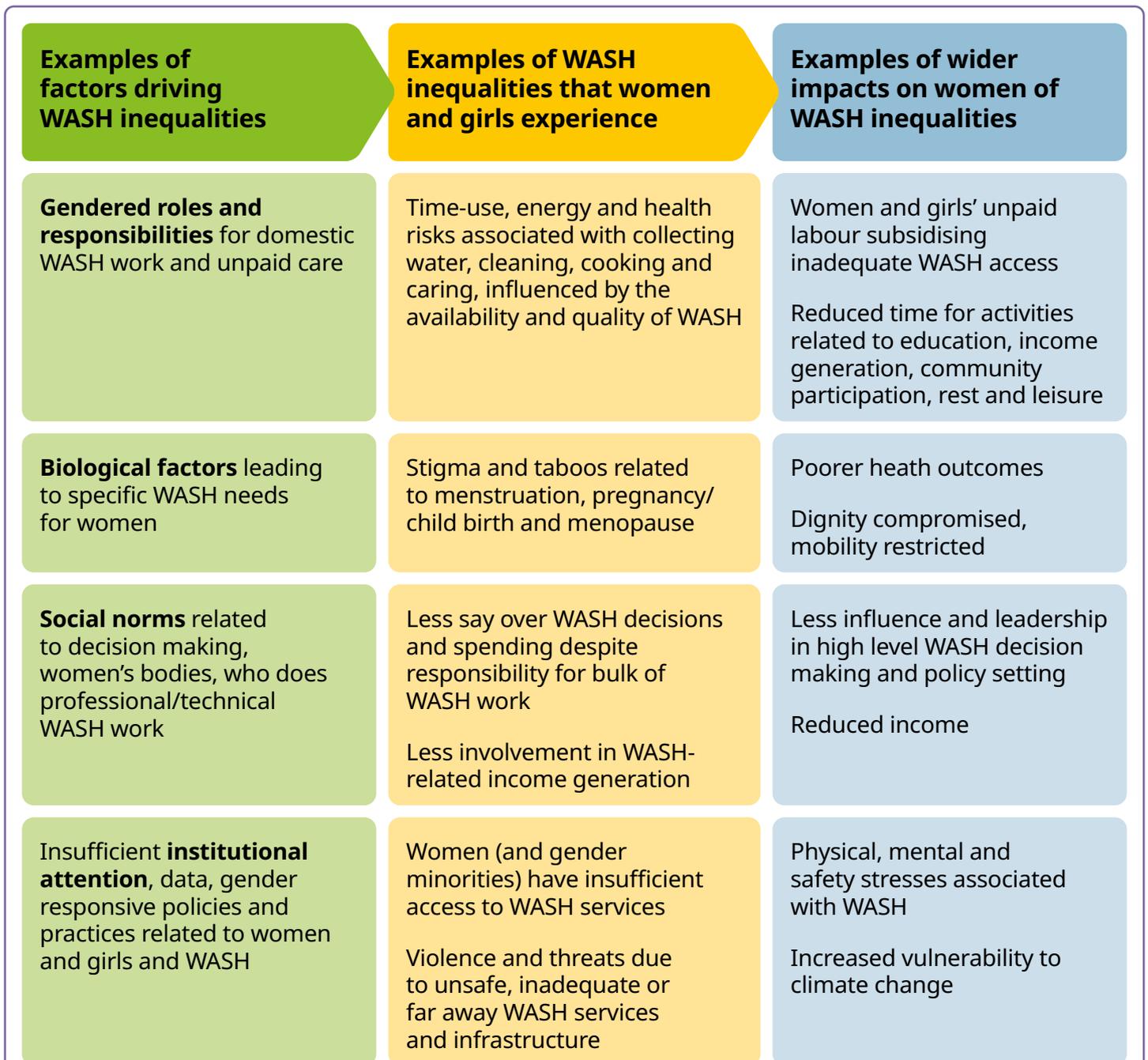


WaterAid/Basile Ouedraogo

## The factors and impacts of inequitable WASH

Women and men, and those identifying outside the male/female binary (gender minorities), have different requirements from water and sanitation facilities, different hygiene priorities and face different challenges and societal barriers to meet their WASH needs. For these reasons, WASH projects need to be responsive to the differing requirements and power imbalances that exist.

Gendered WASH inequalities can be associated with four key factors – **differential biological factors influencing WASH requirements; highly gendered roles and responsibilities; gendered or restrictive social norms; and insufficient institutional attention.** Figure 1 illustrates the various dimensions and impacts WASH has on women and girls with a range of examples.



**Figure 1: Factors and impacts on women and girls in WASH**

## Pathway to gender equality and women’s empowerment

Integrating gender equality and women’s empowerment into WASH projects means:

- To support everybody – women, men, boys and girls (including those living with disabilities or who are part of minority groups and sexual and gender minorities) – to meet their basic WASH-related needs equitably, with dignity, and at all stages of life.
- To support greater involvement, participation and leadership of women in WASH decision making, planning and delivery – which will lead to WASH services that are sustainable, scalable, acceptable and suitable for more users.
- A clear recognition that women and girls are more than ‘just’ users of WASH services, and can be empowered as change agents to deliver multiple benefits, including broader community resilience.

Gender equality and women’s empowerment in WASH is not realised by simply providing more taps and toilets, although the hardware component of a project is important. This must be combined with:

Approach	How?	Contributes to...
Better <b>analysis</b> of the factors that contribute to gender inequality in WASH, including an understanding of the gendered norms, roles and barriers that impact on access to, use of and influence on WASH.	Contextual gender analysis (see <a href="#">NGO guidance</a> page 39) of the communities and locations where WASH interventions are being planned to understand different genders’ realities and requirements and their ability to participate, contribute or benefit from the project.	Understanding agency, access and institutional arrangements in order to support positive changes to them.
A commitment to helping <b>transform negative gendered roles, norms and relations</b> connected to WASH. Recognising that women and girls perform most of the labour but have the least say on how services are delivered or planned.	Facilitate dialogue and awareness raising activities with men, boys, women, girls and gender minorities, that bring attention to WASH imbalances, and draw solutions to help reduce and redistribute these burdens.	Increase in women’s agency.
<b>Targeted support for women and girls</b> to participate equally in all levels of WASH decision making, and <b>benefit from economic activities connected to WASH</b> .	Work with women to support their effective participation in WASH decision making and action planning. And work with men and leaders to sensitise them on the benefits of women in decision making roles.  Ensure women are benefitting from and able to participate in WASH-related economic activities.	Increase access and agency.

Approach	How?	Contributes to...
<p>Work at <b>all levels of the WASH system</b> (community, local, national and global) and target all areas of the system (financing, service delivery, strategic planning, regulation and accountability, monitoring, government leadership, coordination functions and institutional arrangements) to help drive towards gender equality and women's empowerment within WASH.</p>	<p>Support the creation and implementation of gender responsive WASH policies, budgets, strategies for all WASH actors, including governments and service providers.</p>	<p>Positive institutional arrangements for gender equality and women's empowerment.</p>

To meet the specific needs of women and girls, projects should be consciously designed to expand the **agency of women** and their **access to resources** through, among other things, challenging and changing gender roles, norms and relations. It is also important to advocate for the creation of enabling **institutional arrangements** at the community, sub-national and national levels (policies, laws, stakeholder engagement and collaboration) to support an increase in women's agency and access to resources.

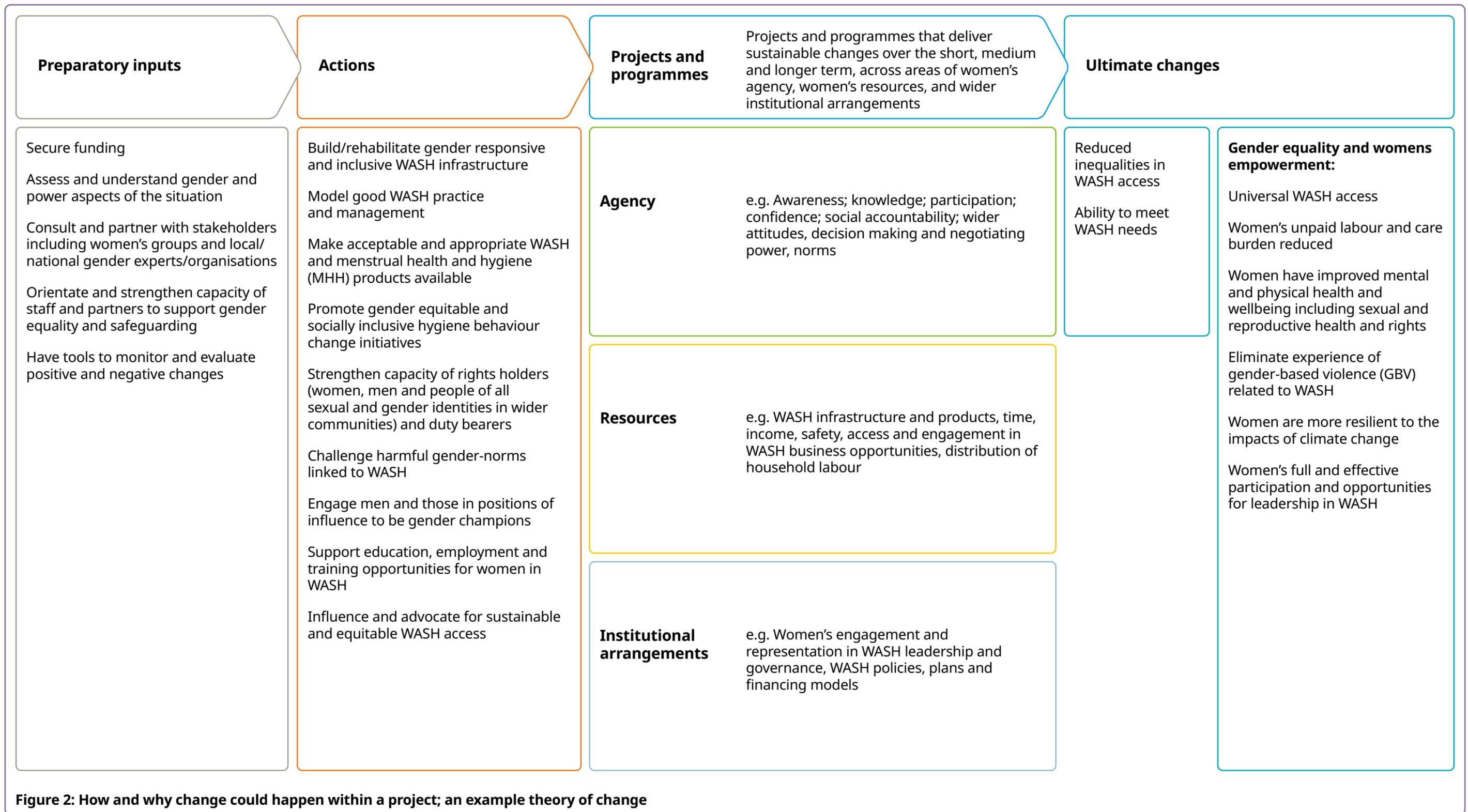
The example theory of change outlines how project actions can contribute to project-related changes in agency, resources and institutional arrangements. And in turn, how these contribute to wider changes in WASH access, overall gender equality and women's empowerment.

The Ripple Effect Study<sup>20</sup> and recent work by the WHO/UNICEF's Joint Monitoring Programme (JMP) and Emory University, shows how projects that are planned, designed and implemented with deliberate gender lenses, have produced some of the outcomes identified in the example theory of change. Outcomes that go beyond numerical targets to progressively realise women's empowerment and enhance gender equality in and through WASH activities.<sup>26</sup> Projects should be underpinned by a rights-based approach and ensure the rights holders claim their rights, and duty bearers respond adequately to delivering those rights.



WaterAid/Keoma Zec

● Cindy and her mother, Remedio, carry water home from a source in Shimena, La Gloria, Colombia. January 2021.



# 03

## Taking action

● Amina Hazong lives in a climate-vulnerable and water-stressed coastal area of Bangladesh. March 2021.

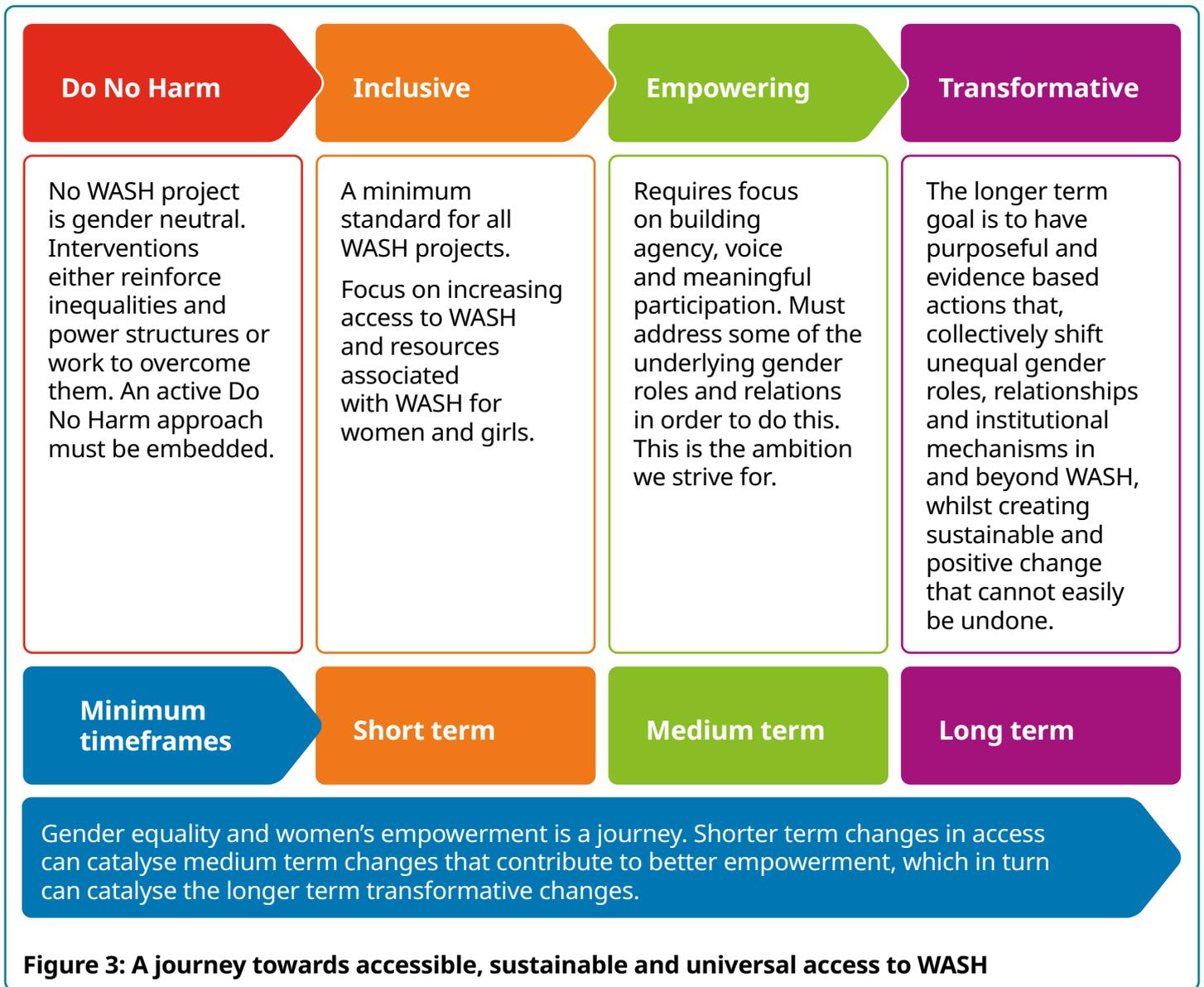


This section outlines:

- The overarching principles for projects.
- Key considerations for company sustainability teams.

Work on gender equality and women's empowerment is an outcome and a process that takes time and intentional commitment. Figure 3 shows how projects can make different levels of contribution to achieving gender equality and women's empowerment. It recognises that some foundational work might be necessary in the short term, but for empowering and transformative results, the project must be designed to continue for at least three years.

● Ivy Michelo washes fresh tomatoes from the community garden. Men and women from the community work together and grow crops, which they sell after harvest to raise money for the operation and maintenance of the local water point. Milimo village, Zambia. February 2019.



## Overarching principles and approaches for companies:

- WASH projects do not automatically lead to empowerment.** Empowerment is not a one-off activity. It is a process that includes change at individual, household, community, sub national and national level. WASH projects can increase the empowerment of women and girls, and create an environment for all. But integration with other projects that tackle additional barriers related to health, education and livelihoods is also needed for wider empowerment and transformative change. Similarly, reducing the time women spend on WASH-related activities does not automatically mean they can choose how they spend that time, as this can be constrained by rigid gender norms. Projects must avoid shifting the burden of women's work from one task to another.<sup>27</sup>
- Prioritise women's knowledge, inputs and expertise.** Support WASH implementing partners to work with specialist women's rights groups or organisations to support capacity building, project design and delivery. And ensure there is time and opportunity to listen to and draw on the knowledge from women in the targeted communities in the project design and activities.

- **Target more than just women and girls.** Men and boys are part of the solution – but this must be done in a way that protects and secures women’s empowerment. Diverse gender identities exist<sup>1</sup> and their WASH needs must not be ignored. Support NGO partners to work with experts who protect the rights of marginalised genders, to further understand the political and security context for these persons, and to engage in a way that causes them no further risk.
- **Recognise, understand and respond to women in their diversity.** Different women have different levels of control and access to resources. Disability status, class, caste, religion, education, marital status, age, ethnicity, income, confidence and available free time all influence a woman’s ability to engage in WASH decision making. Projects must assess and design interventions to meet these differing needs and barriers.

<sup>1</sup> Third gender, transgender and gender non-conforming people (marginalised genders).



WaterAid/Frehiwot Gebrewold

- **Ensure ‘Do No Harm’ principles are central to all women’s empowerment and gender work.** ‘Do No Harm’ is a conscious effort to ensure no negative consequences or harm comes to anyone from the project’s processes and actions or the organisations and individuals involved.<sup>28</sup> It includes obvious harm (e.g., negative health effects of poor water quality) and unforeseen harm (e.g., a decrease in school attendance due to students from low income families being required to attend hygiene clubs where donations are collected to improve facilities), and crucially, understanding and working to prevent violence against women associated with WASH projects and service provision. Lack of WASH is not the root cause of violence, but it can increase exposure to violence in varying forms. Women’s empowerment can challenge traditional norms, roles and power relations, and cause discomfort and even backlash, particularly against participating women and minority groups. To ‘Do No Harm’, from the outset, projects must proactively include approaches to understand and mitigate risk of harm or backlash, monitor these and include mechanisms to capture any unintentional negative project impacts.
- Finally, **one size does not fit all.** Water stewardship and ESG strategies in many companies will have global commitments and targets on WASH and gender equality and women’s empowerment. However, gender roles and relations are context specific, so will vary by geographic, legal and cultural contexts and will change over time. The realities of gender in relation to WASH and everyday life need to be understood and analysed for each project before activities and indicators are finalised. The next section and chapter 4 of the [NGO guidance](#) sets out how to do that.

● Bernesh Mekonnen, picking coffee beans from a tree on her farm in Fenket village, Amhara, Ethiopia. December 2019.

# 04

## WASH project design

● Workeye Gulelat spends 3–4 hours collecting water every day, Jara Town, Ethiopia. August 2021.



This section outlines:

- Key considerations for companies at each stage of the project design process.

Work on gender equality and women's empowerment is a process and an outcome that takes time and intentional commitment. It is therefore important to ensure the project design and delivery are empowering. The [NGO guidance](#) provides detailed guidance on how to support the design of WASH projects to incorporate gender equality and women's empowerment across the three key stages (shown in Table 1). These stages are relevant to projects that are targeted at tackling gender inequality and projects in which gender inequality is mainstreamed. Much of this work will be led by NGO implementing partners, but there are key areas for companies to consider at the outset and the respective stages.

At the outset, companies should consider and discuss with their implementing partners:

1. The level of ambition. Use Figure 3 for an overview of what can realistically be achieved in the different timeframes.
2. Project timelines. Remember 'empowerment is a process and an outcome'. The process must be participatory and empowering. Therefore, allow time in the project plan for the three key stages common in most project design processes.

**Table 1: Project design stages and key considerations for companies**

Stage	What is covered in the NGO guidance?	Engagement from companies
1. Planning the design process	<ul style="list-style-type: none"> <li>Who to engage in the design process</li> <li>How to form and orientate the project design team</li> </ul>	Stage led by NGO implementing partners
2. Analysing the situation	<ul style="list-style-type: none"> <li>Carry out a gender and power analysis</li> </ul>	Stage led by NGO implementing partners

● Batuuka and her daughter started growing vegetables in their backyard garden during the COVID-19 pandemic. Kampala, Uganda. October 2020.



WaterAid/James Kiyimba

Stage	What is covered in the NGO guidance?	Engagement from companies
3. Designing a response to the situation	<ul style="list-style-type: none"> <li>Articulating a theory of change</li> </ul>	<p>After stages 1 and 2 have been completed, project partners can agree how and why change could happen through this project. A workshop with companies and key stakeholders is a good way of doing this and can support the development of the project's results.</p>
	<ul style="list-style-type: none"> <li>Developing project results</li> <li>Defining project activities</li> </ul>	<p>Work with NGO partners to finalise project results and activities. High level thinking on results, indicators and approaches is likely to have been done earlier in the process, but it is only after the analysis and development of the theory of change stage that this should be finalised.</p> <p>Annex 1 includes examples of project outcomes, outputs and activities that have been mapped against the steps in Figure 3 and each of the approaches to gender empowerment identified above (women's agency, women's access to resources, institutional arrangements).</p>
	<ul style="list-style-type: none"> <li>Clarifying assumptions</li> <li>Developing indicators and a monitoring and evaluation approach</li> <li>Considering risks</li> </ul>	<p>Led by NGO implementing partners</p> <p>Table 5 includes, example indicators for different results levels. These examples are not exhaustive but can help catalyse thinking and see how/ where project-specific indicators can align with overarching company indicators.</p>
	<ul style="list-style-type: none"> <li>Transition approaches</li> </ul>	<p>Discuss transition and exit options and approaches early. Transition is linked to sustainability, therefore asking 'what needs to happen when the project ends, what does the project need to include, and how do we ensure that outputs and outcomes can be sustained after the project ends?' can help determine the type of transition.</p>
	<ul style="list-style-type: none"> <li>Developing budgets with a gender lens</li> </ul>	<p>NGO partner to lead project budget, but companies to be aware and supportive of direct and indirect costs associated with a project of this nature. It should, for example, reflect the resources needed for gender and power analysis, financially support the different WASH requirements of women, girls, men, boys, and gender minorities, to be fulfilled (e.g., infrastructure that meets the safety, social and biological requirements of all users), covers costs of women's organisations or gender experts etc.</p>

● Gita Roy, left, set up the women's committee (the Golap Dol) who now maintain the reverse osmosis plant and develop business plans to ensure the plant's future. Khulna Division, Bangladesh. May 2021.



## Conclusion and call to action

This guidance will support companies work with their NGO implementing partners to better integrate gender equality into WASH projects to achieve more sustainable WASH outcomes and contribute to women's empowerment. While this ambition is not new, this guidance reflects a clear shift in intent and systematic approach to gender in WASH project design, moving commitments to concrete outcomes. This will mean more impactful investments, which will result in better WASH outcomes for all and progress towards gender equality.

Companies and company-led WASH initiatives can accelerate this shift and use this guidance to:

- deliver integrated gender and WASH projects with NGO partners, and share the learnings with [WaterAid](#);
- advocate with peer companies and governments on the importance of WASH to gender equality;
- inform the gender-related outcomes and impacts in the WASH4Work led project on '[Standardized Accounting Method for the Co-benefits of WASH](#)'.

For further support in developing your company's approach to WASH and gender equality, please contact the WaterAid team at [corporate@wateraid.org](mailto:corporate@wateraid.org)

# Annex 1: Example project outcomes, outputs, activities and indicators

Annex 1 includes examples of project outcomes, outputs and activities, which have been mapped against each of the steps in Figure 3. For each of the approaches to gender empowerment (women's agency, women's access to resources, institutional arrangements) and in Table 4, example indicators are included for different results levels. They are not exhaustive, but are based on a number of sources.<sup>13,29,30,31</sup> Results, indicators and approaches should only be finalised after the analysis stage. However, they have been included here to help catalyse thinking within company teams on what might be possible at a project level (subject to the analysis set out above) and how project specific indicators can align with overarching company indicators.

## Defining project results

The theory of change approach can support the development of the project's results.

Clearly articulating the project results first will allow teams to then determine the best indicators and measurement metrics.

Typically, projects will have:

- Impacts (high level, broader changes that they contribute towards);
- Outcomes (core project related changes in knowledge, attitudes, or behaviours/practices) and;
- Outputs (tangible, direct changes and deliverables resulting from the project).



WaterAid/Anindito Mukherjee

- Community members participate in MHH training at the panchayat bhawan of the village Achalikheda, India, December 2019.

**Table 2: Examples of WASH project outcomes**

	Short term	Medium term	Long term
	Inclusive (minimum standard)	Empowering (ambition)	Transformative (longer term change)
<b>Women's agency</b>	<ul style="list-style-type: none"> <li>● Women and men have greater awareness, knowledge and understanding of rights to water and sanitation.</li> <li>● Leaders, decision makers, and men and boys have greater understanding of women's rights to and requirements of WASH.</li> <li>● Women are involved in WASH project planning.</li> </ul>	<ul style="list-style-type: none"> <li>● Men and boys have increased self-awareness about unequal WASH roles and responsibilities within the household and at community level.</li> <li>● Women and girls have greater self-confidence, ability to challenge unequal WASH roles and claim their rights to WASH.</li> <li>● Women and girls have greater mobility during menstruation.</li> <li>● Women and men are champions of gender equality in WASH.</li> <li>● Women hold government/leaders to account for their WASH rights.</li> </ul>	<ul style="list-style-type: none"> <li>● Women and girls have greater negotiating power within the household/relationships/community in relation to WASH and overall.</li> <li>● Attitudes in relation to women's roles in WASH leadership have changed with increased respect for women and support for them as WASH leaders (beyond community level only).</li> <li>● Less restrictive/harmful social attitudes/practices/exclusion/taboo associated with menstruation and childbirth.</li> <li>● Women and girls have more discretionary time due to reduced WASH work and the ability to decide how to use this time.</li> <li>● Gender norms and roles related to WASH have shifted e.g., sharing of household WASH roles between men and women, no negative perceptions associated with menstruation.</li> </ul>

	Short term	Medium term	Long term
	Inclusive (minimum standard)	Empowering (ambition)	Transformative (longer term change)
<b>Women's access to resources</b>	<ul style="list-style-type: none"> <li>WASH services meet different needs according to gender (plus age, disability etc).</li> <li>More gender responsive/ female-friendly sanitation and MHH facilities in schools, healthcare facilities, public areas</li> <li>Water at more convenient locations and times, e.g., on premises</li> <li>Better operating times, fairer fees for users</li> <li>Women and girls are safer when collecting water.</li> <li>Women and girls have increased access to information and appropriate products to manage menstruation safely and conveniently.</li> <li>Business opportunities related to WASH available to women and other marginalised groups.</li> </ul>	<ul style="list-style-type: none"> <li>Improved, reduced and/or more equitable distribution of unpaid household labour related to WASH such as water collection.</li> <li>Decrease in risks and burdens for women and girls directly related to WASH.</li> </ul>	<ul style="list-style-type: none"> <li>Women have more control over WASH resources and assets.</li> <li>Reduced discrimination and violence based on gender related to WASH.</li> <li>Women equally accessing economic empowerment opportunities through WASH entrepreneurship including in non-traditional roles.</li> </ul>

	Short term	Medium term	Long term
	Inclusive (minimum standard)	Empowering (ambition)	Transformative (longer term change)
<b>Institutional arrangements</b>	<ul style="list-style-type: none"> <li>More women are included in WASH management committees.</li> <li>Improved understanding of policy makers about rights to water and sanitation, how gender impacts WASH and how to address related inequalities.</li> <li>Some funding for gender responsive WASH services and infrastructure.</li> <li>Some involvement of women's rights organisations/groups in WASH sector work.</li> <li>Improved coordination and collaboration between WASH and gender government stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>National policies and programmes ensure equitable and gender responsive WASH access.</li> <li>Women are actively and equally involved in WASH committees and WASH institutions, including involvement in decision making.</li> <li>Women have opportunities to voice expectations and influence decision-making within the WASH sector (e.g., citizen accountability to local and national government).</li> <li>Stronger commitment of policy makers to addressing WASH inequalities.</li> <li>Women and their representative groups active in accountability mechanisms around WASH.</li> </ul>	<ul style="list-style-type: none"> <li>Women are represented equally in WASH leadership/ decision making and technical positions.</li> <li>Women are active and equal in the management of WASH.</li> <li>Women are active and equal in WASH governance processes at all levels.</li> <li>Sustainable, inclusive, long term financing models for WASH that prioritise women's and girls' requirements (e.g., WASH financing is gender responsive).</li> </ul>

**Table 3: Examples of project outputs**

<b>Women's agency</b>	<ul style="list-style-type: none"><li>● Training conducted with men and women on rights to WASH.</li><li>● Training conducted with women on WASH management.</li><li>● Discussion forums/groups established/strengthened to support women and men to discuss WASH roles, responsibilities and gendered norms.</li><li>● Training conducted of WASH/gender champions.</li><li>● Forums facilitated between women and sub-national/national government and service providers to discuss WASH concerns.</li><li>● Community and/or other forums facilitated to discuss and tackle taboos around menstruation and childbirth.</li><li>● Community campaigns delivered and engage men and women on WASH rights and taboos around menstruation.</li></ul>
<b>Women's access to resources</b>	<ul style="list-style-type: none"><li>● Gender responsive/female-friendly sanitation facilities established in institutions and public places.</li><li>● Water systems established in convenient locations for women and operate at times that suit users.</li><li>● Hygiene products distributed within institutions.</li><li>● Training conducted with women on WASH business skills.</li><li>● Women linked with WASH business opportunities/financing.</li></ul>
<b>Institutional arrangements</b>	<ul style="list-style-type: none"><li>● Support and training (such as mentorship) for women on WASH committee management, technical positions or roles within service providers/ government WASH structures.</li><li>● WASH committees established and equitable in its make-up and decision making processes.</li><li>● WASH operational and management plans developed/in place.</li><li>● Costed policies/plans/roadmaps developed that support equitable WASH access.</li><li>● Training conducted with policy makers on rights to water and sanitation, how gender impacts WASH and how to address related inequalities.</li><li>● Training conducted with WASH authorities on WASH lifecycle costing.</li><li>● Training conducted with WASH authorities on WASH monitoring, including gender responsive indicators and means of verification.</li><li>● Advocacy conducted to promote WASH investments relevant to advancing gender equality.</li><li>● Roundtables facilitated with policy makers to discuss and highlight WASH and gender concerns and inequalities.</li><li>● National WASH policies produced/updated that address gendered realities and requirements.</li><li>● Accountability mechanisms established that are accessible and used by women and girls.</li><li>● Sex and gender disaggregated data collected and used to demonstrate how activities and outcomes are being experienced by women and girls compared to men and boys.</li></ul>

## Project activities

Below are some examples of project activities that could feature within a WASH project that seeks to also enhance gender equality and women's empowerment.

**Table 4: Examples of project activities**

<b>Cross cutting</b>	<ul style="list-style-type: none"><li>● Monitor and evaluate project activities.</li><li>● Conduct additional gender analysis or baseline studies as necessary.</li><li>● Gather and share learning.</li><li>● Continually build internal project team capacity and confidence on supporting gender equality and women's empowerment within and through WASH.</li><li>● Establish and manage DNH and safeguarding procedures.</li><li>● Establish accessible and inclusive community feedback mechanisms.</li><li>● Establish and commit to robust processes to collect gender and sex disaggregated data.</li></ul>
<b>Women's agency</b>	<ul style="list-style-type: none"><li>● Facilitate and support gender dialogues at community level (discussing workloads, household decision making) using experienced facilitators/ women's rights partners. For example, utilise this <a href="#">community dialogue manual</a> designed to help discussion and action on lifting and shifting unequal household burdens related to WASH and gender roles.<sup>32</sup></li><li>● Raise awareness on gender norms and roles with men and boys.</li><li>● Facilitate training for men and women to become WASH and gender champions and role models.</li><li>● Support WASH management committees to develop plans (e.g., WASH operational and management plans) and to strengthen skills in WASH management.</li><li>● Support and work with women's rights organisations to increase their participation in WASH sector conversations at local and national levels (advocacy, representation).</li><li>● Facilitate or support hygiene behaviour change campaigns that empower women and girls, helps share responsibility for domestic hygiene and reduces burden of care for older and sick relatives or children.</li><li>● Support women to engage in the planning and design of community WASH services. Provide skills development training, strengthen their voice in WASH committees, and ensure the design process includes meaningful consultation sessions with women users.</li><li>● Support women to build WASH businesses.</li></ul>

## Women's access to resources

- With women and authorities, design and establish gender responsive WASH infrastructure and services within communities and institutions. This provides guidelines for female-friendly public and community toilets.
- Facilitate training on the ongoing operation and management of WASH services.
- Influence and advocate for implementation of government policies and laws that support women, e.g., on promoting gender in WASH, protection against GBV.
- Support organisational development to women's rights organisations.
- Build, upgrade or support female-friendly toilets, following guidelines. This example from Water and Sanitation for the Urban Poor (WSUP) demonstrates a gender inclusive approach in practice.
- Support women's groups to promote sanitation activities at village level.
- Facilitate access to microfinance for women-owned WASH enterprises.

## Institutional arrangements

- Influence and advocate for improved government policies and guidelines for WASH services and approaches that respond to men's, women's and minority groups' differing WASH requirements.
- Influence and advocate for improved and better targeted WASH financing.
- Support skills training of authorities responsible for WASH and gender, e.g., WASH monitoring and data collection.
- Provide technical support to authorities responsible for WASH and gender to develop plans and policies, coordination mechanisms, and monitoring mechanisms for WASH and gender.
- Facilitate and broker relationships between WASH and gender stakeholders.
- Support women's engagement and leadership within WASH committees with relevant capacity building trainings, support models, etc.
- Support representation of women in WASH leadership and decision making at sub-national and national fora (to learn, share, advocate). This could include creation and utilisation of mentorship programmes for women in the sector, sector level working groups for women in WASH and sector monitoring.
- Raise awareness of WASH rights with decision and policy makers.

● Magfura Khatun, Community Facilitator, chats to the community in Sorol Gain Para about personal hygiene, as part of a climate resilience project funded by the HSBC and WaterAid. Khulna, Bangladesh. September 2018.



Project indicators track and measure progress and support adaptive project management.

Below are some examples of indicators at different result levels. These examples are informed by work from several sources, including from the [Ripple Effect Study](#),<sup>20</sup> the recent work of WHO and UNICEF's JMP supported by Emory University<sup>28</sup> and documented case studies.<sup>33</sup>

Note: Company level indicators can stem from project indicators. They usually comprise a small set of common project indicators with common definitions that are aggregated across all projects.

**Table 5: Examples of project indicators**

Change domains	Output indicators	Outcome indicators	Impact indicators
<b>Women's agency</b>	<ul style="list-style-type: none"> <li>● # of women engaged in WASH project planning</li> <li>● % of women and girls reporting satisfaction with project established WASH facilities</li> <li>● # of women trained to become WASH/ gender champions</li> <li>● # of women supported to establish WASH businesses</li> <li>● # of women and girls reached through hygiene behaviour change activities (e.g., mass media work, community events etc)</li> </ul>	<ul style="list-style-type: none"> <li>● Level of involvement in household decision making by women on WASH improvements and expenditure</li> <li>● # of women in leadership positions within WASH committees</li> <li>● % of women reporting feeling safe while accessing community WASH services</li> <li>● # and % of women reporting capacity in WASH business management</li> <li>● % of women who report using negative coping strategies (e.g., suppressing WASH needs)</li> <li>● % of women who report feeling able to move freely during menstruation</li> </ul>	<ul style="list-style-type: none"> <li>● Level of reported mobility/freedom of women to engage in social activities</li> </ul>

Change domains	Output indicators	Outcome indicators	Impact indicators
<b>Access to resources</b>	<ul style="list-style-type: none"> <li>Distance to water point</li> <li># of sustainable water systems established</li> <li># of inclusive, accessible toilets established</li> <li># of accessible handwashing facilities established</li> <li># and % of handwashing facilities that have successfully completed an accessibility audit</li> <li># and % of handwashing facilities with visual nudges/cues</li> <li># and % of project handwashing facilities that meet basic accessibility criteria</li> <li># and % of functioning handwashing facilities</li> </ul>	<ul style="list-style-type: none"> <li># and % of women and men with access to drinking water from an improved source</li> <li># and % of women with access to improved sanitation facilities</li> <li># and % of women with access to improved handwashing facilities</li> <li>% of women/men who report knowledge of rights to water and sanitation</li> <li>Level of knowledge among women about rights to water and sanitation</li> <li>% of women/men observed to be practising targeted hygiene behaviours</li> <li>Level of knowledge reported by women</li> <li>% of women reporting that WASH services are affordable</li> <li># and % of women engaged in water user groups</li> <li>% of women and men who think they should share household WASH tasks</li> </ul>	<ul style="list-style-type: none"> <li># hours/days spent by women collecting water</li> <li># hours/days spent by women on household WASH roles</li> <li># hours/days spent by women on income generating activities</li> <li>Average attendance rate of girls in school</li> <li>% of household assets owned by women/men</li> <li>% of household income contributed by women</li> <li>Prevalence of reported diarrhoea (72 hours recall period) among girls</li> </ul>

Change domains	Output indicators	Outcome indicators	Impact indicators
<b>Institutional structures/ change</b>	<ul style="list-style-type: none"> <li>● # of women supported to engage with WASH committees</li> <li>● # of dialogues of rights to WASH facilitated between communities and decision makers</li> <li>● # of policy makers trained in rights to water and sanitation</li> <li>● # of advocacy approaches</li> <li>● # of operational and maintenance plans developed</li> <li>● # and % of policy makers trained in WASH financing</li> <li>● # and % of policy makers trained in WASH monitoring</li> <li>● # and % of policy makers reporting capacity in e.g., WASH financing or WASH monitoring</li> <li>● # of learning products produced and disseminated</li> <li>● # of roundtables convened between WASH and gender stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>● Level of confidence reported by women to hold decision makers to account for their WASH rights</li> <li>● Level of comfort reported by women to discuss WASH problems with community leaders</li> <li>● # and % of roles within WASH management committees held by women/men</li> <li>● Evidence that policies reflect women's WASH requirements</li> <li>● Level of coordination between WASH and gender government stakeholders (e.g., joint planning; regular communication.)</li> </ul>	<ul style="list-style-type: none"> <li>● \$ of WASH financing</li> </ul>

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● Parul Begum installed a household rainwater harvesting system plant beside her poultry farm in the Paikgacha coastal area of Bangladesh. September 2018.



● Sadia collects water from the pond sand filter plant which treats the saline water to make it safe for drinking. Kathamari, Bangladesh. September 2018.



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US: WaterAid America is a 501(c) (3) non-profit organization.

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