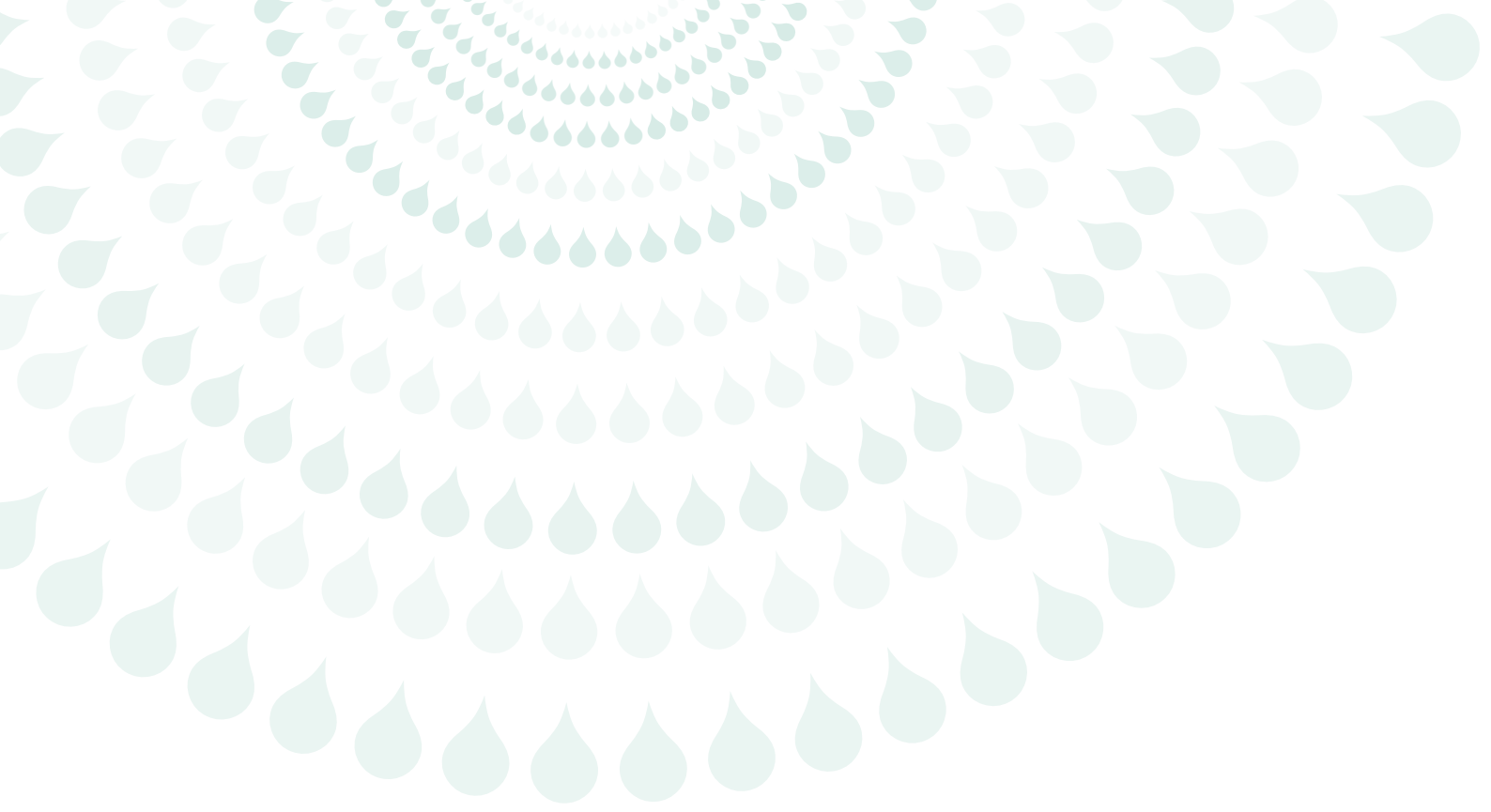


Water Utility Gender Mainstreaming Toolkit



Draft for round table discussion
for stockholm world water week.



Water Utility
Gender Mainstreaming
Toolkit

August 2011

DRAFT DOCUMENT

Acknowledgements

This publication is the product of consultations and collaboration between the Ministry of Water & Irrigation in Kenya, the Water Services Regulatory Board, the World Bank, Water and Sanitation Program Africa Water and Sanitation Sector Services Improvement Programme (WaSSIP), the Athi, Coast and Lake Victoria North Water Services Boards and their appointed Water Service Providers.

This toolkit aims to provide a reference point for water utility managers and staff to aid them in reflecting and addressing urban water utility service improvement by applying gender mainstreaming.

We specifically wish to thank the water services boards and the water service providers that contributed enormously to the development and learning process of this document under the auspices of the WaSSIP in Kenya.

Acronyms

CBO	Community Based Organization
CEO	Chief Executive Officer
GoK	Government of Kenya
GWA	Gender and Water Alliance
HIV	Human Immunodeficiency virus
HR	Human Resource
IWRM	Integrated Water Resource Management
M & E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MWI	Ministry of Water & Irrigation
NGO	Non-governmental Organization
NWCPC	National Water Conservation and Pipeline Corporation
PHAST	Participatory Hygiene and Sanitation Transformation
PPP	Public Private Partnership
PUA	Participatory Urban Appraisal
SARAR	Self-esteem, Associative Strength, Resourcefulness, Action planning and Responsibility.
SOs	Support Organizations
SPAs	Service Provision Agreements
SWAP	Surface Water Acidification Project
SWOT	Strengths, Weaknesses, Opportunities and Threats
UFW	Unaccounted for Water
UNDP	United Nations Development Programme
WASH	Water Sanitation and Hygiene
WASREB	Water Services Regulatory Board
WaSSIP	Water and Sanitation Service Improvement Project
WATSAN	Water and Sanitation
WRMA	Water Resources Management Authority
WRUA	Water, River Users Association
WSB	Water Service Board
WSP	Water Service Provider
WSP Africa	Water and Sanitation Program Africa
WSRB	Water Services Regulatory Board
WSSD	World Summit on Sustainable Development
WSSSIP	Water and Sanitation Sector Services Improvement Programme
WSTF	Water Services Trust Fund

Foreword

The water sector in Kenya has undergone major structural reforms over the decade. This has in part entailed the creation of separate, distinct water service providers with clear geographic jurisdiction. However service provision which has grown over the years as recorded by the WASREB Impact Report for 2010 shows that there is room for improvement. Water and sanitation services coverage, and service hours especially in unplanned settlement is still wanting. Performance improvement is a direct function of responding to the market and gender mainstreaming is a critical strategy towards responding to the market in an informed manner.

This toolkit aims at providing a guide to water utility managers, staff and all involved in service development, utility operations and building an enabling environment in the water sector. The toolkit demonstrates how to improve water and sanitation service effectiveness through mainstreaming gender in the day to day work of utilities and in its contact with customers and stakeholders. The toolkit also aims at informing sector actors, stakeholders and professionals about this economical and socially important aspect of water and sanitation services provision. In addition we hope to influence the service provision monitoring process in Kenya to bring about a consideration for gender.

This toolkit fills in a major gap as a hands on guide for water utility actors, a gap which has remained unattended to. A learning orientation has been adopted for the continuous improvement of the toolkit. Beyond the training there will be a phase of coaching reviews for monitoring and evaluating the toolkit. All sector actors are invited to contribute towards the fine tuning of the toolkit.

Thank you.

P S, Ministry of Water & Irrigation

Table of contents

Acknowledgements	3
Acronyms	4
Foreward	5
List of definitions and terms	8
1.0 Introduction	11
1.1 Background	11
1.2 Why gender in water	12
1.3 About this toolkit	12
1.3.1 Objectives of the toolkit	13
1.3.2 The toolkit development process	13
1.3.3 Target audience	13
1.4 The toolkit structure	14
1.4.1 Key change area 1 Developing services	14
1.4.2 Key change area 2 Utility operations	14
1.4.3 Key change area 3 Institutionalizing gender	14
2.0 Key change area 1 – Developing water services	17
2.1 Module 1 – Gender and social analysis	18
2.2 Module 2 – Project identification and formulation	20
2.3 Module 3 – Resettlement of communities	22
2.4 Module 4 – Project planning	24
2.5 Module 5 – Community organization	26
2.6 Module 6 – Project implementation	27
3.0 Key change area 2 - Utility operations	29
3.1 Module 7 – Getting connected	30
3.2 Module 8 – Drinking water quality	32
3.3 Module 9 – Service hours	33
3.4 Module 10 – Billing and connection	34
3.5 Module 11 - Customer care	35
3.6 Module 12 – Consumption subsidy	36

4.0	Key change area 3 - Institutionalizing gender	37
4.1	Module 13 –Mainstreaming gender within utility statutes	38
4.2	Module 14 – Boundaries & incentives	40
4.3	Module 15 – Organisational structure	41
4.4	Module 16 – Human resource	42
4.5	Module 17 – Capacity building	44
4.6	Module 18 – Monitoring and evaluation	46
	Annex 1	49
	Annex 2	53
	Gender roles framework	54
1.1	Harvard analytical framework	54
1.2	Access and control profile	55
1.3	Women empowerment framework (Longwe)	56
1.4	Gender analysis matrix (GAM) worksheet	56
1.5	Analysis of influencing factors on division of labour and control over resources and benefits	57
1.6	Water source profile	58

List of definitions and terms

Gender refers to the specific roles and responsibilities adopted by women and men in any society. It is related to how we are perceived and expected to think. Roles are socially determined. They are learned and can change over time.

Sex defines the condition of being male or female on the basis of biological characteristics.

Gender mainstreaming is a globally accepted strategy for promoting gender equality. Mainstreaming is not an end in itself but a strategy, an approach, a means to achieve the goal of gender equality. Mainstreaming involves ensuring that gender perspectives and attention to the goal of gender equality are central to all activities.

A gender approach implies that attitudes, roles and responsibilities of men and women are taken into account. It is recognized that both sexes do not necessarily have the same access to, or control over, resources, and that work, benefits and impacts may be different for both groups. The gender approach requires an open mindedness and aims at the fullest possible participation of both women and men.

Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing 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-centered development.

Gender equity is the process of being fair to men and women. To ensure fairness, measures

must often be put in place to compensate for the historical and social disadvantages that prevent women and men from operating on a level playing field. Equity is a means. Equality is the result.

Gender lens is a paradigm that looks at the different needs and realities of women and men at each stage of the development of policies, plans and programs.

Empowerment is about people, both women and men, taking control over their lives: setting their own agendas, gaining skills, building self-confidence, solving problems and developing self-reliance. No one can empower another: only the individual can empower herself or himself to make choices or to speak out.

Women empowerment concerns women gaining power and control over their own lives. It involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality.

Gender analysis is the collection and analysis of sex-disaggregated information. Men and women both perform different roles. This leads to women and men having different experience, knowledge, talents and needs. Gender analysis explores these differences so policies, programmes and projects can identify and meet the different needs of men and women. Gender analysis also facilitates the strategic use of distinct knowledge and skills possessed by women and men.

Sex-disaggregated data is data that is collected and presented separately on men and women.

Gender relations is a term that emphasizes the relationship between men and women as demonstrated by their respective roles in power sharing, decision making, the division of labor, returns to labor, both within the household and in the society at large.

Gender role stereotyping is the portrayal, in media, books, conversations and folklore of socially assigned gender roles as “normal” and “natural.” It is a simplistic generalization about the gender attributes, difference and role of individuals or groups.

Gender practical needs refer to what women (or men) perceive as immediate necessities such as water, shelter and food. These practical needs arise from roles assigned to a particular gender and is easy to meet.

Strategic gender needs arise from positions held in society. They are not usually material but often related to structural changes in society regarding women’s status and equity. Interventions include legislation for equal rights, choices and increased participation in decision making. They take more time, planning and affirmative action.

Gender-blindness is a person, policy, or institution that does not recognize that gender is an essential determinant of the life choices available to us in society.

Gender sensitivity and Gender awareness is the ability to recognize gender issues and especially the ability to recognize women’s different perceptions and interests arising from their different social location and different gender roles.

Gender planning - A planning approach that recognizes the different roles that women and men play in society and the fact that they often have different needs.

Informal sector: A segment of the economy typically comprises of small-scale producers and distributors of goods and services, and consisting largely of independent, self-employed producers. Informal-sectors businesses tend to operate with very little capital; to use a low level of technology and skills; and to provide low income and unstable employment. They are generally unregistered and unrecorded in official statistics, and are not recognized, supported or regulated by the government.

Kiosk: A stationary vending location, typically staffed by an attendant, where water is sold or distributed by the container.

Life line tariff: Also called an ‘increasing block tariff’ or ‘social tariff’. A pricing strategy designed to provide minimal amount of water at low prices to households. Under a lifeline tariff, the first block of water provided free or for a nominal price, with higher blocks carrying increasing per volume prices.

Subsidies: A grant by a government to a person or company to assist an enterprise, generally to supplement the low income in securing services.

Willingness to pay: A measure of demand for particular levels of water supply and /or sanitation service. Often assessed as part of a contingent-valuation study, in which demand for service improvements at the community level is estimated.



1.0 Introduction

1.1 Background

In 2007 the Government of Kenya received a Bank credit of US\$150 million from the World Bank to expand access to safe water and sanitation services in the areas served by the Athi Water Services Board (AWSB), Coast Water Services Board (CWSB) and Lake Victoria North Water Services Board (LVNWSB). The Water and Sanitation Service Improvement Project (WaSSIP) aims to increase access to reliable, affordable and sustainable water supply and sanitation services and improve the water and wastewater services in the areas served by the three Water Services Boards. The project is expected to benefit about 9.3 million Kenyans in 27 districts with improved water and sanitation services, including residents of some of Kenya's largest urban informal settlements.

The specific project development objectives are:

- a) Increase access to reliable, affordable and sustainable water supply and sanitation services; and
- b) Improve the water and wastewater services in the areas served by AWSB, CWSB and LVNWSB.
This is being achieved by:
 - i) rehabilitation of selected existing water production, transmission, storage and distribution facilities and wastewater collection, treatment and disposal facilities;
 - ii) expanding piped water supply services to under-served areas through the extension of primary and secondary distribution pipes where required (including service expansion into urban slums / informal settlements), and
 - iii) refining and strengthening the institutional structure, emphasizing on increasing accountability and transparency of the institutional, governance and management

Improving technical and financial performance are central objectives for most urban water utilities. Gender mainstreaming is an approach that can contribute to improving service provision. Majority of our populations living in urban areas are found in unplanned settlements. Given the rural urban migration it's expected that this trend will remain into the foreseeable future. Service provision for this segment of our population remains inadequate. Gender mainstreaming is concerned about redressing the diverse needs of women and men, further categorizing these groups to respond to issues of identity such as disability, HIV aids and other social stigmas which result in marginalization. Gender mainstreaming then becomes an approach to achieving universal access. How can we better reach this segment of society? This guide aims to provide clear steps and suggestions which will directly contribute towards improved service provision.

Gender mainstreaming is a strategy to better address the causes of inequalities between women and men in our societies and come up with appropriate processes to tackle them. This strategy aims at making women's as well as men's concerns an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes, so that women and men can benefit equally and inequality is not perpetuated. Household water and sanitation is everyone's responsibility, and everyone benefits from it. Yet the reality is that women make a

disproportionate contribution to good water and sanitation, and also women stand to benefit the most from better water and sanitation services.

1.2 Why gender in water utilities

The mainstreaming of gender in water is critical to reaching the millennium development goals. It is also critical as it helps to achieve:

- Effectiveness: with the right interventions and targeting of services, opportunities and benefits are created which lead to a positive impact on investment.
- Equity: equal opportunities are created for all. Including access to services, benefits and in decision making.
- Sustainability: interventions are sustainable because there is ownership by users and therefore a desire to maintain them. Economic efficiency is also achieved as ownership translates to active participation and willingness to pay for services. This result in financial sustainability to operate, maintain and expand services.

1.3 About this toolkit

This toolkit presents some simple practical steps to gender mainstreaming in water and sanitation development and management. It provides step by step guidance on how to mainstream gender and what to remember in each step. The toolkit tries to address some of the most common gender issues in water supply management and water supply institutions and proposes key actions that should be addressed to enhance gender equity and equality.

Access to safe water is a fundamental human need and therefore, a basic human right. Contaminated water jeopardizes both the physical and social health of people. It is an affront to human dignity".

Kofi Annan, Former UN Secretary General

1.3.1 Objectives of the toolkit

The objective of the toolkit is to provide reference to management and staff responsible for urban water and sanitation services development and management to redress gender issues and promote equity to improve impact and enhance sustainability of services for men, women and children. The toolkit illustrates that gender mainstreaming is an integral part of all utility actions and not an add-on to other ongoing activities. The three identified key change areas are organized partly around the Ministry's of Water & Irrigation 16 golden indicators and its implementation will contribute to achieving some of these indicators.

1.3.2 The toolkit development process

The World Bank is providing support to the water sector in Kenya in gender mainstreaming. This was initially targeted at gender desk officers and later expanded to include other staff within the utility. The aim of the training is to equip staff with gender mainstreaming skills to integrate the concerns of different categories of women and men and address the causes of inequalities between them. The process has included training, development of action plans and appropriate strategies, monitoring, and coaching and experience exchange learning visits.

The idea behind developing the toolkit was to further strengthen the capacity of the water utilities' staff. The process of developing the toolkit began with a thorough literature review to identify existence of similar toolkits and therefore determine the gaps that would need attention. This was followed by an attempt to establish a deeper understanding of the key gender issues in the named key change areas. Interactions with water utility

staff have provided insights into the gender situation and conditions within water supply. Lessons have been drawn and case studies collected that provide evidence of the major gender issues and concerns reflected upon throughout this toolkit.

This toolkit is meant to be adapted to local contexts, and adjusted for appropriateness to cultural realities. Nevertheless the authors have made effort to ensure that the toolkit is as user friendly and self contained as possible. In line with this, this version is presented as a work in progress and a time frame for action learning is incorporated to strengthen the toolkit formulation process. For a period of eight months utility staff and management in conjunction with water service boards responsible for development will apply and draw lessons from their experiences. The Water and Sanitation Services Improvement Project (WaSSIP) in Kenya where infrastructure is being developed, operations are ongoing and gender policy reforms at utility levels are introduced, provide the ideal environment to apply and draw lessons to strengthen the applicability of the toolkit to mainstream gender in urban WATSAN services. The lessons learnt during this period will therefore be considered and adjustments made to subsequent versions. The toolkit includes a module on action learning to guide the pilot team on what action learning entails, and support users to constructively structure their experiences for a version that will be used at wider scale.

1.3.3 Target audience

This toolkit is for utility managers, staff and stakeholders who are looking to address service improvement in a much more holistic way. Poor targeting and tailoring of services has the result of important segments of society not adequately accessing the utility

service or even going for other service options, many of which tend to be of unknown quality, explorative financially, or prone to sexual exploitation. This toolkit provides step-by-step guide how to undertake problem identification and situation analysis, planning, implementation, monitoring and evaluation in a gender specific manner.

1.4 The toolkit structure

This toolkit is organized into three (3) critical change areas that aim at improved service provision through gender mainstreaming at which gender integration can be initiated and resulting change be sustained.

1.4.1 Key change area 1

Developing services

This change area seeks to ensure that gender is being mainstreamed in the development of new services. It looks at the various stages of project cycle including targeting services, planning, implementing, and organizing communities to manage services. It will also addressing emerging issues such as resettlement to create way for infrastructure projects.

1.4.2 Key change area 2

Utility operations

This change area focuses on mainstreaming gender in regular utility operations which involves connecting and disconnecting citizens to the network, billing, targeting subsidies, metering, customer care, managing rationing programs, ensuring water quality and regular operations and maintenance.

1.4.3 Key change area 3

Institutionalizing gender

This change area focuses on the institutional reform required to enable and sustain gender mainstreaming at utility level. This includes adoption of gender policy (ies) and strategies, parity in board composition and staffing. It also involves the analysis and reform of organizational structure to position and integrate gender functions, incorporation of boundaries and incentives to promote accountability in the implementation of gender policy. This area focuses on integrating gender within monitoring information systems, capacity building components and budgetary allocations for gender activities.

The toolkit also provides as attachments, gender analysis tools that can be used in the water sector for collecting gender disaggregated data. They include the Harvard Gender Analysis Framework (Gender Roles Framework), Water source analysis, Sara Longwe – Women Empowerment Framework and Gender Analysis Framework (GAM).

The team that was trained has shared the action plans and briefed us on what they learnt about gender. Now I have a better understanding of what gender is all about. Before, even the performance contract reporting was a problem, we only reported on the number of women employed; Managing Director, Githunguri Water Utility, Athi Water Services Board.



The Tools



2.0 Key change area 1 Developing water services

Utilities can develop water and sanitation services that are tailored to citizen needs. In the process, benefits in the emerging economic opportunities can accrue more equitably if a gender approach is adopted. This change area assists the project team to respond to gender needs and concerns in WATSAN development and targeting. The following areas are critical to developing water services:

1. Gender and social analysis baseline survey that provide insights on the status of and influencing factors behind the condition and position of women and men in the target area.
 2. Project identification and formulation (water and sanitation) that respond to opinions, interest and priorities of men and women, and overcome the constraints of different groups.
 3. Inclusive, involuntary displacement and resettlement that ensures there is equitable compensation and effective participation of both men and women.
 4. Project planning that incorporates and reflects differentiated needs of women and men.
 5. Community organization that ensures governance of services at the lowest level and the full participation of women and men.
 6. Project implementation that promotes equal leadership and economic opportunities for men and women.
-

2.1 Module 1 – Gender and social analysis

Definition of Model:

Gender analysis is the collection and analysis of sex-disaggregated information. Men and women both perform different roles. This leads to women and men having different experience, knowledge, talents and needs. Gender analysis explores these differences so policies, programmes and projects can identify and meet the different needs of men and women. Gender Analysis tools include ABC of Harvard which include access and control profile, the daily activity profile and the influencing factors profile. Other tools to consider for the baseline and analysis include the Methodology for Participatory Assessments, water use by source profile, Participatory Hygiene and Sanitation and Hygiene Transformation tools (PHAST), and Self Esteem, Associative Strengths, Resourcefulness, Action Planning and Responsibility (SARAR) methodologies.

Objectives	To gain insights on the status of and influencing factors behind the condition and position of women and men in the target area and determine areas and methods of intervention.
Steps	<ol style="list-style-type: none"> 1. Examining the differences and inequalities between men and women 2. Examine cultural perspectives that may have a bearing on gender and WATSAN 3. Examine women’s and men’s different WATSAN needs, priorities, capacities 4. Examine the different patterns and levels of involvement that women, men, girls and boys have in economic, political, social, and legal structures (the bigger picture) and how that may affect their participation in WATSAN decision making and management. 5. Establish women and men’s current water sources for various uses. 6. Establish the technical and legal constraints in accessing services.
Points to note	<ul style="list-style-type: none"> • Separate consultation meetings with women, men, girls and boys using participatory methods to generate such information • Collect and disaggregating data by sex using participatory research methods.

Case Study

Gender division of labor in water and sewerage expansion Project

The WASSIP program introduced a socio economic survey for informal settlements in all three board areas. The Athi Water Services Board Terms of Reference (ToR) initially did not incorporate gender dimensions. Following the Project Mid Term Review in March 2011 the Project Task Team agreed that the project would seek to increase its impact by mainstreaming gender within its results framework. The draft ToR for the socio economic survey was then adjusted gender dimensions incorporated.

The report for Athi area now provides a disaggregated socio economic picture on income generating activities, membership and types of activities of self help groups, benefits derived from the same groups, common diseases experienced, and how roles regarding water collection are divided by men, women, youth and children.

	<ul style="list-style-type: none">• Ensure that a baseline data is collected and recorded.
When	Most appreciate before the project begins, however if not, can be used throughout the project cycle and even afterwards
References	<p>http://go.worldbank.org/4PQOVNGWLO Gender in Development Programme – Learning & Information Pack (GA tools - Appendix 2 – 4). Gender Mainstreaming Field Manual, Author Ministry of Water Resources – Ethiopia.</p>

2.2 Module 2 – Project identification and formulation

Definition of Model:

This module supports the water managers and implementers to respond to the demands and needs of the user as they develop water and sanitation services. The module looks at the four phases of the project development cycle and provides a checklist to guide integration of a gender perspective in the service delivery.

a) Water

Objectives	To identify and formulate water and sanitation interventions that responds to opinions, interests and priorities of men and women, and overcome the constraints of different groups. This adapts the services to user needs and enhances ownership and optimal use.
Steps	<ol style="list-style-type: none"> 1. Identify and agree on appropriate technology for the target area. 2. Agree on the geographical local of the facilities. 3. Use the existing data (generated in gender analysis) to determine the type of services required by and appropriate for the beneficiaries. 4. Identify the water needs and uses for different categories of people. 5. Identify constraints faced by women, men and vulnerable groups in accessing services including cultural factors. 6. Identifying the roles that women and men will play in service management. 7. Formulate gender responsive designs for water and sanitation.
Points to note	<ul style="list-style-type: none"> • Separate consultation (venue & timing) meetings with and step by step involvement of women, men, girls, boys and vulnerable groups using participatory methods. • Establishing opinions, interests and priorities of women, men and vulnerable groups in WASH • Formulate programmes and strategies to overcome the constraints of different groups
When	Project inception
References	Gender Mainstreaming Tools for IWRM. Author GWA

b) Sanitation

Objectives	To adapt sanitation use and technological designs to the needs of women, men, vulnerable groups and children in the sanitation.
Steps	<ol style="list-style-type: none"> 1. Develop affordable sanitation technologies that reflect the needs of women and vulnerable groups. 2. Hold consultations with women and men differently on their sanitation needs and preferences and ensure separate facilities for women and men. 3. Ensure participation of women and men in operations and maintenance of sanitation facilities. 4. Integrate women's concerns for privacy, hygiene, safety, security and dignity into the sanitation technologies.
Points to note	<ul style="list-style-type: none"> • Toilet facilities should be fitted with ramps and supportive mechanism to enable use by the physically challenged. • Remember that water and lighting are key to enhancing hygiene and issues of safety. • Supply those who take responsibility for cleaning sanitation facilities with appropriate clothing and cleaning materials.
When	At design, service level, cost, tariff
References	

2.3 Module 3 – Resettlement of communities

Definition of Model:

This module supports the water managers and implementers to conform with the need to respond to the demands and needs of the user as they develop water and sanitation services. The module looks at the four phases of the project development cycle and provides a checklist to guide integration of a gender perspective in the service delivery.

Objectives	To ensure an inclusive, involuntary displacement and resettlement that ensures there is equitable compensation and effective participation of both men and women.
Steps	<ol style="list-style-type: none"> 1. Awareness and effective consultations with women, men and vulnerable groups of the planned relocations. 2. Conduct a situation and impact analysis of the planned resettlement. 3. Involve of women and vulnerable groups in identifying the affected individuals and in identifying alternative sites. 4. Collect the views and priorities of women in the resettlement and compensation plans. 5. Define participation modalities that include women and men in the resettlement and compensation plans.
Points to note	<ul style="list-style-type: none"> • Separate meetings for each category, i.e., women, men and vulnerable groups. • Consult with different legal provisions • Involve women throughout the process of implementing the resettlement and compensations plans. • The basic facilities such as water and sanitation needs should be addressed right from the onset.
When	During the expansion of service infrastructure.
References	

Case Study

In order to develop water and sanitation projects in the intervention area, the Government of Kenya in partnership with World Bank prepared a Resettlement Action Plan (RAP). RAPs involve the identification of households and individuals whose homes and property intersect with the planned infrastructure development. Referred to as Project Affected Persons (PAPs), these individuals are called upon to surrender their land to make way for the new facilities, relocate their business or move from their home either temporarily or permanently. The need for resettlement affects both men and women. Athi Water Services Board staff noted that during the compensation in Lavington Riruta and Gatharaini trunk sewers it was men who came forward to be registered and readily opened bank accounts for compensation to be remitted. At the same time they observed that even if women were the sole bead winner for the home, the compensation ended up in the account of the man of the

household, who in many instances used it on leisure and drinking activities. The lesson learnt was that an audit is necessary to assess the impacts of the compensation and whether the Project Affected Persons are better or worse off following compensation interventions. Based on this experience the WASSIP team commissioned a sex disaggregated assessment for the Riruta sewer compensation intervention. The findings showed that out of a total amount of 174,000 USD, compensation deposited in men's accounts and 61,000 USD in women's accounts.

2.4 Module 4 – Project planning

Definition of Model:

This module helps the water utility managers respond to the problems identified and develop and explore ideas that help them craft plans with actions, cost estimates, targets and timeframes.

<p>Objectives</p>	<p>Incorporate the differentiated needs of women and men in plans, designs and budgets.</p>
<p>Steps</p>	<ol style="list-style-type: none"> 1. Review and incorporate data collected through gender analysis to inform planning. 2. Ensure that the plan addresses formal or informal barriers to poor women’s and men’s and the vulnerable groups’ participation in planning – e.g., provide guidelines stating how women and men will participate 3. The plan should reflect how women’s practical needs and strategic participation needs will be addressed in the project. 4. Views of different user groups on costs should be collected and incorporated to ensure affordability. 5. Technological barriers should be addressed to ensure accessibility by users including women and physically challenged. 6. Develop an implementation plan that addresses formal and informal barriers to women’s participation.
<p>Points to note</p>	<ul style="list-style-type: none"> • The plan should not only concern itself with delivering services to women, but also their increased participation and empowerment, so they will be in a better position to overcome WATSAN challenges.

Case Study

Informal barriers

In Githunguri, women took up jobs but dropped out soon after. The utility held separate meetings with women to establish the reason for dropping out and diminishing interest in casual employment. It emerged that lack of a changing room for them was the key factor in this drop-out rate. The utility responded by allocating one room for this purpose. This helped to sustain women at work and motivated them to them to take up casual employment.

	<ul style="list-style-type: none">• Separate consultation (venue & timing) meetings with and step by step involvement of women, men, girls, boys and vulnerable groups using participatory methods.• integrate the gender needs into the project objectives• Tariff setting is informed by poor and vulnerable groups.• Develop guidelines on gender mainstreaming
When	Design state
References	Gender Mainstreaming Tools for IWRM. GWA

2.5 Module 5 – Community organization

Definition of Model:

This model assists water utility managers to engage the community and ensure equal participation.

Objectives	To facilitate community organization that ensures good governance of services at the lowest level and the equitable participation of women and men.
Steps	<ol style="list-style-type: none"> 1. Carry out participatory urban appraisal (PUA) 2. Orient the community on leadership and discuss and agree on selection criteria and role plays on good leadership. 3. Develop a constitution with articles to guide decision making, promote transparency and upholds equitable participation of women and men. 4. Election and training of WATSAN committee members including training on WASH (water sanitation and hygiene) and gender mainstreaming. 5. Ensure full participation of women, men, youth and vulnerable groups in the development, management and monitoring of WATSAN projects in the community level. 6. Address women's practical and strategic needs. (i.e. women's need for water services and their need to take part in WATSAN development and management programmes) 7. Ensure that interventions respond to the demands of women and men and they are taking lead in determining type of services. 8. Ensure that priorities of women and men are clearly identified and mapped out.
Points to note	<ul style="list-style-type: none"> • Mobilize and hold consultations with stakeholders and the beneficiaries of the project • Inform the community of the planned project activities using user friendly communication channels for different user groups. • Encouraging community organizing around the proposed project and empower them to be represented in the Project Task team. • Conduct training and empowerment programmes aimed at enabling their effective participation throughout the project development and implementation. • Map out the different CBOs (women, youth and vulnerable groups and ensure they have been adequately consulted.
When	After analysis and project identification
References	

2.6 Module 6 – Project implementation

Definition of Model:

This module assists the water utility managers to roll out the formulation plan during the implementation phase. Various activities in the plan are carried out. These include construction, rehabilitation, laying pipes, plumbing, digging, erecting walls, supervision, and manufacture of local materials to be used in construction among other activities.

Objectives	To support project implementation that promotes equal leadership and economic opportunities for men and women.
Steps	<ol style="list-style-type: none"> 1. Examine the capacities required for effective implementation of the project in a gender sensitive manner and provide training. 2. Women and men should be equally involved in all implementation activities including participation and training to undertake and participate in the implementation of the planned activities. (construction, rehabilitation etc.) 3. Ensure women and men are equally recruited and remunerated. 4. Adopt an affirmative action on employment and equal opportunities for both women and men in the implementation activities.
Points to note	<ul style="list-style-type: none"> • Women and men have been capacitated through training and information. • Gender sensitive policies developed to support implementation of gender commitments. • Women and men have equal opportunities to management positions including the Project task Team. • Sufficient financial allocation for integrating gender needs and concerns in implementation.
When	At implementation level
References	

Case Study

Involvement of contractor in mainstreaming gender

Gatharini Sewerage Project is located in Nairobi city and aims to service areas of Kasarani, Mwiki, Zimmerman, Thome, Safari Park and Marurui as part of the WASSIP intervention. The contractor, a Chinese company had no single female staff member working on site. Following the WASSIP gender sensitization workshop in May 2011 the AWSB encouraged the contractor to engage some women in the project and open up the economic opportunities more equally. The contractor was initially reluctant, arguing that in their culture, “tough work is for the men.” In the end however the contractor agreed and so far the firm has engaged two women in curing the concrete for the works and managing project stock and records.



3.0 Key change area 2 Utility operations

This key change area assists the project team to be attentive to gender differences, obstacles and challenges during regular operations. The change area focuses on service provision and covers the following areas:

1. Water coverage that targets expansion to women and the poor consumers in poor informal settlements
 2. Service connection and metering that is inclusive, fair and accessible to both women and men.
 3. Billing and disconnection that ensures transparency and accountability and instills confidence among women
 4. Subsidy targeting that benefits deserving cases of women and poor households.
 5. Customer care services that are responsive to specific views of women and men and promote open and efficient communication.
 6. Service hours that are convenient and reliable for particularly women and that guarantee accessibility to water supply.
 7. Water quality management that does not compromise the health of women and children but reduces socio-economic and opportunity costs / burdens that are borne by women and poor households.
-

3.1 Module 7 – Getting connected

Definition of Model:

This module assists the water utility managers to extend service to the poor women and men in the informal settlements.

<p>Objectives</p>	<p>Water coverage that targets expansion to women and the poor consumers in poor informal settlements</p>
<p>Steps</p>	<ol style="list-style-type: none"> 1. Ensure that the collection of the access to WATSAN data is disaggregated by sex, household type and the population served within the specified jurisdiction. 2. Involve the local beneficiaries and stakeholders to determine the location/site and type of service for the target area/community. 3. In a participatory manner, identify and list all the social, technical and legal constraints to water supply/extension and develop and implement a strategy to address them. 4. Explore partnerships with other development organizations including NGOs, CBOs and private sector institutions who compliment the work of the utility. 5. Implementation of the social policy to factor in the poor/vulnerable households, female and child headed households. For example, easy connection payments terms or be written off as the case may require. 6. Identify and address all socio and economic barriers for connection that are affecting particularly women and vulnerable groups – e.g. land titles and gender. 7. Develop flexible and inclusive conditions for connections and payment of bills by the Customer as well as ratio on metered connection to total Customer

Case Study

Connection barriers exclude women and poor

Addressing the high water charges for service connection can increase access to safe water by women and vulnerable groups. In Kiambu and Githunguri water utilities following the training, revision of connection charges downwards and flexible mode (installment) of payment, increased the number of new connections by 50% in some plots in Kiambu, and the number of new connections as reported by Githunguri is increasing by day as a result.

	<p>8. Develop flexible payment modalities for those who cannot afford lump sum connection fees and remove barriers for women and poor such as land titles</p>
Points to note	<ul style="list-style-type: none">• Expansion should be based on equity not just the ability to pay. A financially stable utility is necessary, but insufficient criteria for services to the unserved women and men.• Overcome the technical and legal constraints to water supply.
When	At design, service level, cost, tariff
References	Application of the social connection policy.

3.2 Module 8 – Drinking water quality

Definition of Model:

This module assists the water utility managers manage water quality to reduce the huge economic burden on especially women and poor households.

Objectives	Water quality management that does not compromise the health of women and children but reduces socio-economic and opportunity costs / burdens that are borne by women and poor households.
Steps	<ol style="list-style-type: none"> 1. Carry out regular water quality sampling in the target areas. 2. Train women and men in the target areas on sampling water quality 3. Create awareness of the secondary treatment methods and when to apply it. Sensitize and implement outreach and training programmes on WASH (Water, Sanitation, Health and Hygiene) including hand washing with soap, water handling and water storage.
Points to note	<ul style="list-style-type: none"> • Regularly avail information on water quality using channels that are accessible to particularly women. • Create awareness of the most appropriate off the shelf purification methods and how they are used and when they should be used.
When	At design, service level, cost, tariff
References	

3.3 Module 9 – Service hours

Definition of Model:

This module assists the water utility managers to improve accessibility and reliability of water supply at connections, as well as, the operating hours of public stands posts.

Objectives	Service connection and metering that is inclusive, fair and accessible to both women and men.
Steps	<ol style="list-style-type: none"> 1. Establish the impact of rationing on particularly women and vulnerable groups 2. Develop and observe a rationing programme with the involvement of women who are the main water collectors. 3. Consult, develop, and widely disseminate the rationing programme with accountability mechanism. 4. Involve user groups and especially women and vulnerable groups in the development of rationing programme to determine the most appropriate timing for rationing.
Points to note	<ul style="list-style-type: none"> • Involvement of user groups in the development of the rationing programme to ensure ownership and local support. • Time and duration of rationing must be convenient for all users and is reliable • Rationing should be based on principles of equity and fairness (i.e., it should not favour certain areas/zones to others). • Use of appropriate Communication channels that are accessible to different user groups. • Establish hotlines to enable easy communication to the utility by users for urgent complaints.
When	Continuous
References	

3.4 Module 10 – Billing and disconnection

Definition of Model:

This module assist the utility managers to improve billing and disconnection procedures by ensuring transparency and accountability in the billing and disconnection process that respond to the needs of men and women.

Objectives	Billing and disconnection that ensures transparency and accountability and instills confidence among women.
Steps	<ol style="list-style-type: none"> 1. Enhance involvement of women in billing, and connection 2. Make water bills easily accessible on request to both women and men. 3. Ensure application and implementation of social disconnection policy.
Points to note	<ul style="list-style-type: none"> • Referenced, disaggregated complaints and compliments system. • Involve female employees and women at community level in the disconnection process. • Awareness among the most vulnerable groups of the Social disconnection policy and how they can benefit from it. • Subsidizing connection.
When	Design, implementation
References	

Case Study

Sexual exploitation related to disconnection practices.

HIV Aids is an emerging gender issue in the water supply sector. A study carried out in 2011 by the Water and Sanitation Program on water and sewerage companies in Kenya, Zambia and Malawi revealed that front line staff were using their position of power to negotiate for sexual favors and as a result were more infected with HIV AIDs. The survey report revealed that woman in the home (housewife, housemaid) resort to providing sexual favors from the utility employee who comes to the house to disconnect for non-payment of water. “You are not disconnected in exchange for the sexual connection,” remarked the utility staff member, affirming the practice behind the findings. This surprising practice is increasing the spread of HIV Aids, and following the training the utilities discussed a range of approaches to reverse this phenomenon.

3.5 Module 11 - Customer care

Definition of Model:

Objectives	Customer care services that are responsive to specific views of women and men and promote open and efficient communication.
Steps	<ol style="list-style-type: none"> 1. Equip the customer care unit with capacity to deal with emerging customer and gender issues 2. disaggregate complaints and compliments by gender 3. Establish a consumer desks with easy access to consumer information 4. Make customer relations everyone's business. 5. Provide user friendly services that respect women's time and their views.
Points to note	<ul style="list-style-type: none"> • Ensure ethical considerations that ensure confidentiality are observed. • Training and capacity building of the customer care officers – including efficient technology and systems that facilitate efficient processing of complaints and feedback. • Ensure that customer care staff are not comprised of a single gender but are mixed.
When	Continuous basis
References	

Case Study

Gender disaggregating customer information

Following the training, all 12 utilities within the Athi Water Services Board area reformatted their customer complaints registers by adding a new column to disaggregate the customer complaints by sex. To motivate utility staff, an additional column for compliments was included. This would enable feedback from men and women on customer care services and help the utility repeat good practices.

3.6 Module 12 – Consumption subsidies

Definition of Model:

Although a controversial topic, the idea that the poorest of the poor are provided an amount of household water without negatively affecting utility financial sustainability. This step proposes approaches to protecting the poorest..

Objectives	Subsidy targeting that benefits deserving cases of women and poor households.
Steps	<ol style="list-style-type: none"> 1. Consultations and collaboration with the poor and vulnerable groups, women and men in identifying the most needy and deserving persons 2. Develop subsidy eligibility criteria that targets individuals rather than zones. 3. In a participatory manner, identify the neediest and most deserving cases of women, men and vulnerable groups to benefit from subsidies.
Points to note	<ul style="list-style-type: none"> • Nature of subsidy, social, economic gender category benefiting • Allow those who cannot afford to pay lump sums amounts to pay in installments. • Amortization of meters. • Awareness and mobilize the locals to subscribe to the subsidies and connection subsidies
When	Planning, tariff setting
References	

Case Study

Consumption subsidies

Iringa Water and Sewerage Company, in Tanzania shared their experience in a recent utility benchmarking workshop organized by the Water and Sanitation Program of the World Bank. The Utility shared how they manage to provide consumption subsidies as safety nets for the poorest of the poor. The local government and community stakeholders by consensus generated, the criteria to identify the poorest. These identified households or individuals (such as disabled, the chronically ill and very poorest) are given vouchers developed by the utility worth 160 litres per household per day. The households use the voucher to collect water at the local kiosk. The utility deducts the voucher amount from the final kiosk bill. The list of households receiving vouchers is regularly reviewed and updated in a participatory manner.

4.0 Key change area 3 Institutionalizing gender

This change area assists the project team to respond to mainstream gender within institutional policy. The following areas are critical when it comes to institutionalizing gender:

1. Policies, strategies, procedures and people that are gender responsive both at the institutional and programme levels.
 2. Developing boundaries and incentive mechanisms that enhance gender.
 3. Organizational structure where gender is located in highest level possible.
 4. Human Resource component that ensures equal participation of men and women in the organization.
 5. Capacity building and adequate budget allocation for improving skills for gender mainstreaming within the organization.
 6. Monitoring and evaluation to measure how the project has translated into benefits for men and women differently to help put in place strategies to redress inequities.
-

4.1 Module 13 – Mainstreaming gender within utility statutes

Definition of Model:

This module supports the utility managers to develop an appropriate and supportive institutional framework that will facilitate successful gender mainstreaming within the utility statutes.

<p>Objectives</p>	<p>To institutionalize gender within the organizational policies, strategies, procedures and culture that upholds equitable participation between women and men.</p>
<p>Steps</p>	<ol style="list-style-type: none"> 1. Explicitly state at senior management level the organization’s commitments to gender equality in all policies and programmes. 2. Improve participation of women and men in governance, decision making and operational processes. 3. Engender the utilities’ memorandum and articles of association to uphold gender equity in service development, utility operations and governance. 4. Embrace and conform to national commitments on gender mainstreaming framework such as the National Gender and Development Policy and relevant provisions of the Constitution of Kenya. 5. Engender the objectives/goals, core values of the organization to reflect considerations for gender. 6. Develop gender mainstreaming tools such as gender policy, strategy, and gender budgets to help translate gender mainstreaming into practice in the utilities day to day work. These tools should include an M & E framework that tracks implementation and results. 7. Include in the contract agreements, gender clauses and conditions that contractors will need to adhere to during the contract implementation process. These should include the affirmative action on women representation.

Case Study

Women continue to be under represented in decision making

Women are under-represented in WATSAN related decision making and in technical departments. Out of 12 utilities under Athi Water Services Board, only 2 are headed by women. Most technical departments were filled by men while the administrative/clerical departments are more female dominated. The utility trainees recognized this challenge during the training, and noted that this is a longer term change area.

Points to note	<ul style="list-style-type: none">• Hold consultations with all the staffs, and partners on the issues that need to be addressed.• Advocacy for gender mainstreaming should target all decision makers and relevant staff.• Continuous awareness creation on the importance of gender mainstreaming in enhancing the performance of the utility.• Training and capacity building for gender mainstreaming to all staff, senior management, directors and partners.• Formulating workplace equal opportunity and gender polices and strategies that address gender based violence, human resources aspects.
When	Throughout the life of the organization
References	

4.2 Module 14 – Boundaries & incentives

Definition of Model:

This module supports the utility managers develop boundaries and incentives that will help enhance gender within the utility. Boundaries are penalties for non compliance whereas incentive are the rewards extended to staff for pursuing and achieving gender targets.

Objectives	To develop and include within the organizational structure penalties, incentive and rewards for mainstreaming gender.
Steps	<ol style="list-style-type: none"> 1. Set gender equality goals, indicators and targets that are clearly spelt and staff understand their respective roles towards achieving these goals. 2. Ensure the team has budgetary allocations that allow for implementation of mainstreaming gender actions. 3. Develop a mechanism for rewarding those that have achieved their targets for gender mainstreaming or have done exemplary well in redressing inequalities/responding to gender needs and concerns. 4. Design annual gender responsiveness award systems, e.g. official letter gender awards and public recognition at official events.
Points to note	<ul style="list-style-type: none"> • Ensure that gender mainstreaming targets are integrated within term and conditions, job description, business plans, and annual plans. • Allocate and approve adequate budget for gender sensitive projects. • Ensure that staff support each other at solving problems and defining new tasks in the field of gender. • Welcome innovative ideas on gender-issues within the work place and promote staff involvement on various gender issues.
When	
References	

Case Study

The Government of Kenya in 2008 introduced performance contracts to improve service delivery in all ministries. The Ministry responsible for gender took the initiative to require that one of the indicators of performance was mainstreaming gender. As a result the Ministry of Water and Irrigation in Kenya as well as all its appointed agencies such as the Water Services Boards and their utilities, the Water Services Trust Fund, The Water Services Regulatory Board and others, signed performance contracts with gender targets. The performance contract tool has increased compliance the governments national policy on gender, and impacted the allocation of resources for gender activities in the water sector as well. The existence of this gender target unleashed human and financial resources to support gender mainstreaming efforts at various levels in this sector, leading to the training and the development of a toolkit.

4.3 Module 15 – Organisational structure

Definition of Model:

The module helps the utility managers review the organizational structure and incorporate a framework that will improve equitable participation of women and men.

Objectives	Ensure that a designated gender focal point is incorporated within the organizational structure to the gender agenda.
Steps	<ol style="list-style-type: none"> 1. Install a designated gender unit/focal person with authority and give them clear mandate and terms of reference. 2. Designate a gender unit or focal point that is located strategically within the organizational chart. Ensure that this office or person has the necessary authority. 3. Ensure gender budget allocation to facilitate the implementation of this position. 4. Ensure there is a function within the structure for gender, mobilization and social science skills to support extension of services to the poor and marginalized and those with special needs. 5. Appoint gender focal points to participate in annual budgetary processes.
Points to note	<ul style="list-style-type: none"> • Organizational structure of the utility should reflect, promote and sustain gender equality. • Placement of the gender focal points high in the organizational chart to give it visibility and authority.
When	Design and M&E
References	

4.4 Module 16 – Human resource

Definition of Model:

This model supports the water utility managers and implementers put in place a human resource component that ensures equal participation of men and women in the organization.

<p>Objectives</p>	<p>To ensure that the utility has in place HR work policies that protects the right of men and women.</p>
<p>Steps</p>	<ol style="list-style-type: none"> 1. Establish a system that recognizes equal remuneration and work for women and men. 2. Conduct and regularly update staff gender audit that recognize both number of and functions of men and women in the workplace. 3. Review and revise Job descriptions of staff and define their role in integrating gender in their respective jobs and scope of work. 4. Ensure that gender mainstreaming is incorporated in the recruitment process by including some genders questions and requesting some relevant insights on gender during the interview process. 5. Conduct training and capacity building programmes for gender mainstreaming and advocacy as an on-going process that ensure equal participation of both women and men. 6. Adopt and implement an affirmative action on employment that is applied across each department within the utility. 7. Review and revise employment and hiring policies and address any discriminatory sections. 8. Create a safe and practical environment for women and men that include various components such as: <ol style="list-style-type: none"> a) Transport arrangements b) Working hours

Case Study

Women recruitment in technical jobs

For Karimenu Water Utility, some jobs were perceived to be male. An example is meter reading which has always been done by men. After the training, they were recruiting for meter reader. The gender team lobbied the management for the recruitment of women meter readers and it was granted. For the first time, out of the 21 meter readers hired, 8 are female. They did not have prior skills for the job, but the utility has provided induction and training for the new female meter readers.

	<ul style="list-style-type: none"> c) Work travel commitments d) Separate and responsive sanitation facilities e) Childcare responsibilities
Points to note	<ul style="list-style-type: none"> • Ensure that there is gender parity across the departments. • Incorporate a system that ensure professional backstopping support if it is necessary. • Ensure that gender parity is being achieved at all levels of the institution.
When	At recruitment and throughout the work processes
References	

Case Study

Addressing gender inequality in technical departments

Upon discovering the gender imbalance between women and men in technical department, utilities such as Kikuyu, Thika and Kiambu have nominated female staff for training in technical courses at Kenya Water Institute (KEWI). Kiambu Water has appointed 2 female staff and one will receive training in plumbing and another in water engineering. Kiambu is already providing in-house training to a female staff on water quality while another is waiting to join KEWI at the end of the year intake in September, 2011.

4.5 Module 17 – Capacity building

Definition of Model:

This module supports the utility managers develop capacity building and adequate budget allocation for improving skills for gender mainstreaming within the organization.

Objectives	To improve knowledge and skills for gender mainstreaming in organizations and programmes
Steps	<ol style="list-style-type: none"> 1. Create awareness of the importance and role of gender in water and sanitation management. Awareness should target staff at all levels and partner organizations including CBOs that work with the utility. 2. Ensure that a participatory approach becomes a standard practice within the utility through training and capacity building on gender mainstreaming. 3. Implement capacity building and training programmes for gender mainstreaming and a participatory learning processes so that it becomes a standard practice within the institution. This should include on job training. 4. Plan, cost and allocate budgets for capacity building and training programmes relating to gender mainstreaming. 5. Develop gender mainstreaming tools such as gender mainstreaming guidelines for use by staff and partner organizations in their day to day work.
Points to note	<ul style="list-style-type: none"> • Capacity building and training on gender mainstreaming programmes should target all staff, directors and board members • Information and gender mainstreaming resources should be available and accessible to all. • Implement and keep a record of the adopted gender commitments made within the utility

Case Study

Training utility staff in gender

The Ministry of Water and Irrigation, the World Bank Kenya country office, WSP and Gender and Water Alliance partnered to conceive a gender mainstreaming training program for urban utilities within the Water and Sanitation Services Improvement (WASSIP) services area. The training was held in May and June 2011 targeting newly appointed gender focal points. The training was geared at equipping utility staff with skills to address gender issues (i) in the course of services expansion, (ii) during regular utility operations, and (iii) within utility institutional policy. A field visit was organized to interact and observe water and sanitation issues in the field with their newly acquired 'gender lenses.' Action plans were developed targeting each key change area. To sustain momentum from the training, follow up visits were organized by the overseeing Water Services Board and a team of gender specialists within six weeks of completing the training. To scale up good practice beyond the WASSIP services areas and ensure sustainability of these practices within the utility, a toolkit was developed and is currently being tested.

	<ul style="list-style-type: none">• Forge partnerships with gender expertise through networking and other in house meetings.
When	Implementation
References	

4.6 Module 18 – Monitoring and evaluation

Definition of Model:

This module assists the water utility managers to put in place a framework that allows for systematic observation of the progress the project towards realization of pre-determined plan.

Objectives	To measure how the project has translated into benefits for men and women separately and to help put in place strategies to redress inequities.
Steps	<ol style="list-style-type: none"> 1. Engage the WATSAN committee in reviewing progress. 2. Use the baseline data to measure progress and collect and analyze disaggregate data and other related information. 3. Ensure participation of women in the monitoring and evaluation processes and incorporate their concerns in future decision making. 4. Project team should develop and track indicators that measure how the project has translated into benefits for men and women differently to help put in place strategies to redress inequities.
Points to note	<ul style="list-style-type: none"> • Ensuring that the lessons learnt and opinions of stakeholders will feed back into the decision making process of the utility. • Disaggregate the monitoring plan. • Assess changes in women's and men's involvement and how that has translated into actual benefits for each. • Consult with interested groups separately to identify the issues to be monitored and the criteria to be used • Involve those who have a strong interest in an issue. Those who want to check and take action to improve a situation • Ensure full participation of women and men in monitoring and evaluation of the project activities. • Report against gender mainstreaming indicators generated at the planning stage project and demonstrate how women's and men's lives have changed differently as a result of the project
When	
References	

Kikuyu: Gender Data Collection Sheet for Utilities

	Description	Male		Female	
		Before the Gender Training	1 ½ Mn after the Training	Before the Gender Training	1 ½ Mn after the Training
1.	Management	7	7	3	3
2.	Gender Committee	0	1	0	1
3.	Gender Focal Point		1	0	1
4.	Staff in Technical Division	7	7	2	4
5.	Casual workers	10	10	3	5
6.	No. of new connections signed by M/F	10	9	49	50
7.	Gender Desegregated data as below				
8.	• Disconnections	142	25	206	43
9.	• Bill related	251	36	229	83
10.	• No water/poor service level	45	15	88	37
11.	• Low pressure	31	16	49	33
12.	• Others	30	21	26	11
13.	Women trained in technical and redeployed following the training			2	4

	Description	Before the Gender Training	1 ½ Mn after the Training
1.	Reduction in Connection Fee (KSh) following the training		
2.	No. of meeting with management where gender mainstreaming was an agenda after the training		2
3.	No. of meetings with MD to discuss Gender Mainstreaming after the training		3
4.	No. of community consultation meetings on ongoing and planned projects after the training		3
5.	New facilities managed by Men/Women after the training		6 kiosks



Annex 1



Establish what are the contract and permanent staff by male and female**Analysis of positions by gender**

Senior Management/Designation	No. of Men	No. of Women
CEO		
Commercial Manager		
Technical Manager		
Internal Audit		
Administration/ HR Manager		

Middle Management/Designation	No. of Men	No. of Women
Resources Mobilization Officer		
Public Relations Officer		
Team Leaders/ Supervisors		
Community Development Officer		
Accountants		
Procurement Officer		

Junior/Support Staff /Designation	No. of Men	No. of Women
Administrative Assistants/Auditor		
Clerks		
Drivers		
Office Assistants		



Annex 2

Gender roles framework**1.1 Harvard analytical framework****Tool 1: Activity profile**

Activities	Women/girls	Men/boys
Production Activities Water Supply: Activity 1 Activity 2, etc. Income Generating: Activity 1 Activity 2, etc. Employment: Activity 1 Activity 2, etc Other		
Reproductive Activities Water related: Activity 1 Activity 2, etc Fuel related: Food preparation: Childcare: Health and hygiene related: Cleaning: Other:		

Source: March, C, Smyth, I, Mukhopadhyay, M. (1999) *A Guide to Gender-Analysis Frameworks*, Oxfam, Oxford

1.2 Access and control profile

	ACCESS		CONTROL	
	Women	Men	Women	Men
Resources Water supply/Water rights Water Points Labor Cash Education/training, etc. Other				
Benefits Outside income Asset ownership Water and sanitation Training Political power/prestige Other				

Source: March, C. Smyth, I. Mukhopadhyay, M. (1999) *A Guide to Gender-Analysis Frameworks*, Oxfam, Oxford

1.3 Women empowerment framework (Longwe)

Level of gender Equality	Extent to which gender is mainstreamed	Level of recognition of gender issues
Welfare		
Access		
Concretization		
Participation		
Control		

1.4 Gender analysis matrix (gam) worksheet

Project Objectives:

	Labour	Time	Resources	Culture
Women				
Men				
Household				
Community				

Source: March, C, Smyth, I. Mukhopadhyay, M. (1999) A Guide to Gender-Analysis Frameworks, Oxfam, Oxford

References
<http://www.undp.org/water/gender-and-water.shtml>

1.5 Analysis of influencing factors on division of labour and control over resources and benefits

This section of the Harvard analytical framework helps identify those factors that influence gender relations in a given community, these are socio cultural, political economic, religions and other development related factors which have a positive or negative influence over the position of women and men in a targeted community for water resource development and they are: -

- Socio cultural factors
- Religions beliefs and values
- Political factors
- Education and Training
- Economic factors etc

Analysis of Factors and Trends

Women Status Compared to men	Lower	Equal	Higher
Participation and position in decision making at <ul style="list-style-type: none"> • Household • Community • Institutional level 			
Educational Status Health Status Nutritional Status			
Mobility			
Image Self image Image in Society			
Others			

1.6 Water source profile

It is useful to collect information on each water sources (its use, water quality, distance from homestead, etc.).

Ask the interviewees to fill in the Water Source Profile

Water Source Profile

Date _____ Name _____

Informant' name _____

Responsibility _____ Recorder _____

1	Name of the water source	
	Type of Source	
	Distance from Home	(range of xx km-xx km)
	Time taken for 1 trip	(range of xx hour-xx hour)
	Season to be used (month)	Reason
	Water Quality	Colour, test & smell
	Water use	Drinking, cooking, cleaning kitchen utensils, watering domestic animals, bathing, washing clothes, backyard garden, others (specify)
2	Name of the Source	
	Type of Source	
	Distance from Home	(range of xx km-xx km)
	Time taken for 1 trip	(range of xx hour –xx hour)
	Season to be used (month)	Reason
	Water Quality	Colour, test & smell
	Water use	Drinking, cooking, cleaning kitchen utensils, watering domestic animals, bathing, washing clothes, backyard garden, others)

3	Name of the water Source	
	Type of Source	
	Distance from Home	(range of xx km-xx km)
	Time taken for 1 trip	(range of xx hour-xx hour)
	Season to be used (month)	Reason
	Water quality	Color, test & smell
	Water use	Drinking, cooking, cleaning kitchen utensils, watering domestic animal, bathing, washing clothes, backyard garden, others



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