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Acronyms and Abbreviations

ADB	Asian Development Bank
AGM	Additional General Manager
CBO	Community Based Organization
CRWSSP	Climate Resilient Water Safety and Security Plan
CEA	Central Environmental Authority
DGM	Deputy General Manager
DMWCM	Demand Management and Water Conservation Measures
DRM	Disaster Risk Management
EMP	Environmental Management plan
ESIF	Environmental and Social Institutional Framework
ESU	Environmental and Social Unit
GBVH	Gender based Violence and Harassment
GESI	Gender Equality and Social Inclusion
GOSL	Government of Sri Lanka
KPI	Key Performance Indicator
NDC	Nationally Determined Contribution
NWSDB	National Water Supply and Drainage Board
RSC	Regional Support Center
SSMP	Social Safeguard Management Plan
WASH	Water And Sanitation Hygiene
WASH+H	Water Sanitation Hygiene and Health
WSP	Water Safety Plan
WSS	Water Supply Scheme

GENDER EQUALITY AND SOCIAL INCLUSION STRATEGY OF THE NATIONAL WATER SUPPLY AND DRAINAGE BOARD

EXECUTIVE SUMMARY

The 2030 Agenda for Sustainable Development Goal number 5 specifies the aim ‘to achieve gender equality and the empowerment of all women and girls,’ and emphasizes as an integral part of the target for SDG 6, which focuses on water, sanitation, and hygiene (WASH). As the National Water Supply and Drainage Board (NWSDB) is the key organization responsible for providing safe drinking water to the people and facilitating the provision of sanitation in Sri Lanka, it is important to consider Gender Equality and Social Inclusion within NWSDB and in its operations.

The main objective of the GESI Strategy is to develop a gender equality and social inclusiveness strategy for the NWSDB to promote equal opportunities, voice, and empowerment of women as internal customer satisfaction and to promote the GESI for the benefit of external service delivery by empowering women, youth, excluded minorities, and vulnerable communities.

1 BACKGROUND - INTRODUCTION

The 2030 Agenda for Sustainable Development Goal number 5 specifies the aim ‘to achieve gender equality and the empowerment of all women and girls,’ and emphasizes as an integral part of the target for SDG 6, which focus on Water, Sanitation, and Hygiene (WASH). The National Water Supply and Drainage Board (NWSDB) is the key organization responsible for providing safe drinking water to people and facilitating the provision of sanitation facilities in Sri Lanka. Presently they are operating 334 water supply schemes which cover more than 50% of the total population with pipe borne water supply¹ with 2.8 million connections and in-charge of the sewerage system in Colombo and suburbs.

The Water and Sanitation has a direct impact on hygiene and women and children are the most affected by lack of sanitation and inadequate safe water supply.² They bear the burden of carrying water for long distances at the expense of other economic activities and education. Poor sanitary facilities or lack of them puts women and children at a high risk of

¹ Annual report 2022 -NWSDB

² UN -Water- Policy brief -2005-2015

contracting water related diseases like diarrhea, dysentery and cholera. Today, Gender Equality and Social Inclusion (GESI) is widely applied in International and National policy mandates and institutional structures, to achieve more inclusive development and a GESI-friendly working environment.

Since woman is a critical necessity to sustain in water and sanitation industry, status of women providing internal and external service at NWSDB had been analyzed to ascertain whether they face any gender related issues and social discrimination in their work place.

Simultaneously, one of the objectives of the ADB TA 6962 is to introduce gender equality and social inclusive strategies to strengthen and “ensure that its activities are environmentally sustainable, socially inclusive, gender responsive, and are climate and disaster risk resilient.”³

2 THE POLICY AND LEGAL FRAMEWORK FOR GESI PRACTICE IN SRI LANKA

2.1 Gender Equality Standards in Sri Lanka

2.1.1 Constitution of Sri Lanka -1978

Article 12(1) of the Constitution of Sri Lanka (1978) states that ‘all persons are equal before the law’ and entitle to the equal protection of the law and the Article 12(2) states that ‘no citizen shall be discriminated against on the grounds of sex’.

2.1.2 Ratified UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) - 1981⁴

Sri Lanka, in 1981 ratified the UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). The CEDAW is the only human rights treaty which affirms the reproductive rights of women and targets culture and tradition as influential forces shaping gender roles and family relations. It affirms women’s rights to acquire change or retain their nationality and the nationality of their children.

By accepting the Convention, States commit themselves to undertake a series of measures to end discrimination against women in all forms, including:

- to incorporate the principle of equality of men and women in their legal system, abolish all discriminatory laws and adopt appropriate ones prohibiting discrimination against women;

³ ADB TA 6962, TOR

⁴ CEDAW South Asia Core Concepts.

- to establish tribunals and other public institutions to ensure the effective protection of women against discrimination; and
- to ensure elimination of all acts of discrimination against women by persons, organizations or enterprises.

Source: <http://www.ohchr.org/en/hrbodies/cedaw/pages/cedawindex.aspx>

2.1.3 Beijing Platform for Action - 1995

Sri Lanka has ratified several major international conventions on human rights indicating its commitment to gender equality. These include the Convention on the Elimination of All Forms of Discrimination Against Women, Peace and Security among others. (Beijing Platform for Action, the United Nations Security Council Resolution (UNSCR) 1325 on Women,)

2.1.4 The National Policy on Gender Equality and Women Empowerment -2023

With this mandate, the National policy on Gender Equality and women empowerment-2023 was developed by the **Ministry of Women, Child Affairs and Social Empowerment** recognize the inherent right to gender equality and women's empowerment and places equality between women, men, girls, boys and gender minorities as a key aspect of development. The policy aims to ensure equal rights and opportunities for Women and girls in all spheres and structures of government as well as in the public and private workplace, community, family and within the civic space.

2.2 The National Policy on Gender Equality and Women's Empowerment

Sri Lanka provides a framework and guidelines to Mainstream women and gender minorities in terms of decision-making, access to benefits and equal and equitable participation in the government's food security programs especially during economic crises.

Simultaneously under the thematic areas on basic needs they have instructed a specific Strategy "to Water, Sanitation and Hygiene -WASH related institutes to conduct a gender and social inclusion analysis of sector-specific strategic documents such as the National Drinking Water Policy, the National Sanitation Policy, and the Rural Water Supply and Sanitation Policy and provide technical guidance to ensure strategic mainstreaming of women and excluded communities."

Under the thematic area Environment and Disaster Management, discuss the possibility of enabling the voice and full participation of women, girls and gender minorities in the protection and management of the environment, gender responsive management of the environment, disaster management and climate action to ensure the full and active participation of women, girls and gender

minorities in all aspects related to the Environment.

Considering all the guidance given and adopting few appropriate thematic areas in the National framework of Gender and Social Inclusiveness, The GESI strategy for NWSDB is developed as per the scope of the ADB -TA-5962.

3 GENERAL OBJECTIVE

“ To develop and establish a Gender Equality and Social Inclusive policy and implementation of strategies, whilst increasing the Institutional capacity on GESI with in-house master trainers and strengthened the Community participation for financial sustainability and operational efficiency”

3.1 Specific Objectives

Specific objectives of the GESI Strategy are:

- Develop the Policy for incorporation of GESI during the whole cycle of the project and programs implementation.
- Develop training programs ,manuals and learning materials
- Training NWSDB staff on GESI with a strong focus on community participation
- Identifying GESI champions for creating awareness within NWSDB.
- Develop a monitoring and evaluation mechanism for gender assessment.

4 PRESENT GENDER SITUATION AT NATIONAL WATER SUPPLY AND DRAINAGE BOARD NWSDB

Present prevailing gender situation at the NWSDB was analyzed based on their focus areas stipulated in the corporate plan of National Water Supplies and Drainage Board - NWSDB.

4.1 Employees Distribution at NWSDB

Referring to the organization in general, the factors influencing the organization's internal structure, systems and culture and the external environment in which it operates and impact upon the gender related issues needs to be analyzed to identify the gender disparities. It was reported that a total of 8,688 employees are working at the NWSDB in 2023 and 1,855 of them are female employees (21.3%), in various professional, Skill and unskilled job categories.

The diversity of the employees are limited to few differently -able and different ethnic groups. The Gap research findings indicate that there aren't any transgender or LGBT employees in the NWSDB “Even If there are different genders employed, we

are willing to work with them. Nevertheless the need for Gender Equality and Social Inclusion policy is essential to employee them without discrimination” comment another respondent in the gap and research survey.

4.2 Distribution of employee Sex-dis aggregated Details within NWSDB, June 2023

Table 1 presents the distribution of Male and Female employees in senior management category of the organizational structure.

Table 1 – Senior Management Gender Distribution

Designation	Males	Females	Total	% of women
General Manager	1	0	1	0
Additional General Manager	10	0	10	0
Deputy General Manager	25	6	31	19.5
Assistant General Manager	49	13	62	21
Manager	17	8	25	32
Chief Engineer /Chief Accountant/ Chief Sociologist /GW Manager	99	39	138	28.3

Data: HR Division, NWSDB

Analyzing the above data reveals that there is a gender differences in all senior manager’s categories. Especially at this level a proper succession plan is mandatory for the sustainability of the organization. NWSDB should have a gender balanced succession plan and pipeline for leadership roles which will offer different perspectives and collaborations within the team.

According to the AGM HR, the board is having recruitment issues in certain job categories, especially for jobs such as engineering due to the inadequate engineering graduates in the country.

Comparing with previous year's sex dis-aggregating data, it reveals that there is a slight increase in women progressing into managerial positions in NWSDB. This assumption does not reflect the actual distribution of employees in the functional areas, authority levels and the power bases.

Especially at the senior levels the gender disparity or the barriers to equal opportunities are greater than the other levels. Key informant interviews revealed that the Stereo-typing associated with the organizational culture and the

personalities of individuals are the parameters for the women empowerment and equal opportunities and for the survival of women at the senior management positions at the NWSDB. (Source KII).

Table 2 – Middle Management Gender Distribution

Designation	Male	Female	Total	% of women's
Engineers-all categories	314	113	427	26.5
Engineering Assistants	847	266	1113	23.9
Personal Secretary	2	30	32	93.75
Computer Hardware Engineer	7	1	8	12.5
Quantity Surveyor	9	19	28	67.8
Accountants	10	19	29	65.5
Draughtsman	40	35	75	46.7
Geologist, Hydrologist	14	3	17	17.6
Sociologist	11	12	23	51.4
Other MM categories	6	6	12	50.0

Data: HR Division, NWSDB

In this layer the same disparity issue is dominating in the engineering assistant category, nevertheless other professional's job categories are evenly distributed.

Table 3 – Primary Level Employees Gender Distribution

Designation	Male	Female	Total	% of women's
Electrician	101	0	101	0
Meter Reader, Meter Reading Inspector, Meter repairman	755	0	755	0
Management Assistants	639	856	1495	57.2
Plant Operator Mechanic, Mechanic	591	0	591	0
Treatment Plant Supervisor, Technician, Work supervisor	328	0	328	0
Pipe Fitter	553	0	553	0
Driver	585	0	585	0
Laborer	1457	201	1658	12.1
Other categories of employees	303	138	441	31.3
Total	6833	1855	8688	21.3

Data : HR Division, NWSDB

The gender disparity is visible in this layer of the organizational structure due to the imbalance in certain technical job categories such as meter readers, pipe fitters and treatment plant supervisors etc. All these job categories are male dominated by nature and function. One of the suggestions received during the focus groups meetings is to provide equal opportunities for women to apply for these non-traditional jobs such as meter readers, Treatment plant supervisors, work supervisors, drivers etc. with right technical skills. Using women as meter readers may increase the external customer satisfaction and ease off tense situations encounter during maintenance work due to breakdown of supply of water in communities. In summary, Female professional staff members remain minority at all levels of the NWSDB.

4.3 Gender Barriers Identified

Following gaps/ barriers were discovered as the results of the Gap and Research survey conducted by the ADB project.

4.3.1 Policy- Reality Gap

It is revealed that there's no **traceable gender policy** to govern the NWSDB programs or people at present. Hence, no focal point or a person to take the ownership of the gender related strategies and the current practice of gender and social inclusiveness comes as a management or human resources initiatives.

When confronted with the question of women empowerment and equal opportunities for women, majority of respondents agreed that at the NWSDB Women's empowerment and participating in decision-making is encouraged.

There are no specific or direct program aimed for the benefit, encourage to support women or families such as day care facility Rest/sick room, accommodation facility for female officers travelling from the regional offices to Colombo, separate bins for sanitary napkins are few examples.

However, it is revealed that the facilities such as the day care facilities, Zomba Classes were organized by groups of organized female employees of the NWSDB.

On providing equal opportunities for non-traditional jobs, Head of HR informed that even though they have requested both male and female employees to apply for certain job vacancies, Meter readers, Drivers, pipe fitters etc., no females employees have applied and they have not encourage any to apply for the same .

Only on request, NWSDB offers flexible work options for pregnant employees, feeding mothers and transferring them to nearby RSC to balance work and life. There is no proper system in place to consider these fundamental issues which may lead to employee turnover.

It appears that the attempts taken to minimize the gender related issues were not effective due to the prevailing male dominated organizational culture with some rigid perceptions on the role of women in organization.

4.3.2 Sociocultural Influence and Stereotyping

In general, the socially constructed inequalities between men and women have continued to dictate negative cultural norms and behaviors which influence the women's abilities and their positions in the organization. The organizational culture at the NWSDB is not ready to adopt or accept gender equality in provision of pipe borne water and sanitation facilities. They have stereotyped women as weaklings in this macho industry and do not see them in jobs like plant supervisors or pipe fitter's job.

Best example was given by a staff assistant who is willing to join the union's working committee activities, but rejected quoting her gender will prevent her working back-to-back with men. "I was very angry when they rejected me, I know my capacity and easily I could have handled the new challenges and work more with passion and efficiency than them" said this very entrepreneurial lady.

4.3.3 Lack of Awareness and Capacity Building on Gender related activities

Most participants have a limited knowledge on GESI and its impact on the individual, organizational and National development. Specific areas such as what are the features of social inclusiveness and what relationship of water supply project has with women and community are not emphasized or explained. All employers are aware of the sexual harassment but a proper channel of reporting and resolving and supporting the victims were not established.

Employees who have received training on either aspect of GESI revealed that as a result they understood the linkages between gender issues and water supply and management and striving to work with all stakeholders.

4.3.4 Lack of Gender Sensitivity

No gender relates training programs were conducted by the training department. Few senior and middle managers have got training in gender and gender mainstreaming which presents a barrier due to perceptions and unawareness and widens the gap in gender sensitivity among them. Evidence from the private sector shows that interventions that enhance gender equality and women's economic contribution can boost company competitiveness, fortify supply chains, improve human capital, and help build an enabling business environment.⁵

Therefore, gender inequality is a key area that has to be tackled through systemic removal of the constraints to women and men's equal opportunities and social inclusiveness.

5 EXTERNAL CUSTOMERS SERIVE PRACTICES WITHIN NWSDB

As per the findings of the Gap and Research server clearly shows that the gender and social inclusiveness practice are occurring as a part of the project designing and planning and the programs that they conduct collaboratively with communities and schools.

Gap and research survey was sent to a group consists of higher, middle and junior management officers of the NWSDB. About 50% of the staffs working in different RSCC around the country and 70% of are holding middle management positions.

Feedback for the Question no 7 and 8 reveals that except 3 staff members, others have not involved in any gender analysis activity during per-feasibility and feasibility stages of NWSDB projects and there is no intention to do the analysis in future. Nevertheless, the answer to the next question Q9, shows that some of them, (around 20%) have consulted and obtain options of men and women in projects/project planning phase and Lands clearance and survey works and maintenance work of the project. "In our project involve the 30% of the women in decision making process" said a respondent of the survey.

None of them have included other stakeholders in Communities and CBOs, namely disabled people, LGBTQ+ people. Around 40% of respondents have associated and obtain opinion; suggestions form the rural communities during their project designing, planning and implementation.

⁵ IFC-2017

Examples of community, CBOs and other stakeholders' involvements in projects are given below;

- Rural communities who involve in community based projects in north central during the Feasibility study phase of Imaduwa WSP by southern RSC
- Bandarawela, Diaythalawa and Haputhale WSP by the Head office and this project were aimed to provide water to estate communities, women and community leader opinions were obtained.
- Climate Resilient Water Safety and Security Plan -CWSSIP is one of the examples given by the respondent to showcase the successful link ups establish by the NWSDB with the Urban low-income communities

5.1 Role of Sociologists in Providing External Customer Services

Although not specifically mentioned, the NWSDB projects are engaging with women and disadvantaged community members in their day today social safeguards operations. Following pictures present the school programs conducted for catchment protection for the celebration of water day in Kegalle district.



Figure 1 - Photos of catchment protection programs while celebrating World Water Day with school children – Kegalle district

The donor funded projects implemented within NWSDB have considered gender equality systematically. The previously implemented World Bank funded Water Supply and Sanitation Improvement Project had a gender mainstreaming strategy and the activities have included sensitization programs on gender issues for both men and women, CBO's and local authorities to ensure women take active part in decision making, hiring women as community mobilization staff, special awareness raising activities to raise awareness on gender equality issues in the water and

sanitation sector etc. Further, under this project water supply and sanitation facilities were provided to indigenous communities.

6 METHODOLOGIES USED IN DEVELOPING GESI ANALYSIS DURING THE PROJECT CYCLE

6.1 Desk review of relevant background literature

References and data Bases are given below:

- National policy on gender equality and women's empowerment-Sri Lanka
- The corporate plans of NWSDB for the last 5 years with statistical reports had been referred to understand the policy initiatives implemented and the operational procedure:
- The national gender Best practices adopted by water management institutes for 2024 - Dhaka, Kenya and Nigeria
- National policy for gender equality in Sri Lanka- UNDP,2022
- Gender strategies developed by the World Bank, 2024-2030
- ADB guideline for gender strategies.
- Gender action plan for Jaffna and Killinochchi Water Supply and Sanitation project report
- Sustainable Municipal Service Delivery in India; International Best Practices of Water Utilities, 2023

6.2 Stakeholder Analysis and Consultations

One of the main stakeholders of implementing the GESI is the training department and the discussions with the AGM- Training Division revealed that there is no specific training provided on gender equality and social inclusion within the organization. Even though all employees are aware of gender issues a systematic approach or a procedure is lacking.

The various professionals who are engaging with the community providing the water to the urban and rural communities such as engineers, engineering assistants, chemists, geologists etc. have not received any training on GESI although they are involved with GESI work with WASH Programs.

6.3 Key Informant Interviews -KII

Key informant Interviews with senior managers, other staff categories, members of the "Seva Wanitha" Committee, Assistant General Manager and other sociologists, Deputy General Managers and relevant other employees were conducted, and their opinions were obtained. Some of the Key informants were in the opinion that if

there is a specific program to handle gender balance especially for those who are going on field work will feel safe. Welfare of female officers should be given more priority, providing with proper accommodation and transportation and other facilities.

The day care center is operated by a group of women committee and only the building was provided by the NWSDB, hence they requested the board to sponsor the operation of day care center in every RSC which will ease off the burden of looking after children.

The procedures adopted to handle sexual harassment needs to be refined and trustworthy and proper system of handling, maintaining the confidentiality and not to harm the victim further was the request made by the AGM -Development.

7 MAINSTREAMING GENDER IN NWSDB

In this background to foster a gender transformation approach, need a deeper change at both the individual and organization by facilitating policy change and supported by implementation mechanisms, budgeting and specific programs.

To facilitate that process and to know the level of sensitiveness that they currently are in, NWSDB can use the WHO's five level Gender Responsive Assessment Scale -GRAS as a model. The current gender sensitivity prevailing in the board has been identified as gender Blind by the DGM -Development and few other AGM's, but the results of the gap and research survey indicates the statues between Gender Unequal and Gender Blind.

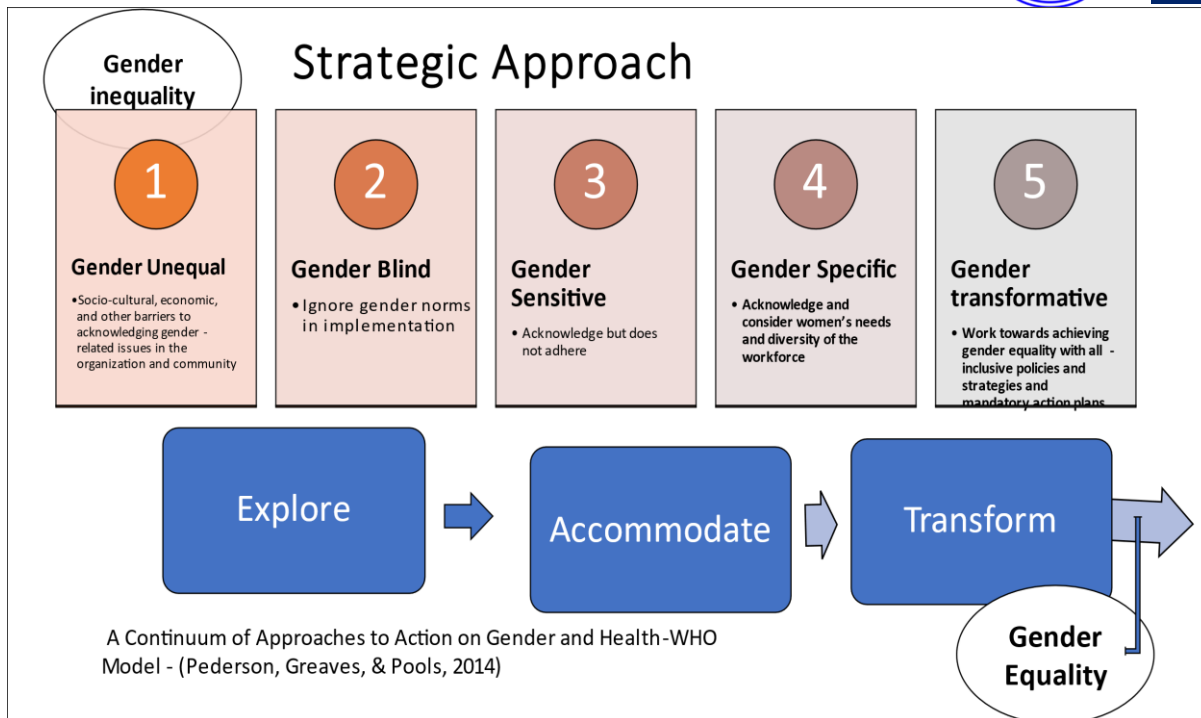


Figure 2 - GESI STRATEGIC APPROACH

7.1 The Conceptual Framework for Developing Strategies

Considering the above factors, the strategies needed to become from been gender sensitive to gender trans-formative organization are developed. This framework will provide the strategic focus and articulate key activities to be taken to implement GESI across the different levels and sectors of NWSDB. “Outcomes can be achieved by effectively implementing project level interventions and shaped by formal and informal institutions, actors, and power relations”⁶.

The fact that gender sensitivity and the capacity to deal with gender issues still tends to be closely associated with individuals or personalities. Hence the organizations have to be willing to change or able to perceive the need for change, thus creating a learning organization. NWSDB has developed the GESI strategy initiating the change process by analyzing the current situation by gathering relevant data through Key Informant groups and research and gap analysis encompassing the external context of the organization where many gender-related issues are predominant.

Since we have explore the situation at the board, needed to accommodate gender strategies in all aspects of organizational functions and develop a culture where all

⁶ World Bank Gender strategies -2024-2030

employees work and share together by eliminating the stereotyping , perceptions and discrimination to be a trans -formative organization as shown in the following figure 3.

Conceptual framework

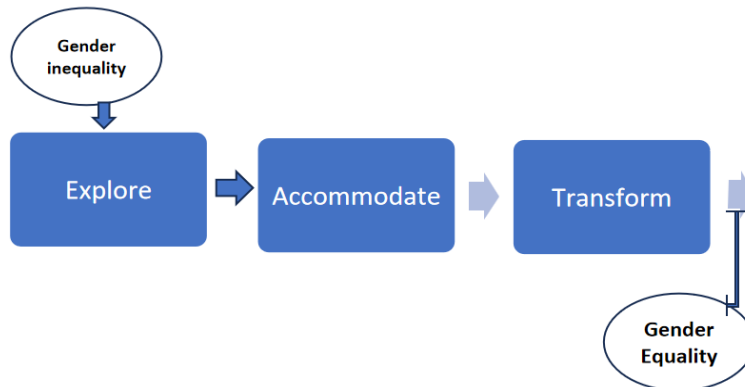


Figure 3 - Conceptual frame work to become a transformative organization

Data source: A continuum of approaches to action on gender and WHO health model-2014

7.2 The Strategic Approach

The following strategic approach will make the journey systematic and facilitate the changing process of the NWSDB. Pursuing this approach, organization will be able to acknowledge the gender issues and work towards achieving gender equality and inclusive policies, strategies and action plans.



Figure 4 - Strategic approach to achieve gender equality and social inclusiveness at NWSDB.

For the way forward with the GESI, several optional strategies were developed and those were not compatible with the TOR were dropped. Remain options were prioritized as for the importance and advantages and disadvantages were identified. 8 options were selected as optional strategies as follows.

8 THE WAY FORWARD OPTIONS OF GESI

1. Develop and implement a gender-sensitive policy to ensure all employees benefit from the all-inclusive policy Framework of NWSDB.
2. Implement Inclusive Recruitment Practices for Non-Traditional Role.
3. Institutionalize Female Representation in Decision-Making Panels/Committee.
4. Enhance Awareness and Reporting Mechanisms for Sexual Harassment Cases.
5. Mainstream Gender Equality and Social Inclusion in All NWSDB Projects/Programs
6. Implement Sex-Dis-aggregated Data Reporting in Annual Reports.
7. Provide Systematic Awareness Sessions on Gender Equality and Social Inclusion (GESI) for All NWSDB Employees, Including Senior Management and Professionals engaging with communities.
8. Capacity Building for Sociologists to Promote Gender Equality and Social Inclusion (GESI) in NWSDB Activities.

After the working committee meeting at the NWSDB, only 5 strategies were finalized after amalgamating repetitive strategies.

9 OPERATIONALIZE THE STRATEGIC OBJECTIVE OF GESI

This process will evolve positive changes in organizational culture, goals, strategies, and actions to ensure that both women and men can influence, participate in and benefit from development processes and create organizational environments that are conducive to the promotion of gender equality. Identified strategies have been segregated into two different dimensions for implementation:

1. Organization specific Strategies to strengthen and satisfy internal customers/employees via Human Resource department of the NWSDB.
2. Strategies to provide external service delivery through WASH projects

9.1 Focus Areas for Implementation

To expedite the process of developing, implementing and monitoring the GESI , we have identified 5 focus areas as follows:



1. Institutional arrangements and Business practices for gender mainstreaming and social inclusion initiatives in all NWSDB projects /programs
2. Accommodate and encourage gender and diversity/social inclusiveness in operations, management, and human resources functions of the Board
3. Communication and Capacity Development programs to expedite gender transformation process
4. Creating a safe, diverse, and inclusive working environment
5. Monitoring and evaluation mechanism to achieve outcomes/ results

9.2 Strategies to be adopted to Create Gender Sensitive Organization

The tables 4 and 5 will explain the strategies to be adopted to build a gender learning organization.



Table 4 – Gender Equality and Social Inclusion Strategies for the Internal Customers/Employees of the NWSDB

	OPTIONS	FOCUS AREAS /STRATEGIES			
		Institutional Strengthening	Gender equality across the NWSDB	Communication and Capacity Development	Monitoring and Evaluation
GESI 02	Develop and implement a gender-sensitive policy to ensure all employees benefit from the all-inclusive policy Framework of NWSDBD	<p>1. Develop the GESI policy, legalized and Integrate GESI strategies as mandatory initiatives in the corporate plan of NWSDB</p> <p>2. Continue to develop and revise already existing policies and legal documents, guidelines and plans for inclusion of gender perspectives to guide and mainstream gender into service delivery</p> <p>3. To instill ethical conduct, transparency, and integrity in all environmental and social activities.-display as a value stranded</p>	<p>1. Appoint an expert committee to facilitate the process and to take necessary remedial actions for legalized and to implement at all levels,</p> <p>2. To encourage the, gender mainstreaming and integration incentives can be introduced at all bidding and contracting Processes and employment criteria and registering suppliers</p> <p>3. celebrating women achievements across the Board such as:</p> <p>-Women’s day celebration</p>	<p>1. Train all employees on gender and social inclusiveness and the necessity to adopt and adhere to practice to create a conducive working environment.</p> <p>Ex:</p> <ul style="list-style-type: none"> -Accommodating diversity - encourage changing behaviors to eliminate discrimination, beliefs and attitudes. - Build self-confidence of women employees to meet challenges in their career - train to maintain create Work life balance for all employees 	<p>1. Provide guidelines to those who are responsible for people management to eliminate Unconscious Bias and Stereotype Awareness to Ensure Fair Evaluations.</p> <p>2. Conduct Periodical Gender assessment to measure the impact of all inclusive gender policy .</p>



	OPTIONS	FOCUS AREAS /STRATEGIES			
		Institutional Strengthening	Gender equality across the NWSDB	Communication and Capacity Development	Monitoring and Evaluation
			-Celebration of outstanding performance of female employees		
GESI 03	Enhance Awareness and Reporting Mechanisms for Sexual Harassment Cases.	1. Gender policy should include a zero-tolerance Anti-Sexual Harassment mandatory clause. 2. Establish Procedures for preventing and reporting violence at work and educate all HR people to follow the guidelines 3. Establish the procedure for lodging a complaint and educate all employees on the same	1. Establish a panel or a committee to handle harassment complaints. 2. Take immediate action to assist the victim with appropriate treatment. 3. Appoint an experienced counsellor to provide counselling to all employees to reduce the mental trauma and anxiety. 4. Take disciplinary action against the accused person and make it a precedent to prevent repetition of such incidents	1. Conduct Mandatory Sexual Harassment Awareness Training for All Employees. 2. Identify and Train senior Female officers to serve on the Sexual Harassment Investigation Committee. 3 Enforce the Code of Conduct, including Dress code ,professional behaviour and managing employee relations to reduce encounters for sexual harassment at work place	1. Periodical gender harassment audits.



	OPTIONS	FOCUS AREAS /STRATEGIES			
		Institutional Strengthening	Gender equality across the NWSDB	Communication and Capacity Development	Monitoring and Evaluation
GESI 04	Provide Systematic (Level by Level) Awareness Sessions on Gender Equality and Social Inclusion (GESI) for All NWSDB Employees.	<p>1. Senior management should facilitate the process of a change in organizational culture, mindsets, transparency, and commitment through discussion forums,, twining and overseas visits experience sharing and exposing them to different sociocultural events ,</p> <p>2. Advertise and encourage potential all genders to apply for job opportunities by allocating a certain % per them.</p>	<p>Identify the Knowledge, Skills and capacities do senior female employees have and need to participate effectively in governance systems and bridge those need gaps to empower and participate equally.</p>	<p>1 Prepare a checklist to identify and Appoint GESI Champions within NWSDB to Spearhead GESI Awareness Initiatives.</p> <p>3. Develop training modules, manuals, and guidelines GESI Training for All NWSDB Staff.</p>	
GESI 05	Mainstream Gender Equality and Social Inclusion in All NWSDB Projects/Programs.	<p>1. Revisit Human resources and welfare policies to introduce gender sensitive HR activities, recruitment policy and performance appraisal procedure, grievance management and other welfare facilities.</p>	<p>1. Provide Specialized coaching for GESI Officers to ensure to maintain equal relationships and encouragement in performance.</p> <p>2. Building linkages with academics, researchers</p>	<p>1. Develop a TOT program together with training manuals and lesson plans to train trainers and all stakeholders involved in gender relates programs.</p> <p>2. In Mid and long-term</p>	<p>1. Carry Out Gender Analyses/Assessment in Project Screening.</p> <p>2. Carry out gender audits to measure the expected results of the GESI. Measurement tools needed to be identified</p>



	OPTIONS	FOCUS AREAS /STRATEGIES			
		Institutional Strengthening	Gender equality across the NWSDB	Communication and Capacity Development	Monitoring and Evaluation
		2. Exchange of experience on gender and social inclusiveness with counterparts and develop success stories of women empowerment at NWSDB and share with the public 3. Adopt an organizational culture that values women’s and men’s perspectives equally.	and other institutions to update information.	in-house trainers to Conduct Mandatory GESI Training for All other NWSDB Staff.	and finalized.



Table 5 – Gender Equality and Social Inclusion Strategies for the External Customers, Vulnerable Communities, Women Groups, Schools Children and WASH Projects.

	Option	FOCUS AREAS /STRATGIES			
		Institutional Strengthening	Gender equality across the stakeholders	Communication and Capacity Development	Monitoring and evaluation
GESI 06	Capacity Building for external stakeholders to Promote and include Gender Equality and Social Inclusion (GESI) in NWSDB projects and beneficial communities	1. Conduct gender responsive social analysis to Identifying the issues, needs, and contextual factors that affect stakeholders at the project designing, feasibility, inception and implementation phases.	Consultation with women and youth at the project designing, assessing and implementation to understand the exact needs of the communities for better customer service.	1. Develop easy to comprehend gender related communication materials /posters.	Periodical assessments on the impact on women in communities.
		2. Conduct the impact assessments to measure the outcome of the gender strategies introduced at the project level.		2. Conduct school awareness programs for: water usage, protection and conservation.	
		3. Conduct customer satisfaction surveys linking up with the commercial unit to measure the satisfaction levels.	4. Conduct gender awareness and women empowerment programs covering all external customers.		

10 KEY PERFORMANCE INDICATORS CAN BE PROPOSED FOR EACH STRATEGY

Some examples of KPI and indicators are given here below:

- Numbers/percentages of men and women represented in technical and/or management positions at the policy and/or the operational level.
- Number of cross-learning or training programs that have targeted female participation
- % increase of budget allocation for initiating gender relates programs and providing welfare facilities.
- Number of GESI training programs conducted
- All men and women receive equal pay for equal work.
- Increase in Women participants in WASH-related awareness activities.

10.1 Monitoring and Evaluation of the GESI

The monitoring of the GESI shall be incorporated into the overall monitoring and evaluation of the project.

10.2 Development of Guidelines, Manuals and Training Programs

NWSDB-ESU needs to prepare documentation for incorporation of GESI during NWSDB project planning, design, implementation, and operation/ maintenance phases:

- Set up a design and editorial committee.
- Organize workshops to choose the development methods and the contents.
- Appoint an editorial team among NWSDB – ESU.
- Draft the documents; make consultation, correction and validation.

10.3 Decisive Factors for Promoting the GESI Strategy

Some of the Important factors to address prior to and while in implementation to promote the GESI Strategy and practice the same efficiently in the organization are:

- Organization's commitment - needed to make it Mandatory commitment of the senior management and make them accountable and responsible for addressing gender issues and integrating to all aspects of practice to create a transformed organization.
- Showcase the institutional learning from gender and social inclusiveness with other institutes by developing best practices, annual workshop win other counterparts such as Education Ministry, Academics, researches and activists.