



Kamila Galeza, Social Development Specialist, World Bank

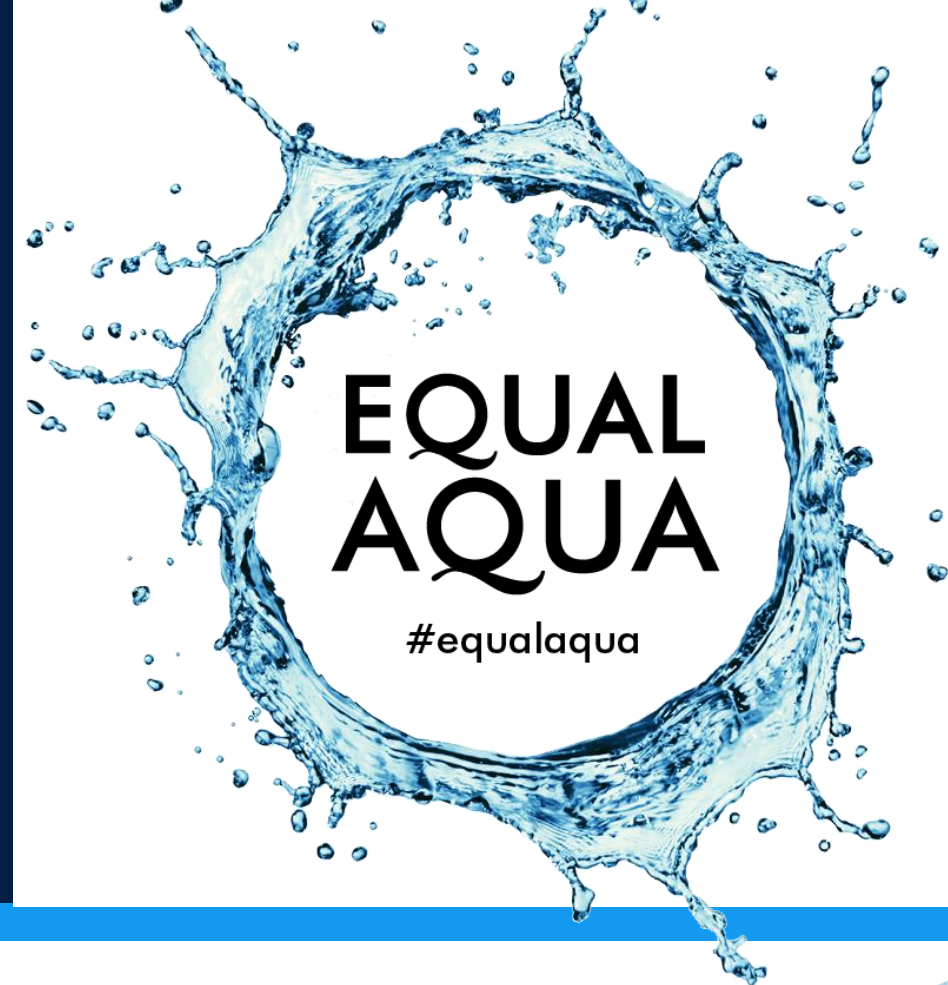
**Business Meeting P.2
Festival of Resources**
3rd WePOWER Regional Conference
Bangkok, Thailand (Dec 6-8,2022)



WePOWER Conference Data for Change

December 8, 2022

Kamila Galeza
Inclusion in Water, World Bank



www.worldbank.org/water | www.blogs.worldbank.org/water | [@WorldBankWater](https://twitter.com/WorldBankWater)

What will this presentation cover?

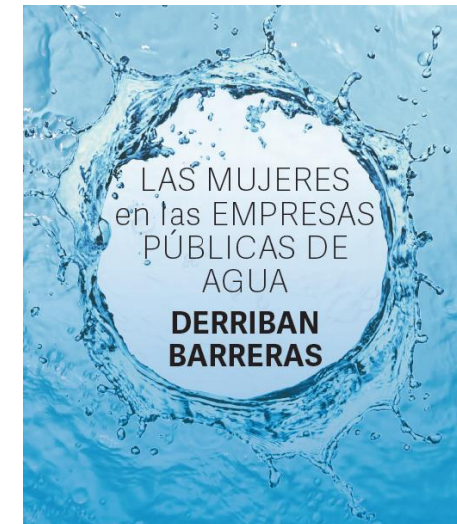
- Introduction
- What does the evidence tell us?
- Methodology for collecting data
- How we advance gender diversity



Introduction

Analytical work

WOMEN IN WATER UTILITIES REPORT



The Framework



At each stage of an employee's career cycle, women face barriers as well as opportunities. Different utilities will have different issues to address. The first step is to diagnose the challenge.



DIAGNOSIS

HR survey
Scorecards
Database



ATTRACTION

- Gender roles marked through social norms
- Divisions of labor
- STEM graduates
- Role models



RECRUITMENT

- School-to-work transition
- Targeting candidates/job advertisements
- Hiring process



RETENTION

- Work-life balance
- Family-friendly policies
- Fair wages
- Work environment
- Sexual harassment
- Work facilities and amenities



ADVANCEMENT

- Training, mentorship, and networking opportunities
- Opportunities for leadership

Equal Aqua Platform

Equal Aqua, a global Partnership Platform for Inclusive Water Institutions, to advance the efforts to close gender gaps in **employment** in water writ large.

www.worldbank.org/equalaqua

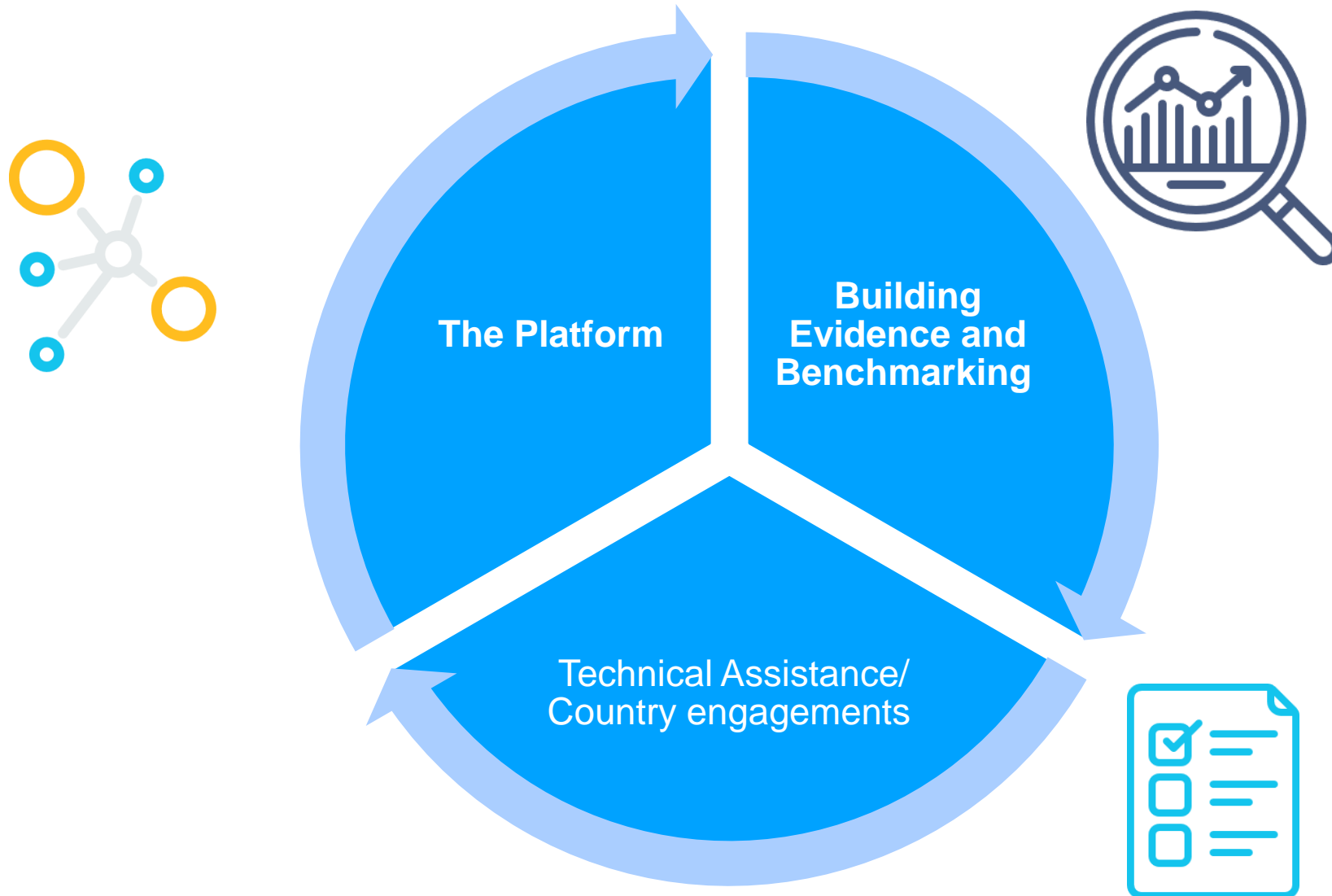


**EQUAL
AQUA**

#equalaqua



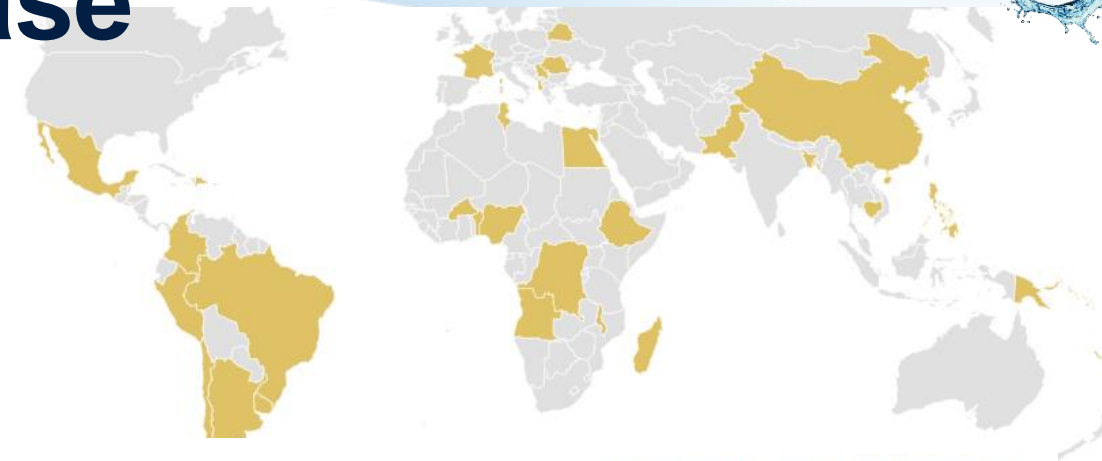
Equal Aqua is guided by three interlinked pillars



Aggregated data in database



<https://wbwaterdata.org/breakingbarriers/home/>



164+
utilities

45
countries



[EXPLORE THE TOOL](#) [ABOUT](#) [WBWATERDATA.ORG](#)



CLOSING GENDER GAPS IN WATER JOBS

Water is a crucial source of jobs, both directly, as an employer in water services, and indirectly, through the economic opportunities that depend on water. Women remain an untapped resource for the water sector - only 1 in 5 utility employees are female. Greater diversity is linked to higher financial performance, innovation and customer satisfaction.

This dataset illustrates gender gaps in employment drawing on survey results from [Women in Water Utilities: Breaking Barriers report](#), and additional surveys collected as part of Equal Aqua platform. Utilities can use it to compare their performance to other utilities in their region and globally.

[Explore the Tool](#)

[About the Data](#)

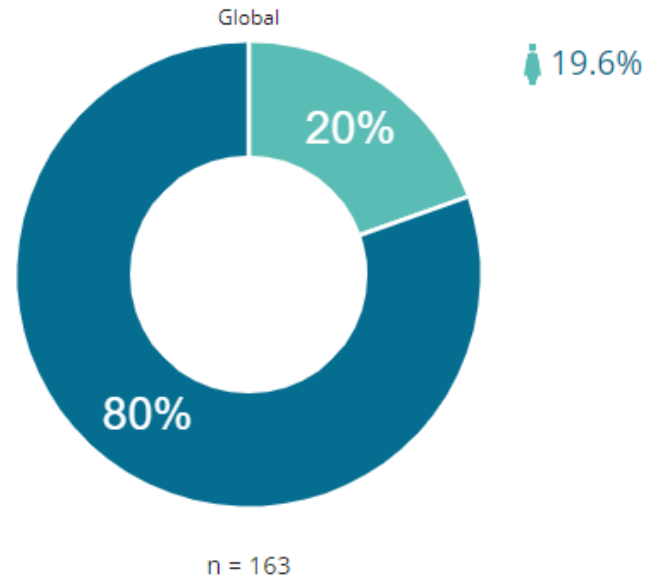
What does the evidence tell us?

Women are underrepresented in water and sanitation utilities

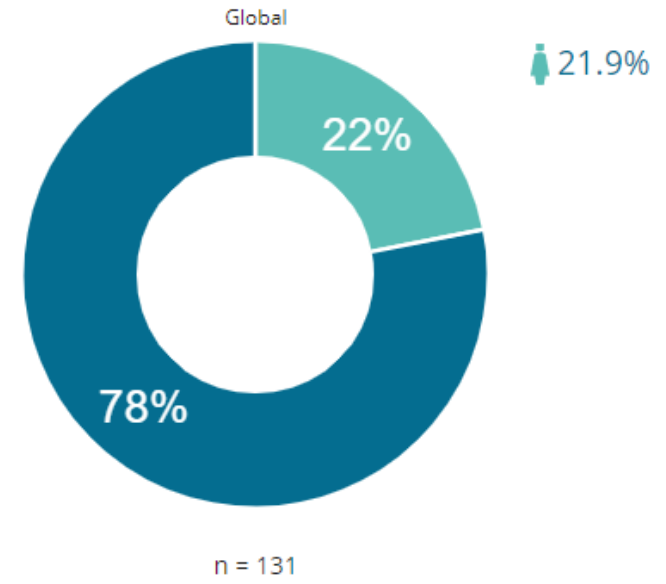
A diverse workforce brings numerous benefits, including increased financial productivity, greater innovation, and improved customer satisfaction.

SHARE OF SALARIED EMPLOYEES IN THE AVERAGE INSTITUTION

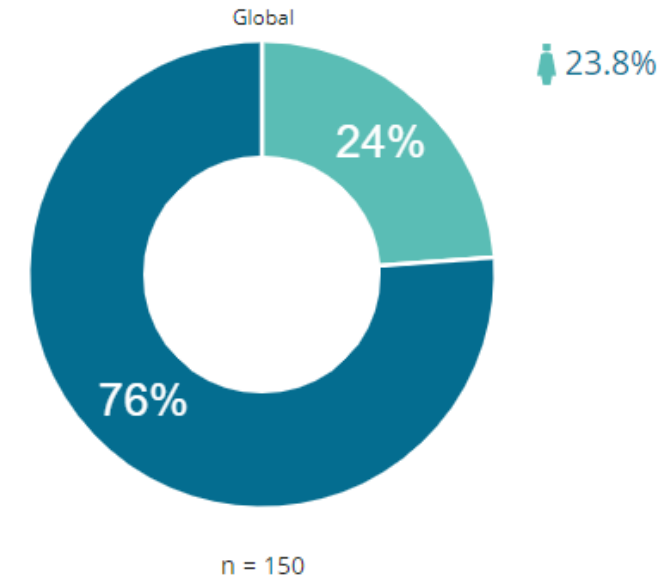
% OF EMPLOYEES THAT ARE WOMEN ⓘ



% OF ENGINEERS THAT ARE WOMEN ⓘ



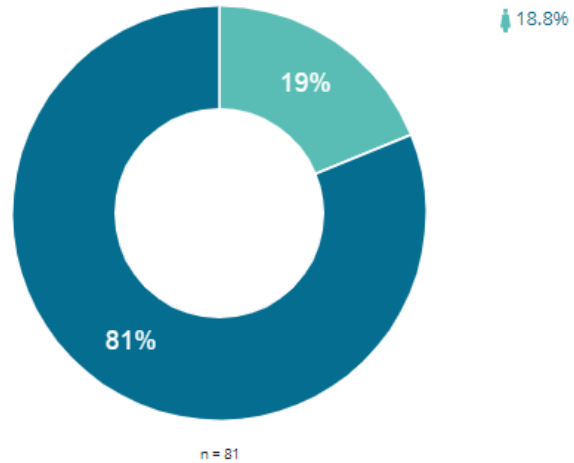
% OF MANAGERS THAT ARE WOMEN ⓘ



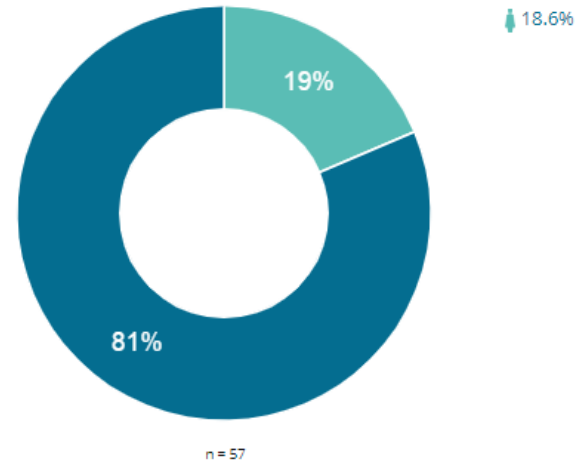
Larger utilities tend to have higher representation of women

SHARE OF SALARIED EMPLOYEES IN THE AVERAGE INSTITUTION

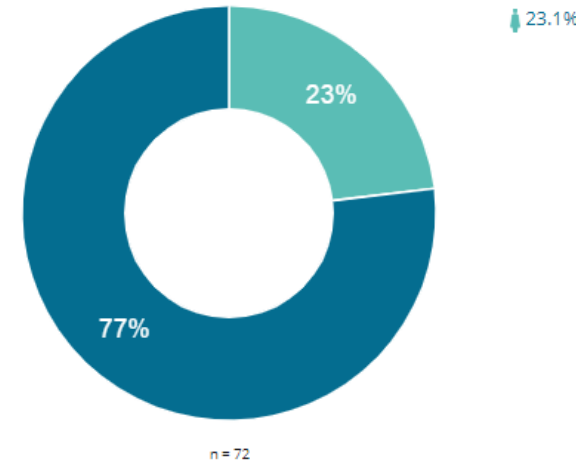
% OF EMPLOYEES THAT ARE WOMEN ⓘ



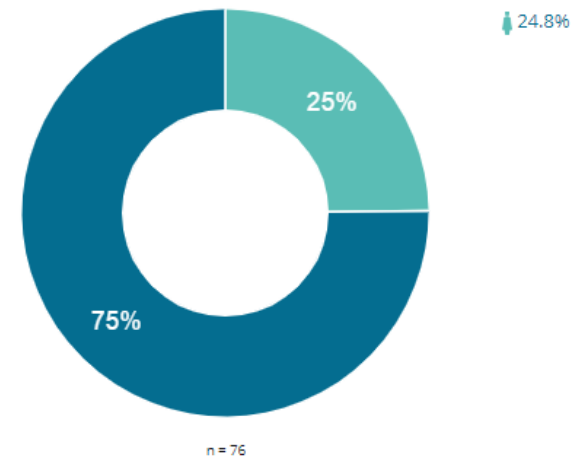
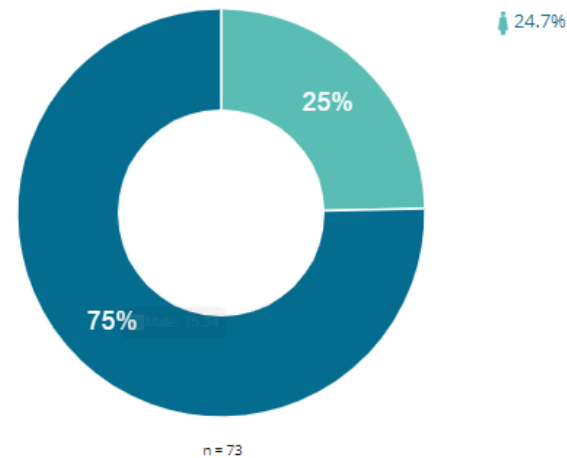
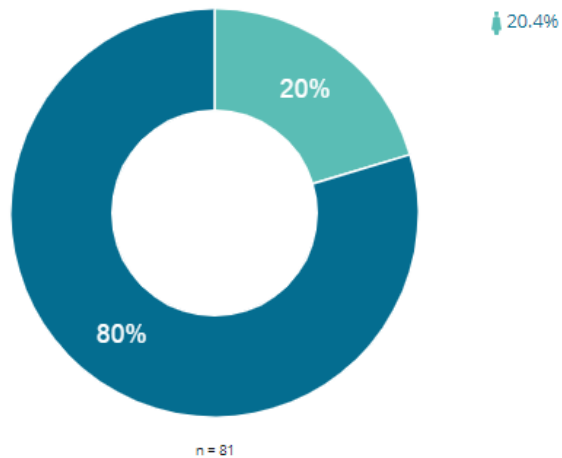
% OF ENGINEERS THAT ARE WOMEN ⓘ



% OF MANAGERS THAT ARE WOMEN ⓘ

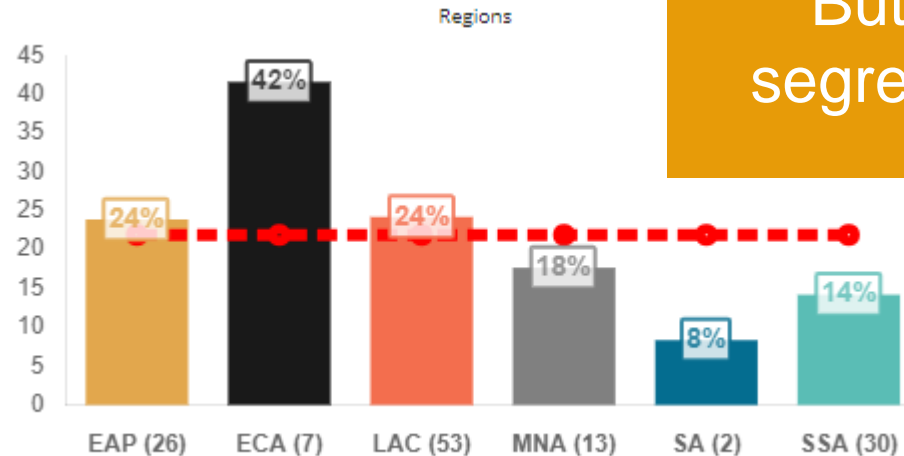
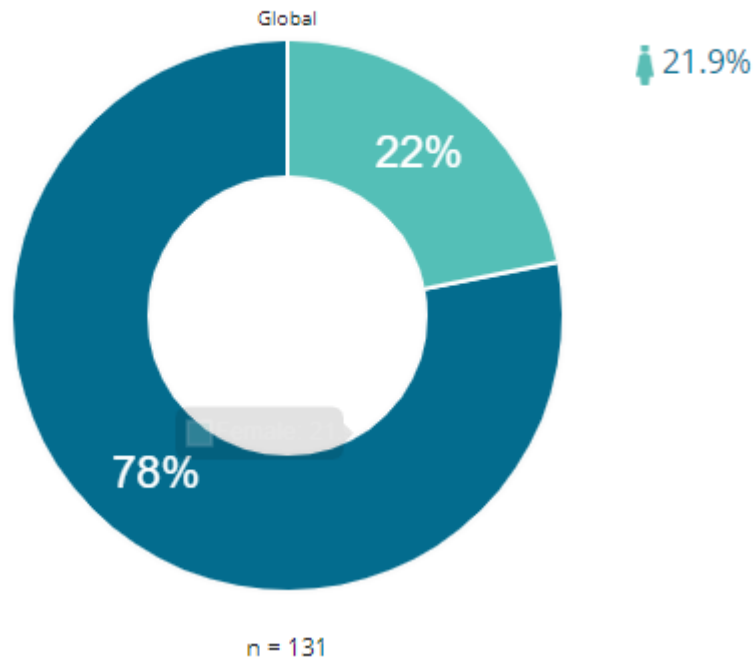


200+ employees



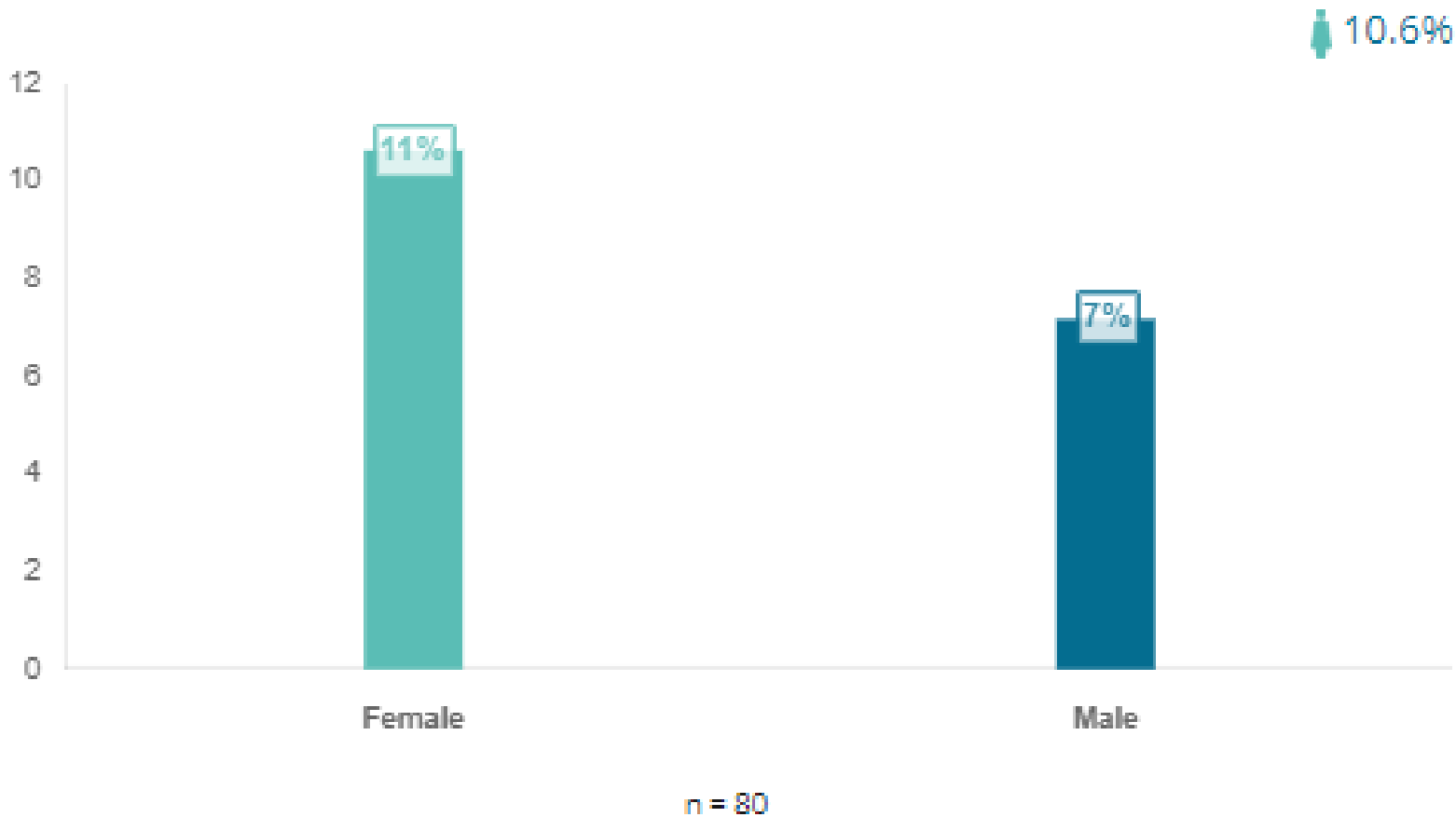
Share of engineers who are women is around 20% in a utility globally – with stark regional variations

% OF ENGINEERS THAT ARE WOMEN



Women are often concentrated in administrative positions and are excluded from technical occupations. But occupational segregation is costly.

Female employees leave utilities at a higher rate than men

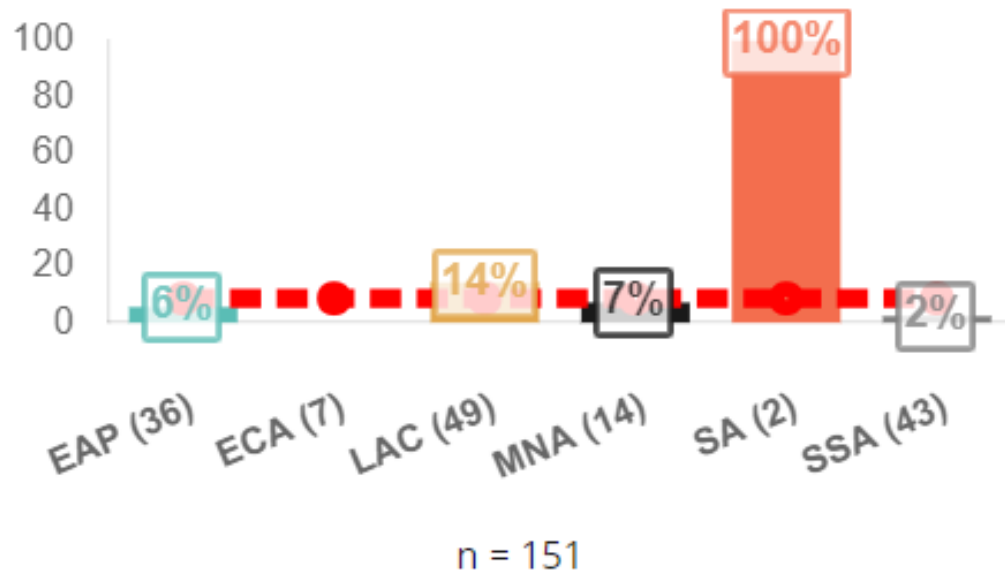


Turnover costs are high, so it is important to ensure that all employees, including women, remain in their positions

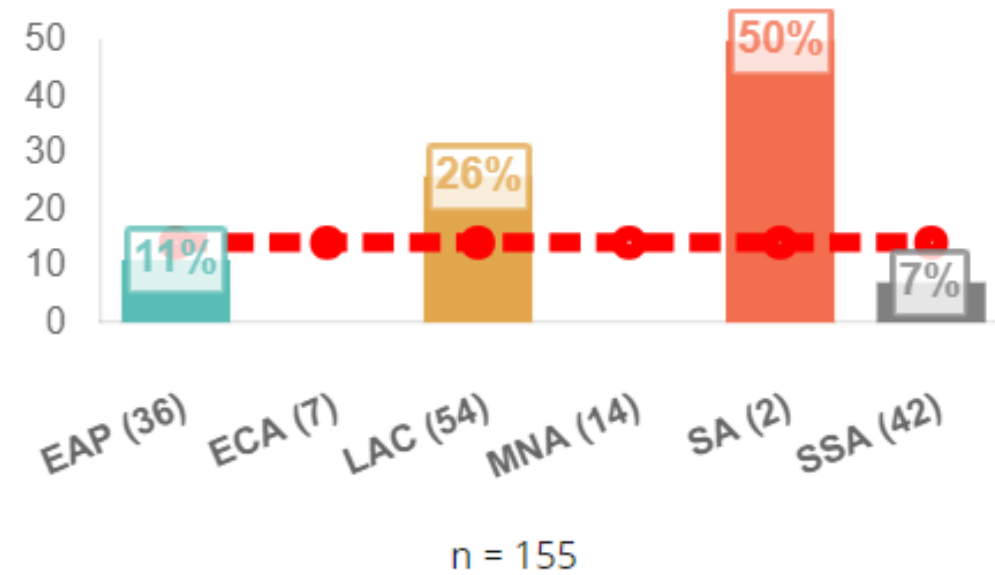
Less than 1 in 10 utilities reported having childcare facilities, 15% reported providing lactation rooms

Business case for employer-supported childcare: improved retention of female employees

% with Childcare Facilities



% with Lactation Rooms

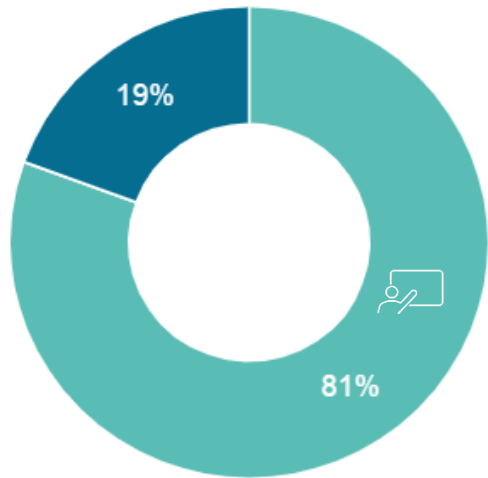


Technical training is common, but soft skills or gender-related training is less widespread

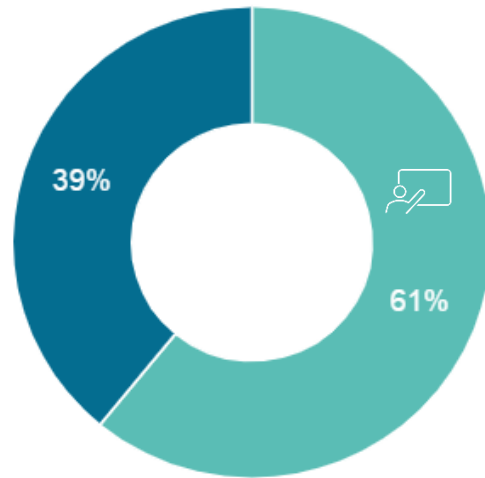
Trainings can enable women to grow professionally. This can improve employee satisfaction and skills and thereby drive performance results.

TRAINING & DEVELOPMENT IN THE AVERAGE INSTITUTION

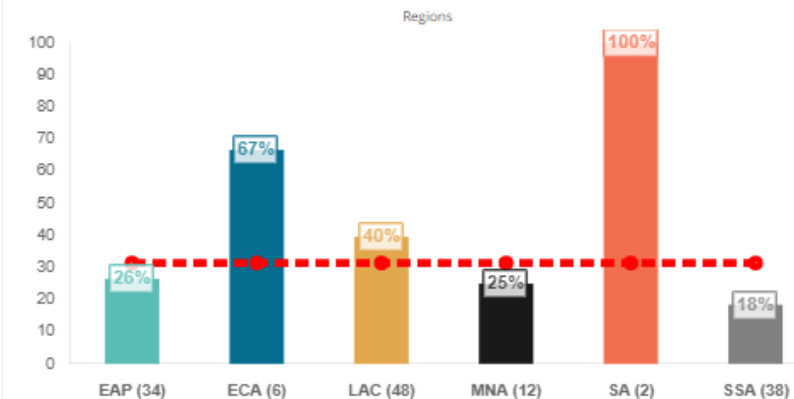
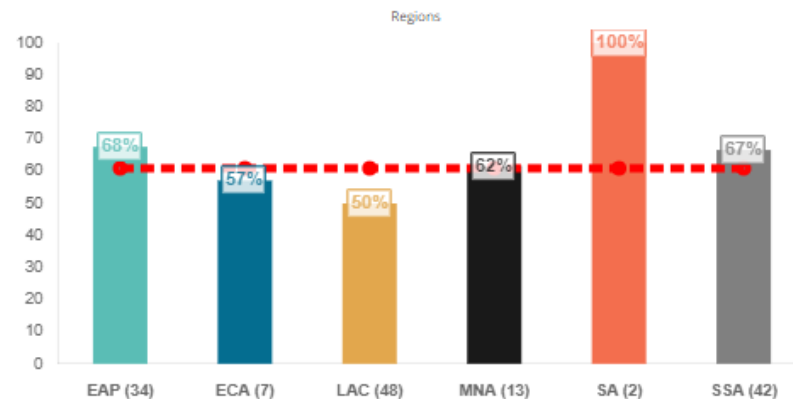
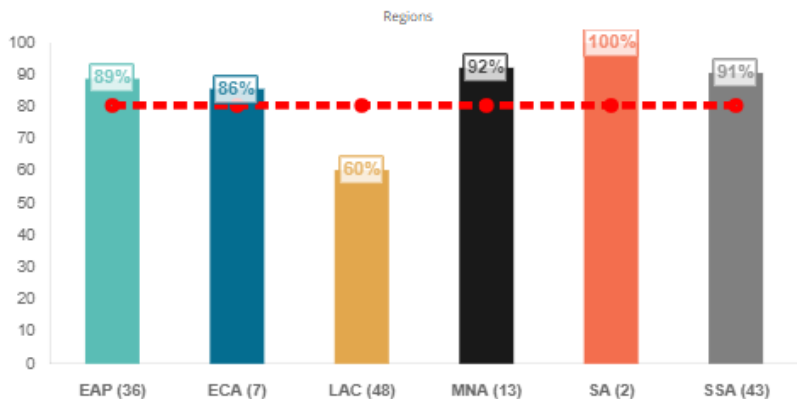
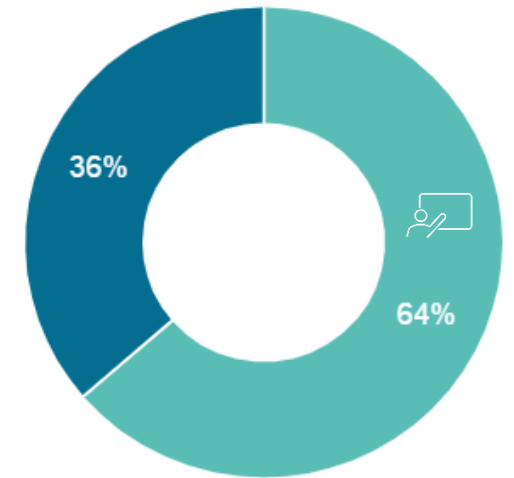
% OF INSTITUTIONS OFFERING TECHNICAL TRAINING ⓘ



% OF INSTITUTIONS OFFERING LEADERSHIP TRAINING ⓘ



% OF INSTITUTIONS OFFERING HARRASSMENT TRAINING ⓘ

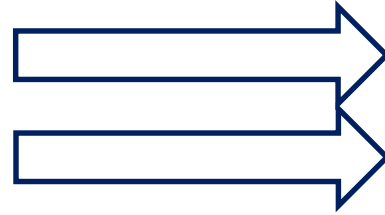


Methodology for data collection

Data collection



HR Survey



Aggregated Database

Scorecard (Confidential)

Survey question areas:
 1. General HR Information
 2. Policies and programs
 3. Training Opportunities
 4. Work environment



WORLD BANK UTILITY SURVEY

This questionnaire aims to understand how water and sanitation utilities are considering gender in their policies, practices, and procedures. If completed on a regular basis, it can help monitor progress made and identify areas for further improvement. The survey was developed by the World Bank Water Global Practice.

The objective of the data collected through this survey is to expand the global evidence base; granular data can serve as a valuable benchmarking source. Do you agree to your utility being named in publicly disclosed data gathered through this survey? If you agree, you can select questions from this survey that you wish to keep disclosed, and we will guarantee to treat those questions with confidentiality. If you do not agree, we will draw on your data but conceal the name of the utility.

- I agree to my utility being named in publicly disclosed data
- I disagree to my utility being named in publicly disclosed data

List questions that you wish to keep disclosed from public view _____

- ❖ Name of Utility: _____
- ❖ Country: _____
- ❖ Name of person filling out questionnaire: _____
- ❖ Date: _____

I. General HR Information	Total number of employees						
	Men	Women					
1. Total number (currently working in utility)							
2. Recruited from outside the utility (in past 12 months)							
3. Promoted from inside the utility (in past 12 months)							
4. Left the utility (in past 12 months)							
5. Average salary (in local currency)							
6. Average no. of years in this position							

¹ Managers are employees in leadership positions and decision-making roles, and can comprise upper, middle, and lower management. This may include, but not be limited to, Chief Executive Officers, Chief Operation Officers, Chief Technology Officers, department heads, directors, chief supervisors, assistant managers, and section chiefs.

	Diversity scores in the institution		Average ² diversity scores across all utilities in:			
			Country X		Sub-Saharan Africa	Global
Share of employees in utility that are women	2022	2020	2022	2020	19.7%	19.3%
	21.0%	24.1%	21.1%	20.2%		
Share of engineers in utility that are women	↑12.1%	10.1%	10.3%	7.0%	13.2%	20.4%
	↑20.0%	15.0%	13%	12.2%	16.6%	21.8%

Available in Spanish, French and Portuguese



How we advance gender diversity

Tools and resources

Video

Self-paced e-course

Open Learning Campus



ACCELERATING SOLUTIONS THROUGH LEARNING

OLC Home My OLC Staff Learning WBx Talks **WBa Academy** WbC Connect Calendar About OLC



Self-Paced eLearning

Water, Women and Jobs: Breaking Barriers to Female Employment in Water

★★★★★ (1) | 2 Discussions

ENROLL NOW!

Water institutions and service providers face unprecedented challenges due to rapid urbanization, climate change, water scarcity and financial pressures. Strengthening the water workforce, which in turn entails drawing and diversifying skill sets. Yet, women and other excluded groups...

water jobs. According to the World Bank's Women in Water Utilities: Breaking Barriers report, less than 1 in 5 of water utility workers are women. They face many barriers to starting and advancing their careers in the water sector. However, there are many practical actions that water utilities can introduce to enhance diversity and inclusion in its workforce, retain staff, attract the best possible talent and thereby strengthen performance. This online course guides participants through the steps of identifying barriers that prevent women from participating in careers in the water sector and equips them with approaches and tools to address those very barriers. At the end of the course, participants will have a better understanding of what can be done to improve women's opportunities to access better jobs in water.



Blogs & case studies

WORLD BANK BLOGS

HOME ALL

Published on The Water Blog

WATER KNOWLEDGE NOTE

Women in Utilities: A Driving Force for Modernization

on gender diversity

Free Utilities

RELEASED | NOVEMBER 13, 2019

One single amenity can make all the difference to gender diversity in the workplace

Inclusive Water PROJECT SNAPSHOT | ISSUE 7 JULY 2020

GENDER IN WATER

KENYA Women in Water Leadership Circle



Learning and events

EQUAL AQUA

Available

Database of 180 Gender Equality, Disability and Social Inclusion Initiatives (GEDSI) from organizations around the world, including water and sanitation services, government departments, civil society organizations, businesses and the private sector.

Inclusive Water and Sanitation Workplaces Database



Step 1: Framework Stage

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

Step 2: Area of Inclusion

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

Framework Stage	Area of Inclusion	Sub-category	Type of activity	Description of activity
1_Diagnosis	Gender Equality	Data collection	Assess organisation against established and well researched indicators, to get an understanding of gender parity within the organisation	Develop a Gender Parity Score (GPS) using 15 indicators of gender equality in work and society to measure countries progress towards parity.
1_Diagnosis	Gender Equality	Data collection	Conduct gender audits	Gender audits fall in the category of social audits. There are many variations of gender audits and some include the notion of diversity based on other characteristics. Gender audit methodologies started to spread in the late 1990s as many civil society and UN organisations developed their own specific methods. In the UN the most widely used approach is the ILO Participatory Gender Audit (ILO, 2011, 2012). The ILO has a set of three manuals on the gender audit.
1_Diagnosis	Gender Equality	Data collection	Advocate for partner organisations to conduct gender audits	Advocate for government partners to do gender equality and inclusion audits and analysis to measure current gender mainstreaming integration across the organisation.
1_Diagnosis	Gender Equality	Data collection	Evaluate empowerment outcomes with rights holder organisations	WASH NGO's to partner and collaborate with women's groups to promote and raise awareness of gender stereotypes in WASH. This could include engaging more with women's empowerment groups who are focused on improving education, or groups focusing on promoting women's economic empowerment.



Some examples

Ethiopia



- 23 utilities applied diagnostic tools and set targets for gender diversity.
- Share of engineers increased from 8% to 12%, board members from 16 to 24%

Cambodia



- EA is supporting data collection through the HR survey.
- Information obtained used to prioritize actions for gender inclusion.

Burkina Faso



- Actions to remove barriers to female employment in the water sector (e.g. scholarships and training opportunities).
- HR coach
- Utility share of women in utility increased from 20% in 2019 to 23% in 2022.

Argentina



- Gender outcomes linked to disbursements.
- Its share of women in leadership has already increased from 22% to 24% in the first year

Malawi



- Data and engagement of EA (incl. HR coach) informed actions (e.g. childcare facilities, trainings).
- Share of women in decision-making and supervisory positions increased by 20%

Some final messages:

- ◆ **Start with an assessment** to identify the challenges and opportunities + **repeat regularly**
- ◆ **Management buy-in and champions/focal points** to translate data into action
- ◆ **This is a universal challenge**, and an opportunity for cross-regional and **cross-sectoral** exchanges and collaboration

#breakingbarriers

THANK YOU

Contact: equalaqua@worldbank.org



Why should we care?

Benefits of gender diversity in the workplace



In larger water utilities, higher share of women correlated with better service quality (less interruption and more hours of service per day)