WaterAid

Review of Equity and Inclusion

Phase One report: Literature review and interviews with staff across WaterAid

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WaterAid

Contents

Findings and recommendations:

Acronyms and abbreviations

CP	Country programme
DPO	Disabled People's Organisations
ECDD	Ethiopian Centre for Disability and Development
HR	Human Resources
IPD	International Programmes Department
JMP	Joint Monitoring Programme Process group in UNICEF/WHO
LCD	Leonard Cheshire Disability
MDG	Millennium Development Goals
MHM	Menstrual Hygiene Management
PCD	Policy and Campaigns Department
PME	Planning, Monitoring and Evaluation
RMT	Regional Management Team
SHARE	Sanitation and Hygiene Applied Research for Equity
UNICEF	United Nations Children's Fund
WEDC	Water, Engineering and Development Centre, Loughborough
WHO	World Health Organization
WASH	Water, sanitation and hygiene
WSSCC	Water Supply and Sanitation Collaborative Council

![WaterAid logo]

Executive summary

WaterAid has been a leading mainstream organisation intentionally and practically investing to apply equity and inclusion principles in its work for more than six years.

A two-phase review of equity and inclusion work was commissioned to assess the relevance and effectiveness of what has happened to date and make recommendations for improvements to future practice. This is the report of phase one of the review, based on information from 29 documents, and interviews with 15 staff across WaterAid and one external person (at WEDC).

Four key themes emerged during phase one, summarised below.

Theme one: WaterAid staff understanding of the terms 'equity' and 'inclusion' and who the terms apply to determines what staff try to practically achieve – further clarification on 'who' would help achieve greater consistency and reach across the organisation

There was impressive **broad consensus on what the terms 'equity' and 'inclusion' meant** in staff interviews – though more **strongly on the latter**. Understanding of the term 'equity' is different to that stated in official definition documents – but as it centres around universal access to WASH services, based on equality, this is not a negative finding. Only WaterAid UK staff closely involved with driving the organisation's equity and inclusion work described their meaning of 'equity' in similar terms to the official definition. 'Inclusion' was almost universally regarded as identifying and actively working with marginalised groups excluded from WASH services access, so they can participate and benefit from them – this is slightly different to the official definition. Being explicitly aware of barriers to inclusion and addressing them was mentioned by a number of people.

All except one interviewee described equity and inclusion as targeting marginalised groups of people. They did not express recognition that **some exclusion factors will be common in every community and also apply across marginalised groups** – for example, gender. **This is probably a key factor in accounting for why generic exclusion issues like gender are not consistently applied** in implementing equity and inclusion approaches in country programmes. This can be explored in more detail in phase two of the review.

A number of key WaterAid support documents focus only on targeting marginalised groups, without referencing universal individual-related inequalities. It is recommended that these inequalities (i.e. gender, disability, age, health conditions – as in the Joint Monitoring Programme Process document of the UNICEF/WHO sub-group WaterAid helped to define) are made the minimum standard to address and achieve in all assessments and project implementation.

Considering review of the 'equity' term and definition is also recommended – it might be more appropriate to use the word 'equality' instead.

Theme two: to progress mainstreaming, the leap needs to be made from equity and inclusion work being implemented as a number of actions or an 'add-on' to it becoming part of WaterAid's organisational DNA

WaterAid has invested substantial resources into introducing equity and inclusion approaches. Significant progress has been achieved. Two drivers for its commitment were identified – to deliver the organisation's vision, plus defining a niche for WaterAid in the WASH sector.

WaterAid has reached about halfway on the mainstreaming continuum to date. **Eight key factors accounting for mainstreaming success so far** are consistency over a lengthy time period of supportive staff in key leadership roles; a high level of common understanding across WaterAid of the term 'equity and inclusion'; heavy investment in practical, appropriate training as an early activity; that the Programme Support Unit has drawn on best external practice to inform WaterAid's positioning and work; that the equity and inclusion framework has been defined/framed/promoted using approaches resulting in high prominence in the organisation; that more progress has been achieved in country programmes with an equity and inclusion focal person/staff post, especially when actively supported by the country representative and regional office staff; that barrier analysis has been a good conceptual tool – early focus has been on environmental barriers to inclusion, mainly providing accessible physical WASH facilities; and that equity and inclusion principles have helped provide focus for advocacy work in-country and given WaterAid a clear advocacy niche in the WASH sector.

WaterAid is in a fairly isolated but also exciting position of both **leading whilst substantively learning about how to reach and include the poorest and most marginalised people in WASH services**. This is because there is very limited meaningful learning to find elsewhere – although WaterAid has sought out and tried to apply good practice where it is available. **WaterAid has positioned itself – and is seen – as the WASH sector leader in reaching poorer and marginalised people**.

The achievements to date in equity and inclusion are all the more remarkable considering that WaterAid has been simultaneously exploring and journeying from needs-based approaches to rights-based approaches. The equity and inclusion push has helped lead and define that journey.

The next stage of mainstreaming will take intentional commitment and consistent actions in a number of key places across the whole organisation. Key considerations identified in the review are:

- **New five-year global strategy**: this critical process, due to finish before phase two of this review starts, could be positively used to **resolve the widespread organisational and partner tension on how to achieve ambitious user number targets and simultaneously effectively reach marginalised people** (which will take more staff and partner time, plus a certain degree of extra financial cost); it is important the move towards **rights-**

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based and programmatic approaches are further embedded in the new strategy as both are consistent and necessary for equity and inclusion approaches.

- **Expand staff vision** on equity and inclusion issues beyond environmental barriers to **full social inclusion** addressing all barriers.
- **Costs of implementing equity and inclusion principles**: decisions on where to work geographically in a country programme have significant cost implications, whilst decisions on how to work equitably and inclusively in communities where WaterAid operates involve less cost than many think.
- **Formalise and document accessible designs of WASH facilities** in every WaterAid country programme for use in programming and advocacy work.
- **Frameworks and toolkits**: deepen use of barrier analysis based on social model/rights-based principles; maintain separate equity and inclusion framework but also mainstream principles into all other programming guidance documents.
- **Human Resources play a central role in delivering equity and inclusion approaches**. WaterAid should fully engage with HR issues and implications to progress mainstreaming, as equity and inclusion approaches will only be as effective as the staff who WaterAid employ make it.
- **Advocacy work** embedded internationally as well as nationally.

Most recommendations from the phase one review are in this theme.

Theme three: the central place of WaterAid's partners in achieving effective equity and inclusion practice

Partnerships are core to WaterAid's delivery methodology. Therefore the role of partners is core to the successful delivery of equity and inclusion approaches. **Three types of partnership were identified** relevant to WaterAid's equity and inclusion work.

The first partner type is WaterAid's 'traditional' service delivery WASH partners. Evidence in this phase one review found **much lower investment in equipping them to deliver equity and inclusion approaches compared to WaterAid staff**, even though it's these partners who are expected to deliver equity and inclusion approaches at community level. **Initial blockages were identified, a number similar to those with WaterAid staff** – some partners lack important skills, for example, in appropriate facilitation and consultation; partners don't all apply the same training in the same way – for example, individual attitudes of staff in partner organisations towards marginalised people is very mixed; some partners deliver equity and inclusion as 'stand-alone' projects and can be very reluctant to engage with it; partners also have target numbers to achieve and can feel adopting inclusive approaches mean they are not achieved; and partners have a clear need for locally translated training materials and briefing notes.

An important next stage to mainstreaming is how to select, equip and support WaterAid's partners in all these respects.

The second partner type is those helping inform and deliver the equity and inclusion agenda with WaterAid. WaterAid, led by the Programme Support Unit, has consistently and successfully sought out the best of what is available in the broader development sector to inform the organisation's thinking and practice on equity and inclusion. It has been highly beneficial. Going forward, **it is recommended WaterAid develop and apply criteria about partnership selection in this category to help increasing numbers of staff seeking this type of partner for their work**.

The third partner type is with groups of marginalised people. These are vitally important to authentically inform and support WaterAid and their service delivery partners to effectively deliver equity and inclusion approaches in communities and advocacy work. Most work to date has focused on partnerships with Disabled Peoples' Organisations (DPOs), bringing useful insight and valuable support at country and community level. **Many of these groups are likely to have legitimate capacity building needs. They also may not have the same rights-based/social model view as WaterAid**, linked to their own histories. It is important WaterAid seeks partnership with these groups but is aware of these important factors when proceeding – WaterAid is a powerful player in comparison to them.

Theme four: WaterAid needs to further consider how to enable effective participation of marginalised people in practice – initial review shows gaps are evident

There is some evidence of WaterAid seeking and including the voice and participation of marginalised people in its work – mainly women and disabled people, and also some older people and specific marginalised groups (such as tea workers in Bangladesh and pastoralists in East Africa).

WaterAid's efforts have focused on facilitating access of excluded peoples to different types of consultation meetings. There was very little evidence of focused inclusion work to empower voiceless people to articulate their rights. Much of the focus appears to be on the access (i.e. equity) side of the work, with much less on the inclusion side.

Gaps were described in a range of documents and interviews. Main reasons initially identified for them are that WaterAid's service delivery partners are not effectively seeking or including marginalised peoples' participation (linked to issues given in theme three) and that WaterAid staff's conceptualisation needs to extend from giving access to excluded peoples to work (though this is important) to fully ensuring they are empowered to know how to articulate their needs and rights.

WaterAid has been shifting from a needs-based to a rights-based approach at the same time as the equity and inclusion agenda has been making headway into the organisation. The participation of those WaterAid seek to reach needs to strengthen. Phase two of this review will investigate this issue in more detail.

List of recommendations

Theme one – definitions of equity and inclusion

1. Adopt as a minimum standard the JMP-document[1] descriptions of individual inequality factors – gender, disability, age, chronic illness – to clarify understanding of 'who' WaterAid is seeking to reach by using equity and inclusion approaches.

   Equality Checklist for JMP
   When examined as a whole, do the goals, targets, and indicators for WASH:

   - prioritize basic access and focus on progressive realization toward safe and sustainable water, sanitation and hygiene for all, while reducing inequalities?
   - address spatial inequalities, such as those experienced by communities in remote and inaccessible rural areas and slum-dwellers in (peri-)urban areas?
   - focus on inequities, shining the light on the poorest of the poor?
   - address group-related inequalities that vary across countries, such as those based on ethnicity, race, nationality, language, religion, and caste?
   - attend to the impacts of individual-related inequalities that are relevant in every country of the globe, such as those based on sex/gender, age, disability, and health conditions imposing access constraints—as they are experienced both inside and beyond the household? Do they address menstrual hygiene management?

2. Apply the minimum standards of inclusion to every country, programme and project assessment and implementation.
3. Consider changing the term 'equity' to 'equality' to reflect staff understanding of the term and what WaterAid seems to be wanting to achieve.

Theme two – progressing mainstreaming to become part of WaterAid's DNA

General

4. Fundamental, cross-organisational commitment and intent is needed to make the 'leap' from equity and inclusion being a series of actions or 'add-ons' to part of WaterAid's DNA.

Strategy

5. Place equity and inclusion principles and rights-based approaches centrally in the new global five-year strategy; address and resolve the tension staff currently feel to deliver 'high numbers at low cost' whilst advancing equity and inclusion approaches – numbers/cost need to realistically reflect programming realities. A donor advocacy strategy may be required to help achieve this, as much of the pressure on this subject comes from donors.

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[1] http://www.wssinfo.org/fileadmin/user_upload/resources/JMP-END-WG-Summary-2-pager.pdf

6. Anchor rights-based and programmatic approaches more clearly in the new global strategy to support the further advance of equity and inclusion approaches in WaterAid.

Programmes and supporting frameworks, etc

7. WaterAid should no longer endorse any inaccessible WASH facilities being constructed with its resources.
8. Agree and finalise standard universal designs in every WaterAid country programme for programming and use in advocacy work.
9. Retain a separate equity and inclusion framework.
10. Systematically ensure key equity and inclusion framework points are incorporated into the main text of the other frameworks in WaterAid.
11. All country programmes to identify their contextualisation and local language needs for the framework and other key equity and inclusion documents.
12. Schedule a review of the equity and inclusion framework in the light of implementation since 2010, making appropriate revisions if deemed necessary to clarify staff understanding and strengthen practice.

Human Resources

13. WaterAid should view HR recruitment and support as a key methodology in delivering equity and inclusion approaches.
14. Recruitment of more staff from marginalised groups should be encouraged, alongside consideration of how to make the organisation's high workload culture and job structure inclusive to people in marginalised groups.
15. Inductions for new staff in country programmes need to ensure they are familiar with the equity and inclusion frameworks and practical approaches.
16. Equity and inclusion focal points/staff posts should be considered in all country programmes, with strategies to ensure these individuals are not seen as the sole delivery mechanism in country programmes.
17. A clear, focused strategy should be agreed to mitigate the threat to equity and inclusion mainstreaming of staff turnover.

Theme three – partnerships

18. Have a clear strategy for supporting service delivery partners to implement equity and inclusion approaches, which is consistent across the organisation.
19. Plan and resource for contextualisation of the equity and inclusion framework and other relevant materials into local languages.
20. WaterAid should develop clear guidance and criteria on who/how it chooses strategic partners to inform and deliver equity and inclusion work, to ensure consistency across the organisation.
21. WaterAid should consider capacity building as an option to offer groups of marginalised people it partners with to inform its equity and inclusion work.

Theme four – participation

22. WaterAid should develop approaches to promote the effective social inclusion of marginalised people it seeks to reach in its work – not just facilitate their

access to WASH facilities. This will be explored in more detail in phase two of the review.

Introduction and background

WaterAid believes that access to safe water, improved hygiene and sanitation (WASH) is a human right. These essential services underpin human development and transform lives, enabling people to overcome poverty. In order to realise their vision of a world where everyone has access to safe water and sanitation, WaterAid has a stated commitment to working with their partners to reach those without access to WASH. This includes the poorest and most marginalised. This means WaterAid has stated it must address exclusion from WASH, as it relates to wider inequalities in power relations and in control over water and other resources within the family, community and at institutional levels.

A two-phase review of WaterAid's work on equity and inclusion was commissioned by the Programme Support Unit in WaterAid London, which started in July 2014.

The primary purpose of the review was to assess the relevance and effectiveness of how equity and inclusion has been mainstreamed in WaterAid to date, so the organisation could learn from experience and improve future performance.

The review was designed to assess the extent and quality of the application of the principles of equity, inclusion and rights in WaterAid globally, with a specific focus on the country programmes, and whether there was any evidence that this has resulted in better access to WASH rights for the most marginalised.

Phase one was a literature review of 29 key documents and interviews with 15 staff across the WaterAid and one person from the Water and Engineering Development Centre (WEDC) for their views on the equity and inclusion process in WaterAid. Some other supplementary information (including relevant email discussion threads) was also provided.

Phase two will involve visits to two WaterAid country programmes to review their practice and programming applying equity and inclusion principles. This is scheduled for late 2014. The country programmes involved are to be confirmed.

The Terms of Reference for the whole review – both phase one and phase two – is given in Annex 1.

Methodology and limitations

During phase one (scoped for five days of consultant time) a total of 29 documents provided by the Programme Support Unit were reviewed. A total of 15 staff and one external person (at WEDC) were interviewed over a two-week period, as busy staff schedules permitted. Relevant emails also provided additional insights. Some WaterAid staff it was hoped could be interviewed to inform findings were not available during this period.

Even given the 'tightness' of the time available – both of allocated consultant time and the period in which to conduct interviews – a number of clear common themes emerged that are reported on in this document. These themes give rise to some recommendations, and also further issues to explore during phase two of the review.
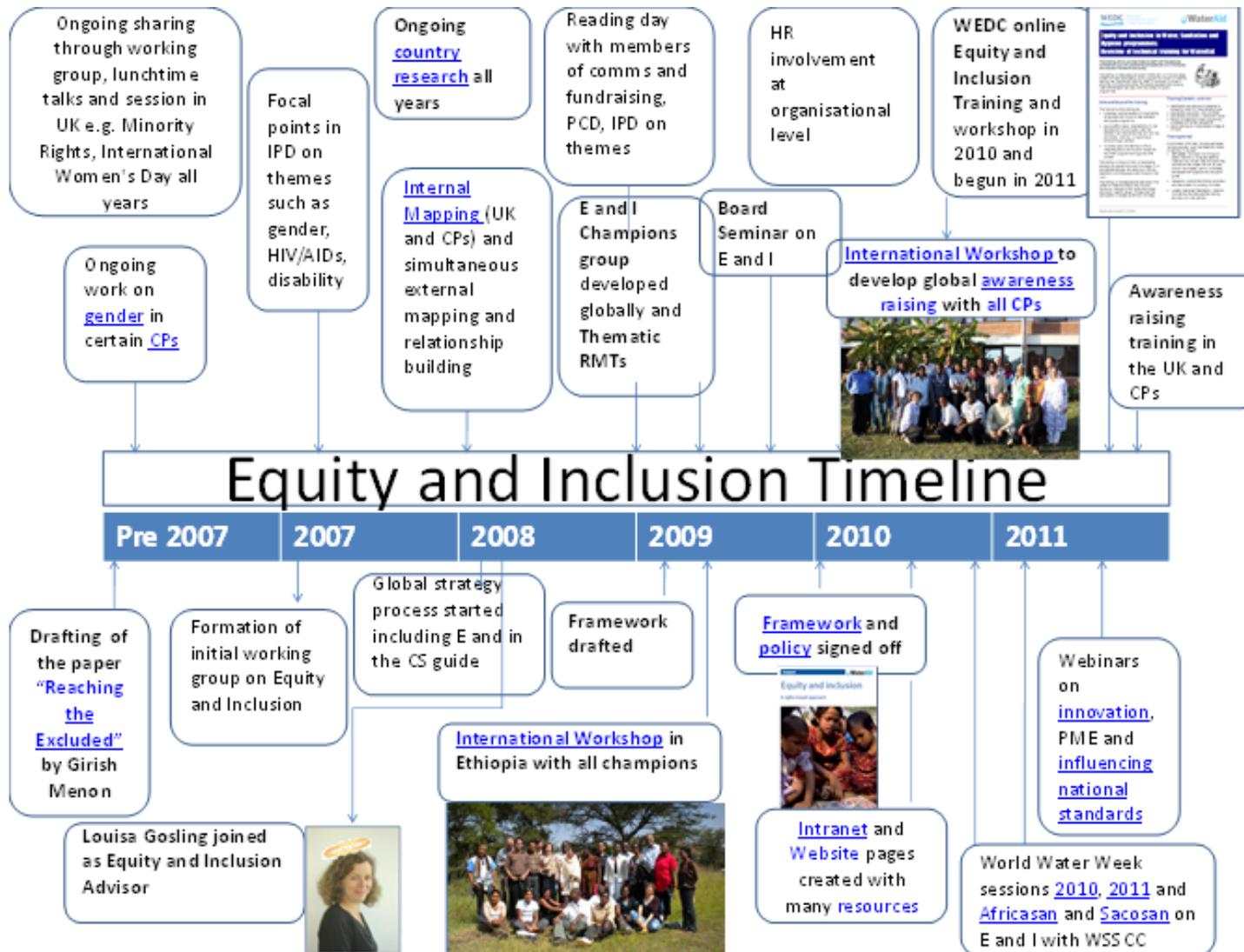
Phase one took place at the same time as the process review of the 'Undoing Inequity' project in Uganda and Zambia, a key project for progressing equity and inclusion work in WaterAid. It has helped inform this process, as the consultant leading that work (Lorraine Wapling) will be working on phase two of this review and she shared her initial findings.

Time limitations, however, dictated that some parameters needed to be drawn around the number of documents reviewed and the number of people interviewed. Given how busy and forward-moving WaterAid is in its work, it is possible additional significant documents were available which have not been reviewed (i.e. those unknown to the Programme Support Unit staff –- the consultant discerned through interviews that multiple processes are simultaneously progressing in the organisation, some in parallel to each other). Also, staff who were interviewed were mainly people already active and interested in the equity and inclusion process in WaterAid. It is thus possible that views of staff not actively engaged in WaterAid's equity and inclusion approaches have not been fully captured. The process used by the Programme Support Unit to disseminate and reflect on this phase one report in WaterAid before phase two starts is planned partly to test findings for their accuracy of the experiences of all across the organisation.

Documents reviewed are listed in Annex 2. Staff interviewed for phase one are given in Annex 3.

Timeline of equity and inclusion work in WaterAid

WaterAid has invested substantially in introducing equity and inclusion principles to its work across the organisation. The key milestones are captured in the timeline on the next page.

WaterAid

Ongoing sharing through working group, lunchtime talks and session in UK e.g. Minority Rights, International Women's Day all years

Ongoing work on gender in certain CPs

Focal points in IPD on themes such as gender, HIV/AIDs, disability

Ongoing country research all years

Internal Mapping (UK and CPs) and simultaneous external mapping and relationship building

Reading day with members of comms and fundraising, PCD, IPD on themes

E and I Champions group developed globally and Thematic RMTs

Board Seminar on E and I

HR involvement at organisational level

International Workshop to develop global awareness raising with all CPs

WEDC online Equity and Inclusion Training and workshop in 2010 and begun in 2011

Awareness raising training in the UK and CPs

Equity and Inclusion Timeline

Pre 2007	2007	2008	2009	2010	2011

Drafting of the paper "Reaching the Excluded" by Girish Menon

Formation of initial working group on Equity and Inclusion

Global strategy process started including E and in the CS guide

Framework drafted

Framework and policy signed off

Webinars on innovation, PME and influencing national standards

International Workshop in Ethiopia with all champions

Intranet and Website pages created with many resources

Louisa Gosling joined as Equity and Inclusion Advisor

World Water Week sessions 2010, 2011 and Africasan and Sacosan on E and I with WSS CC

This timeline was developed for the WaterAid contribution to a paper on gender mainstreaming for the Gender and Development Network in 2012. Activities since 2012 have included the following:

- WEDC online training repeated in 2011–12 to cover all countries, and externally evaluated.
- Training materials provided open-source on WEDC website 2012.
- Internal review of mainstreaming progress 2012.
- Roundtable on research needs to promote inclusive WASH at scale (2011).
- Undoing inequity action research collaboration with LCD and WEDC in Zambia and Uganda: Baseline 2012, Project implemented 2013, Mid-term review 2014 (SHARE).
- Equity and inclusion theme of Rural Water Supply Network launched 2011.
- Equity and inclusion Toolkit drafted 2013.
- Online learning forum on equity and inclusion with WA Australia 2012.
- Contribution to equality and non-discrimination working group of JMP 2012.
- Ongoing support for activities in the country programmes.

Findings and recommendations

Four key themes emerged during phase one. There is some overlap and interconnection between them.

THEME ONE: WaterAid staff understanding of the terms 'equity' and 'inclusion' and who the terms apply to determines what staff try to practically achieve – further clarification on 'who' would help achieve greater consistency and reach across the organisation

Staff understanding of the term 'equity'

> **Equity is the principle of fairness** - Equity involves recognising that people are different and need different support and resources to ensure their rights are realised. To ensure fairness (or equality), measures must often be taken to compensate for specific discrimination and disadvantages.
> Definition from Equity and Inclusion framework (2010) quoted in 2014 Equity and Inclusion toolkit

The internal review of equity and inclusion of 2012 found a high level of awareness and commitment to equity and inclusion in the organisation. It is not clear from the

methodology used in that review if staff understanding of the terms was checked for compliance with definitions in the framework[2].

From the interviews in this process, those working closely to support the drive for equity and inclusion in the UK office gave their understanding of 'equity' closest to the definition in the Equity and Inclusion framework.

> "Equality is a vision I have where everyone, everywhere has access to water and sanitation services."

Outside this, there were broadly similar descriptions that the term 'equity' related to universal access to WASH services. "Reaching everyone, everywhere" was used by a number of country programme staff. Many used the word "equality", not "equity". A clear focus was on enabling everyone to access WASH services – some used "universality" in their descriptions.

Staff understanding of the term 'inclusion'

> **Inclusion is ensuring that all are able to participate fully** - Inclusion is not just about improving access to services, but also supporting people to engage in wider processes to ensure that their rights and needs are recognised. Definition from Equity and Inclusion framework (2010) quoted in Equity and Inclusion toolkit (2014)

Responses to what inclusion meant were consistent in every interview except one – WaterAid seeks to actively promote the inclusion of excluded people into their work to ensure they gain access to WASH services in their communities. This needs intentionality in seeking and promoting the inclusion of excluded groups of marginalised people. Being explicitly aware of barriers to inclusion and addressing them was mentioned by a number of people.

Most responses indicated inclusion was about how to **facilitate access** to water points and sanitation facilities, **rather than promote participation of marginalised people in wider processes** to ensure their rights and needs are recognised. Most staff seemed comfortable with the concept of – and were largely acting upon – exclusion from access to WASH facilities. There was substantially lower mention – and in one case outright statement that it was not WaterAid's role as an organisation – of working to address rights inequalities of excluded groups.

Staff understanding on 'who' equity and inclusion principles are targeting

Except for one interview, all viewed equity and inclusion work in terms of marginalised 'groups'. There was no mention that some factors will have universal individual impact in all communities WaterAid seeks to reach – for example gender, age and disability.

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[2] The survey gave four options of "I don't know about it", "I have seen it", "I have read it" and "I have used it", which would not necessarily verify understanding and practical application of the terms 'equity and inclusion' consistent with the definitions in the document.

One of the criteria for this external review was to examine why gender considerations have been observed to be de-emphasised (against WaterAid UK expectations) as staff have implemented equity and inclusion approaches. Evidence from phase one suggests that staff focusing solely on marginalised groups is a root cause of explanation. For example, gender was only cited in terms of group work and a number of responses cited country programme responses to gender invested only in Menstrual Hygiene Management (MHM) work. This is very important but not the only gender consideration in broader WASH access and inclusion.

A number of key WaterAid support documents focus only on targeting marginalised groups[3] without referencing universal individual-related inequalities, so staff may be unaware of the universality of some individual inequality factors leading to exclusion.

The output document of the Working Group on Equity and Non-Discrimination under the Joint Monitoring Programme Process (JMP) for drinking water and sanitation on post-2015 global monitoring of WASH in UNICEF and WHO is the clearest example the consultant has seen where individual factors have been defined. This gives gender, disability, age (both older people and children) and health conditions[4] as the universal individual factors in every community.

In keeping with the equality checklist in the JMP document, it is recommended WaterAid implements a minimum expectation/standard of reviewing every situation and community for gender, disability, age and chronic illness considerations, with further identification of marginalised groups according to context (for example, pastoralists, those living on the street and sex workers). This could offer a practical way forward for WaterAid to achieve substantial change for relatively minimum change in its current approach.

This issue is expected to be examined in more depth during country programme visits in phase two.

Recommendations

- Adopt as a minimum standard the JMP document descriptions of individual inequality factors – gender, disability, age and chronic illness – to clarify understanding of 'who' WaterAid is seeking to reach by using equity and inclusion approaches.
- Apply the minimum standards of inclusion to every country, programme and project assessment and implementation.
- Consider changing the term 'equity' to 'equality' to reflect staff understanding of the term and what WaterAid seems to be wanting to achieve.

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[3] For example :'Country Strategy Programme Guidelines' Annexe 2 (2009), 'Play Your Part equity and inclusion training guide' Session 3 p13 and Handout 6 'Why focus on different groups?' p36–7 (undated), 'Equity and Inclusion internal review' p12 (2012), 'Meaningful participation communique' (undated).
[4] http://www.wssinfo.org/fileadmin/user_upload/resources/JMP-END-WG-Summary-2-pager.pdf

THEME TWO: To progress mainstreaming, the leap needs to be made from equity and inclusion work being implemented as a number of actions or an 'add-on' to it becoming part of WaterAid's organisational DNA

**WaterAid's journey on the equity and inclusion mainstreaming continuum**

Without doubt, WaterAid have come a long way since its early origins of interest in equity and inclusion issues during the first half of the noughties. Attention became more focused and intentional in 2008 (see 'Timeline' earlier in this report). WaterAid has now produced – and is known for – a range of publications adding vital and valuable information to the WASH sector and broader international development community on a range of equity and inclusion issues.

The literature review and interviews found two 'drivers' for this commitment. Firstly the intrinsic issue – i.e. WaterAid needs to intentionally include the poorest and most marginalised communities and people in order to deliver its vision and mission. The second driver is that strategically focusing on equity and inclusion issues gives WaterAid has distinct niche in the WASH sector – which in some countries is a crowded marketplace.

For both of these drivers, the challenge – and opportunity – for WaterAid is to keep moving forward on its mainstreaming journey.

Two external documents reviewed give useful clear guidance that could support WaterAid looking at the path forward, drawn upon here to help frame the discussion below[5].

The mainstreaming continuum can be presented as a journey, represented in the diagram below.

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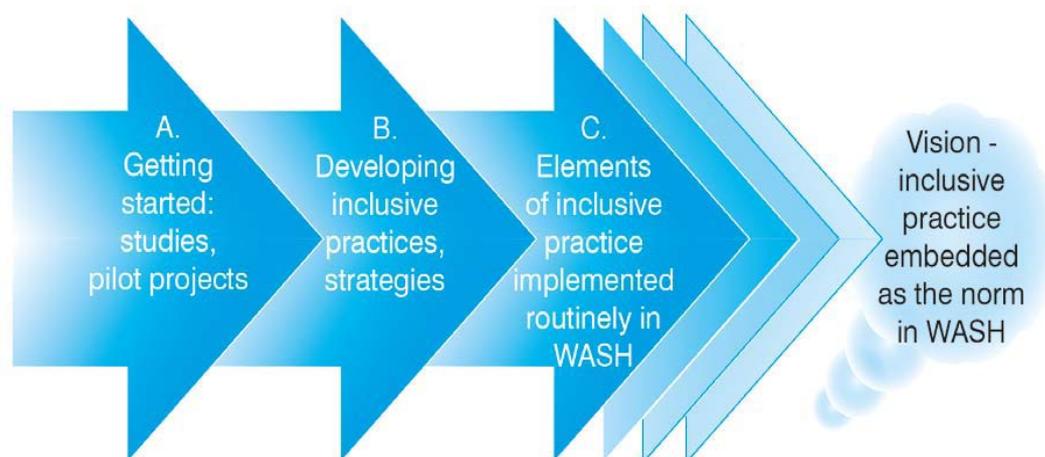
[5] Jones H (2013) for WEDC/WaterAid/Leonard Cheshire/SHARE *Mainstreaming disability and ageing in water, sanitation and hygiene programmes* and Maliro D (2013) Bunda College, Malawi *Assessment and Documentation of Gender Mainstreaming in Water, Sanitation and Hygiene (WASH) Projects in Malawi.*

Stages on a continuum towards mainstreaming disability and ageing (WEDC 2013)

WaterAid in its mainstreaming journey has moved through stages A and B, with a few achievements into stage C:

Stage A – getting started – is characterised by studies and situation analyses, small pilot projects and advocacy documents.

Stage B – developing institutional approaches to inclusion – is characterised by strategic planning/roadmaps, awareness-raising/advocacy activities, training materials, advice and guidance about mainstreaming in WASH services, piloting inclusive WASH activities within a wider WASH programme and developing inclusively designed facilities.

Stage C – establishing institutional commitment and practice – a range of inclusive practice elements are routinely implemented as the norm in the work and the organisation itself. A 'routine' mindset for inclusive principles and practice to address inequity issues is applied in a range of areas including staff recruitment, staff induction, analysis, capacity building (with partners and in communities), implementation of fully accessible WASH designs and services, consultation procedures in countries/communities, and establishing partnerships with a range of groups of marginalised people. The organisation routinely understands the short- and long-term implications of each and every step in policies, processes, procedures and practices and their outcomes/impacts.

Long-term goal: Embedding inclusive practices – all policies, practices and procedures are embedded as standard in all aspects of WASH programmes and services. **NB** There is no evidence this has yet been achieved by any WASH implementers, anywhere in the world.

Success factors on the mainstreaming journey to date

WaterAid has made some very good achievements in its mainstreaming journey to date and invested significant resources to do so. Eight key factors accounting for this success were identified:

1. **Consistency over a lengthy time period of supportive staff in key leadership roles.**

   Three names consistently emerged in the phase one review. Barbara Frost (Chief Executive) joined WaterAid in 2005 from leading a disability-focused organisation. Girish Menon (International Programmes Director) joined WaterAid in 2005 and wrote an early important paper putting organisational attention onto equity and inclusion issues. Louisa Gosling (former Equity and Inclusion Adviser, now Principles Programme Manager) has worked with WaterAid since 2008 and provided clear leadership and vision for the equity and inclusion approach. Further, where there has been greater consistency/support in country programme

leadership (for example, Madagascar in the past three years) progress also seems to have been more consistent and sustained.

Consistency of committed staff in key posts is often underestimated in organisations. The knowledge, history and support this element has brought WaterAid's work has helped give broad organisational 'permission' to pursue equity and inclusion approaches. Louisa's demonstrable personal passion, commitment, drive, skills and knowledge (as well as that of others in the Programme Support Unit) were clearly articulated in interviews as being important.

Further, there has been good support from staff trained whilst in direct equity and inclusion focused work who have now moved to other organisational roles in WaterAid - an indicator of success for the training style and content (see point three).

Staff who have been trained and then left have caused delays in the equity and inclusion process – although WaterAid could regard this positively as part of their contribution to the wider WASH/development sector, as those staff will take their new knowledge with them. A clear issue therefore to mitigate is the threat to mainstreaming continuity if/when staff leave their posts. Unless the organisation has mainstreamed to a point where it can survive without depending on certain individuals in key posts it could move backwards on the mainstreaming continuum.

2. High level of common understanding across WaterAid of the term 'equity and inclusion'.

This was partly covered under theme one. The literature review and interviews demonstrate clear, significant activity –documentation and training (where a cascade model seems to have been reasonably successfully deployed), along with consistent, entrepreneurial promotion by Programme Support Unit staff at all suitable opportunities, has helped achieve this. This is a big achievement in itself. One caveat is that clear organisational understanding does not of itself mean equity and inclusion approaches are being implemented in practice.

> "The language of equity and inclusion now permeates almost all programme and planning processes. It's only been a few years."

3. Heavy investment in practical, appropriate training as an early activity.

Two training courses were designed to support the introduction of equity and inclusion approaches, from which other country programme training has been derived:

- 'Play your part' equity and inclusion awareness one-day training course.
- WEDC technical training involving e-learning, face to face technical training and monthly assignments. Two cohorts were trained between 2010 and 2012.

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Factors which evaluations and interviews reported as making them successful were:

- Clear conceptual basis – especially barrier analysis based on social model principles. The language of barriers and barrier analysis was evident in the majority of interviews, as well as most WaterAid documents.
- Clear, engaging training methodologies.
- Practically minded course targeted to help participants adopt concepts/approaches on return to their posts.

People felt confident to act upon and replicate the training on return to their posts. This is a major success marker of the training.

The only confusion arising from the training seems to be that people are tending to think in terms only of marginalised 'groups' and not recognise that some individuals have multiple layers of marginalisation, falling into several categories – for example an older, disabled woman. The reasons for this are partially discussed in theme one.

4. The Programme Support Unit has drawn on best external practice to inform WaterAid's positioning and work on equity and inclusion.

WaterAid is in a highly challenging position of **simultaneously leading whilst learning** about equity and inclusion practice in the WASH sector. Although there is not extensive established best practice available in development work, Louisa Gosling and other staff have proactively sought ideas and examples and contextualised them for WaterAid use – for example, drawing on World Vision's conceptualisation of the social model of disability and associated barriers and WEDC's research on accessible WASH design.

This approach (alongside WaterAid's consistent publication of its learnings) has brought several benefits. Most prominently it has helped WaterAid gain from others' thinking on similar issues and not 're-invent the wheel'. It has helped build partnerships with interested parties externally. It has also helped WaterAid be seen externally as a collaborative, learning organisation. WaterAid has not sought to operate in isolation and has shared and disseminated best practice regularly – this is to be thoroughly commended, and has proved a successful strategy.

5. The equity and inclusion framework has been defined/framed/promoted using approaches resulting in high prominence in the organisation.

Currently, WaterAid has seven frameworks of operation[6] all programme staff are expected to assimilate in all work, with associated minimum standards. Between

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[6] **Frameworks – sustainability** (24 minimum commitments), **equity and inclusion** (19 minimum commitments, 15 non-negotiable), **sanitation** (16 non-negotiable minimum commitments, others not mandatory) , **hygiene** (11 non-negotiable minimum commitments, others not mandatory), **water security** (17 non-negotiable minimum commitments, others not mandatory) **, disasters** (10 non-

the seven frameworks are a total of 95 non-negotiable minimum commitments – 15 in the equity and inclusion framework. In addition, there are 31 further policies and guidelines programme staff are expected to take into account in implementation[7].

This is an enormous number of documents for programme staff to interpret unless clearly 'sign-posted', both in understanding and implementing them. The prospect can be overwhelming unless clear guidance and support on how they all fit together is given – especially for new staff.

Even given this, there is a high level of knowledge of the existence of the equity and inclusion framework. Interviews showed it seems to have higher prominence than other framework documents – partly as it has an associated policy, partly due to enthusiastic promotion from the Programme Support Unit in London, and partly because of staff training on equity and inclusion.

Many staff tend to use the framework like a dictionary (checking specifics on occasion – particularly when funding proposals are being written) rather than an ongoing working document. Those who have had training find the framework a useful summary to refer to, reinforcing what they learnt. No one systematically uses all minimum commitments to guide their equity and inclusion work. Most minimum commitments used have been from strategic aim one, plus some on advocacy within strategic aims two and three.

A couple of staff have sought to fairly comprehensively implement the equity and inclusion framework without having attended training courses – in these cases other documents on equity and inclusion produced by the London office have helped explain and supplement the framework.

Interviews demonstrated staff found it helpful to have all equity and inclusion principles in one framework document – but that also incorporating those principles systematically into all the other frameworks and relevant documents will help mainstream more in future.

6. **More progress has been achieved in country programmes with an equity and inclusion focal person/staff post, especially when actively supported by the country representative and regional office staff.**

This is expected to be examined in more detail in phase two of the review.

Interviews demonstrated the value of an identified staff person with specific responsibilities for equity and inclusion oversight in country programmes – both from those who have it and those who don't. These people have a mandate and so help others in the country programme look at their work in more focused ways

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negotiable minimum commitments, others not mandatory), **urban** (4 non-negotiable minimum commitments , others not mandatory)

[7] 'Our programmatic approach' paper (October 2013)

using equity and inclusion principles. When the country representative is engaged and supportive, equity and inclusion has gone further and deeper.

However, a significant minority also cited dangers in staff viewing the sole responsibility for delivering equity and inclusion work as resting only with the focal person for delivery. Country programme staff can delegate all responsibility for it to the focal point as 'their' work. Equity and inclusion needs to be something everyone in WaterAid feels ownership of – the challenge is how that is achieved. Focal people should be the guardians/resource points, not the only 'doers'.

> "There are focal people in many country programmes so the framework has gained visibility in those countries. Having champions in each country has helped. But then how do people see it as part of their work?"

7. **Barrier analysis has been a good conceptual tool. Early focus has been on environmental barriers to inclusion, especially providing accessible physical WASH facilities. This has given some initial practical success.**

This is expected to be given more attention in phase two of the review.

There were a high number of references to 'barriers' in many staff interviews – especially country programmes. Defining programming responses by identifying and addressing barriers has given a strong conceptual framework for staff understanding on how to progress equity and inclusion principles.

At present that focus (from evidence in evaluations and interviews) has largely been on environmental barriers – e.g. the physical provision of water points and sanitation facilities. Whether WaterAid's partners use barrier analysis is partly linked to whether WaterAid staff have delivered the cascade WEDC training to them – some said they had not had time.

Most examples of success were the provision of accessible physical facilities (particularly for disabled people) via partners in communities. Accessibility audits have been perceived as highly practical and well received. Examples were also cited of specific advocacy work at different levels of government in-country about the provision of accessible physical facilities.

For many staff the provision of accessible WASH facilities appears to be the end-point of what WaterAid is trying to achieve in using equity and inclusion approaches. Other aspects contained in the framework related to addressing power inequalities do not seem to be emphasised or acted upon so far. Put in another way, **focus has been on addressing environmental barriers to inclusion – attitudinal and institutional barriers in country programmes work have not yet been significantly tackled**.

Some offices seem to have more overtly invested in equity and inclusion approaches. Examples of what has helped progress in country programmes are WaterAid's partners receiving training/support on delivering equity and inclusion

principles (sometimes WaterAid country programmes learning from the partners themselves), using appropriate disaggregated baseline data in initial surveys and good local partnerships with groups of marginalised people – for example Madagascar's partnerships with disabled people's organisations.

Menstrual hygiene management (MHM) work was highlighted as an equity and inclusion activity in some countries for gender. The consultant notes that there seems to be further work needed to achieve inclusion of vulnerable and marginalised girls and women within the general MHM promotion approach. This is a good example of individuals who face multiple marginalisation factors rather than only falling into one, distinct 'group'. The MHM toolkit has a section on this (module 7), but it appears it is not being routinely implemented. One country interviewed (Madagascar) had explicitly considered the role of disabled girls and women in their MHM work.

Some interviews cited vulnerability criteria being used in planning and assessment phases – this can be tested more in phase two.

One view a number of staff expressed was that the newer programmatic and rights-based approaches being more generally introduced to WaterAid might help advance social exclusion considerations more explicitly.

8. **Equity and inclusion principles have helped provide focus for advocacy work in-country. They have given WaterAid a clear advocacy 'niche' in the WASH sector.**

This is expected to be given more attention in phase two of the review.

Several countries cited examples of specific advocacy work at local, district, regional and/or national level in-country on the inclusion of poorer and marginalised people – for example Ethiopia, Madagascar, Nepal and Nigeria. WaterAid seems to have used its leverage well to seek policy change – especially when aligning with like-minded partners on specific goals.

Moving the journey forward to stage C of the mainstreaming continuum and beyond

The move from stage B to stage C of the mainstreaming continuum can be summarised as **the leap WaterAid needs to make from equity and inclusion being implemented as** an (increasing) number of **activities** – often applied after other work has happened – **to becoming part of WaterAid's whole organisational DNA.**

Making this shift will require a multi-pronged approach. A major challenge for WaterAid – as the 2013 WEDC mainstreaming mapping study found – is that no WASH organisation is yet known to have fully mainstreamed these principles. This means that **WaterAid is leading whilst still substantively learning**. A couple of examples of stage C mainstreaming are cited in studies – mainly introducing

accessible designs as universally standard in a few country programmes (for example Bangladesh and Nepal), but the phase one review findings suggest most of the leap into stage C is yet to be made.

The consultant reviewed 29 documents for the phase one review. The following three documents were the most useful for describing and highlighting key areas for WaterAid to consider in order to move to stage C of mainstreaming:

- *Mainstreaming disability and ageing document in WASH: A mapping study,* Hazel Jones WEDC (September 2013).
- *Assessment and documentation of gender mainstreaming in WASH projects in Malawi*, Dyton Maliro, Bunda College, Malawi (November 2013).
- *Equity and Inclusion strategy discussion paper* (April 2014).

Key features of stage C are:

- inclusive policies are defined and appropriately contextualised in all WaterAid countries.
- a range of inclusive practice elements (including policies) are routinely implemented as the norm in the work and the organisation itself.
- there is a routine 'mindset' amongst staff for inclusive principles and practice.
- inequity issues are addressed and inclusive practices are applied to a range of areas including staff recruitment, staff induction, analysis, capacity building (with partners and in communities), implementation of fully accessible WASH designs and services, consultation procedures in countries/communities, and establishing partnerships with a range of groups of marginalised people.
- WaterAid routinely understands short- and long-term implications of each and every step in policies, processes, procedures and practices and their outcomes/impacts.
- There is systematic coordination of mainstreaming efforts and clear institutional arrangements to ensure mainstreaming programming capacity.

"The last five year strategy is 'we have to reach as many people as possible as efficiently as possible – we are achieving numbers.' Equity and inclusion principles are directly in conflict with this principle."

Issues for WaterAid to consider in order to leap to stage C mainstreaming

New five-year global strategy

The 'backdrop' of this phase one review is major organisational decisions on the new five-year global strategy, due to be finalised in October 2014.

The new global strategy came up as an important subject in a number of interviews. Two main issues emerged:

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1. Tension on how to achieve ambitious user number targets and effectively reach marginalised people simultaneously

This is a general tension in current development sector work because in recent years there has been push from donors to deliver high numbers at low unit cost whilst simultaneously pushing NGOs to reach the most marginalised in poorest and fragile contexts.

Multiple interviewees said the current strategy meant "reaching the most people for the least cost". As a result it was reported significant sections of WaterAid – as a pragmatic decision – do not feel they can justify investing much in equity and inclusion work as it doesn't yield enough numbers compared to other efforts.

The global strategy is the first place to tackle – and resolve – this tension. Staff need a framework where they feel they can invest, budget and operate on effective equity and inclusion principles.

The cost issue is explored further below.

2. Moving towards rights-based and programmatic approaches – this has happened at the same time as the introduction of equity and inclusion approaches

At the same time equity and inclusion principles have been introduced in WaterAid, so has a shift from traditional needs-based approaches towards rights-based approaches in its work. This is a massive journey in itself.

Some staff felt equity and inclusion work has helped lead that change in organisational thinking. If this is the case, it makes the achievements of the equity and inclusion work to date even more impressive, as it has led two major goals simultaneously (i.e. introducing equity and inclusion principles and moving to rights-based thinking). The newer programmatic approach also seems to be based on rights-based premises.

Recommendations

- In the new global strategy, address and resolve the tension staff currently feel to deliver "high numbers at low cost" whilst advancing equity and inclusion approaches. Numbers/cost need to realistically reflect programming realities.
- A donor advocacy strategy may be required to help achieve this, as much of the pressure on this subject comes from donors.
- Anchoring rights-based and programmatic approaches more clearly in the new global strategy will support the further advance of equity and inclusion approaches in WaterAid.

Expand staff vision on equity and inclusion issues beyond environmental barriers to full social inclusion addressing all barriers

The goal of "reaching everyone, everywhere" by 2030 was consistently articulated in interviews.

A lot of programmes' descriptions of "success" in interviews and documents were on accessible designs and provision of physical WASH. Many descriptions of the goal WaterAid is seeking to ultimately achieve in its equity and inclusion work were the provision of fully accessible physical WASH facilities -– although some described menstrual hygiene management work a goal for gender work.

> "Equity and inclusion has created a ground swell of thinking to think about rights-based approaches."

There was much less knowledge of what happened in communities after accessible WASH facilities were installed – for example if marginalised people were able to use the facilities on an equitable basis where they'd been previously been excluded through stigma. One country programme staff member gave an example of this not being an issue because there is often a specific toilet in a community that only disabled people have access to as it is locked for use by others.

The strong success of identifying environmental barriers to inclusion in WaterAid's work can be trailed back to the documents, toolkits and highly pragmatic WEDC training delivered between 2010 and 2012 – all materials now openly accessible online on WEDC's website[8].

Discovering and addressing issues within attitudinal and institutional barriers will bring a fuller equity and inclusion response for WaterAid.

Costs of implementing equity and inclusion principles

A number of different opinions were expressed in documents and interviews on the 'thorny' issue of the costs of implementing WASH work using equity and inclusion principles. Two clear issues emerged:

1. Decisions on where to work geographically in a country programme have significant cost implications

Generically WaterAid picks countries with less WASH coverage and lower access/material indicators.

Part of the equity and inclusion approach is decided at macro level in countries on selecting geographical areas for WaterAid programmes. Typically, many of the poorest communities are in remoter rural areas compared to urban areas. The decision on which to choose between has big cost implications for WaterAid – higher numbers can be reached in more densely populated urban areas,

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[8] https://wedc-knowledge.lboro.ac.uk/collections/equity-inclusion/general.html

compared to 'scattered' rural populations where both poverty and unit cost tend to be significantly higher.

2. Decisions on how to work equitably and inclusively in communities where WaterAid operates have fewer cost implications than many think

Within communities, more than one review process has now (largely anecdotally to date) shown that equity and inclusion approaches do not significantly increase costs at community level[9]. There were some increased costs for constructing new physical infrastructures – but more on staff and partner time involved in investing and running fully inclusive consultation processes.

Most significant costs happened at community level when adapting a previously inaccessible design. This clearly points to recommending WaterAid ensures it does not allow inaccessible WASH facilities to be constructed using its resources in future.

Recommendation

- WaterAid should no longer endorse any inaccessible WASH facilities being constructed with its resources – this is the area where highest cost is involved at community level and so higher costs of adaptation later could be prevented by adopting this principle.

Formalise and document accessible designs of WASH facilities in every WaterAid country programme for use in programming and advocacy work

Some country programmes (from documents and interviews) have introduced accessible 'standard' designs across all of their work (for example Bangladesh). Some interviews cited the need to do this in other country programmes.

Given WaterAid's heavy focus on this area to date, a logical recommendation is to consolidate and mainstream accessible design across the whole organisation. This should hopefully not involve too much extra investment to that already made. This would bring enormous benefits to WaterAid's work and the WASH sector.

Recommendation

- Agree and finalise standard universal designs in every WaterAid country programme for programming and use in advocacy work.

Frameworks and toolkits: deepen use of barrier analysis based on social model/rights-based principles; maintain separate 'equity and inclusion' framework but also mainstream principles into all other programming guidance documents

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[9] Including 'Equity and inclusion mid-term review' (2012), 'Undoing inequity process review' (2014)

It was generally felt very helpful to have a separate 'Equity and Inclusion' framework document so staff could go to one document to check/cross-reference specific points, for example if they were putting a proposal together. It was felt equally helpful to have key points included in other frameworks in WaterAid to help mainstreaming across programming work.

Some staff suggested a review of the 2010 equity and inclusion framework document could be useful in light of other developments/frameworks in WaterAid since then, plus incorporating experience generated since 2010.

The minimum standards in the 'Equity and Inclusion' framework are regarded as either aspirational (for example the quote "we try to achieve some where we can") or points to 'check', rather than as a universal set of minimum standards for all programmes to regard as the starting point in planning interventions.

Frameworks and toolkits are an important part of mainstreaming response for a number of reasons. One important reason is their role in helping mitigate against threats to continuity caused by staff turnover. In some cases a lack of contextualisation into local contexts and languages has prevented full use being made of frameworks and toolkits.

The phase two review is expected to examine the practical use of frameworks and toolkits in two WaterAid country programmes in more detail to generate specific learning on usefulness and gaps.

Recommendations to note at this point are:

- Retain a separate 'Equity and Inclusion' framework.
- Systematically ensure key equity and inclusion framework points are incorporated into the main text of the other frameworks in WaterAid.
- All country programmes to identify their contextualisation and local language needs for the framework and other key equity and inclusion documents.
- Schedule a review of the 'Equity and Inclusion' framework to review in the light of implementation since 2010, making appropriate revisions if deemed necessary to clarify staff understanding and strengthen practice.

Human Resources play a central role in delivering equity and inclusion approaches. To progress mainstreaming further, WaterAid should fully engage with HR issues and implications

The mid-term review of 2012 found that "the information readily available regarding various Human Resources (HR) practices was limited, indicating that equity and inclusion is not yet a part of our day-to-day practice". This can be explored further in phase two in country programmes. A few perspectives on HR in phase one were:

1. **Equity and inclusion approaches will only be as effective as the staff who WaterAid employ make it. It is staff that turn policies, frameworks and toolkits into reality – there need to be some minimum expectations**

of all staff regarding equity and inclusion principles.

There are implications of this in how WaterAid recruits staff, what they are inducted on, and how they are supported in post – plus the values all staff should be expected to demonstrate in their work in order to promote and maintain WaterAid's core values. Ultimately the quality of the equity and inclusion work will only be as good as the quality of the work of the staff asked to implement it across the organisation.

Defining and then enforcing minimum expectations for all staff – both in-post and all new recruits – on values they should demonstrate regarding equity and inclusion could be a next step to advancing the agenda in the organisation. This could be delivered through the recruitment, induction, training and annual appraisal processes in WaterAid. This will then help them understand and deliver the values and expectations associated with them. Some other organisations have experience that could be drawn upon for this.

The new '*Global Standard on Dignity and Respect – Diversity, equity and inclusion in the workplace'* is an important document which, if brought to life, could make a big difference in this area. The consultant's observation of this new standard – whilst thoroughly commending its production – is that it represents more of a passive than active approach to diversity – i.e. it seems to define what WaterAid doesn't want to discriminate against, more than who WaterAid wants to proactively ensure it includes and welcomes as staff.

The current HR 'mindset' in WaterAid was described in the phase one review as 'risk-adverse' concerning diversity issues. Diversity issues could be viewed in a much more positive light – i.e. how WaterAid could benefit from embracing a diverse, inclusive approach to its staff composition.

A key gap identified in this review was that induction on equity and inclusion work needs to particularly improve in country programmes with high staff turnover. When staff are not inducted and supported to interpret the equity and inclusion framework (due to the pressure of immediate workload generally) they implement it according to their own interpretation/unchecked values – if they have had time to read it at all.

2. **Recruiting more people from marginalised groups as staff will help increase understanding of issues, accelerate progress and demonstrate WaterAid's credible delivery on its equity and inclusion commitments – but only if the organisational culture and job structure allow authentic inclusion.**

Most interviews commented on the low numbers of staff from marginalised groups – some disabled people were cited as examples in specific situations. This seems to be partly linked to how WaterAid recruits its staff, but also examples were given of job offers declined as the job structure/culture was unsuitable for skilled individuals. Where there have been examples of staff

employed (for example two consultants in Nepal) the experiences have been regarded positively for the organisation, and helped bring better understanding.

> "I don't think WaterAid has invested in staff diversity enough as an organisation."

3. **Investment in focal points/staff posts – equity and inclusion focal points/posts have made a positive difference.**

Views on equity and inclusion focal points and staff posts were all positive. The only hesitation expressed was that sometimes their existence can lead other staff to delegate their responsibilities to the focal point/staff person alone. A balance is needed – this is discussed in theme two, success factor six.

4. **Continuity in leadership on equity and inclusion has been very important – systems are needed to mitigate the challenges of staff turnover.**

This point was raised under key factors of success to date. Staff departures are a key threat to delivering mainstreaming objectives – WaterAid needs to have a clear strategy on embedding equity and inclusion principles, including how to ensure continuity in the context of staff attrition. This point also applies equally to WaterAid's partners where there can be high staff turnover too.

Recommendations

- WaterAid should view HR recruitment and support as a key methodology in delivering equity and inclusion approaches.
- More staff from marginalised groups should be encouraged, alongside consideration of how to make the organisation's high workload culture and job structure inclusive to people in marginalised groups.
- Inductions for new staff in country programmes need to ensure they are familiar with the equity and inclusion frameworks and practical approaches.
- Equity and inclusion focal points/staff posts should be considered in all country programmes, alongside strategies to ensure these individuals are not seen as the sole delivery mechanism in country programmes.
- A clear, focused strategy should be agreed to mitigate against the threat to equity and inclusion mainstreaming of staff turnover.

Advocacy work embedded internationally as well as nationally

This review found a number of examples of equity and inclusion work in the advocacy work in country programmes have been used to influence policies and practices – for example at district, regional and national level. There seems to be a degree of synergy between programming practice and advocacy opportunities in some places – for example Madagascar, Ethiopia and Nepal.

At UK and international level, specific equity and inclusion opportunities seem to be supported by the Programme Support Unit rather than the Advocacy Unit, for example Barbara Frost's inputs to the International Development Inquiry on disability in DFID's work in early 2014. An indicator of moving to stage C mainstreaming would be that the Advocacy Unit in the UK is routinely supporting this type of opportunity rather than the Programme Support Unit.

Themes three and four link to theme two – how to get equity and inclusion approaches into WaterAid's DNA. They are raised as separate topics, as significant insights were gained meriting their specific consideration.

THEME THREE: The central place of WaterAid's partners in achieving effective equity and inclusion practice

This area is expected to be examined in more depth during phase two of the review.

Partnerships are core to WaterAid's delivery methodology. Therefore the role of partners is core to the successful delivery of equity and inclusion approaches. **Three types of partnership were identified** relevant to WaterAid's equity and inclusion work.

WaterAid's traditional service delivery WASH partners

WaterAid delivers most of its programme work in country programmes through this type of partnership.

In the same way that WaterAid's staff need investment in understanding principles and how to implement effective practices using equity and inclusion approaches, so do WaterAid's partners as they are the interface with the communities WaterAid seeks to reach in its work.

> "Some partners resist the equity and inclusion approach. Some accept it as a point of introduction but then you don't find continuity – it's disjointed and they fight such a thing being introduced. When you go back to look at impact, you don't find it."

There is reasonable evidence WEDC training has been cascaded to partners in a number of countries where WaterAid staff received it, but evidence on whether partners have subsequently adopted inclusive practices is more mixed. This issue was explored in some interviews, and merits more in-depth investigation in phase two, especially to understand what factors influence them to implement equity and inclusion approaches – or not.

Some initial factors identified by the phase one review were:

- **Some partners lack important skills** needed to implement equity and inclusion approaches – including appropriate facilitation and consultation skills[10].
- **Partners don't all apply the same training in the same way** – individual attitudes of staff in partner organisations towards marginalised people are very mixed, impacting how they deliver their work. WaterAid training has gone better when practical, positive examples of application of equity and inclusion approaches are demonstrated.
- **Some partners deliver equity and inclusion as 'stand-alone' projects**, separate from all their other work **and can be very reluctant to engage with it.** This happens especially when management teams of partner organisations have not been involved or engaged with developing equity and inclusion project work agreements with WaterAid. In this situation they tend to view equity and inclusion projects as extra sources of funding for their work – and little more.
- **Partners also have target numbers to achieve** – and so (as with WaterAid staff) make a decision not to adopt equity and inclusion approaches, as they perceive these as a risk to meeting their targets.
- **Equity and inclusion work with WaterAid goes better when partners already have other existing work on marginalisation issues.**
- **Partners have a clear need for locally translated training materials and briefing notes** to deliver support to their communities of operation. The language used to discuss equity and inclusion concepts in communities can make a big difference to how well they are understood and accepted by community members – there has been a lack of materials for partners to help them do this.

Recommendations
- Have a clear strategy for supporting service delivery partners to implement equity and inclusion approaches, consistent across the organisation.
- Plan and resource for contextualisation of the equity and inclusion framework and other relevant materials into local languages.

Strategic partners who inform WaterAid's equity and inclusion work and can help deliver it

A second type of partnership is with knowledgeable organisations that help WaterAid develop its thinking and practice on equity and inclusion.

The Programme Support Unit in the UK has consistently sought out the 'best of' what is available in the broader development sector to inform WaterAid's thinking and practice on equity and inclusion. This has proven very successful because:

- It avoids WaterAid 're-inventing the wheel'.
- It engages a broader range of partners in what WaterAid is doing – which they can then disseminate back through their networks.

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[10] For example, interviews with some country programme staff and 'Undoing Inequity' process review.

- It promotes collaborative thinking and learning in the WASH and broader development sectors.

This type of partnership has been highly beneficial for WaterAid – for example the strong support work from WEDC. Other examples cited include work with Handicap International and ECDD in Ethiopia.

One issue identified in phase one of the review is that it is important for WaterAid to have clear criteria about what it regards as 'good practice' in learning from this partner type, ensuring their values and quality of work match WaterAid's core values, principles, approaches and quality. To date, partnership selection seems to have been largely successful but, as more staff across the organisation seek to find partners in this category, clear guidance would be valuable to ensure consistency.

Recommendation

- WaterAid should develop clear guidance and criteria on who/how it chooses strategic partners to inform and deliver equity and inclusion work, to ensure consistency across the organisation.

Partnerships with groups of marginalised people

The third type of partnership identified is with groups of marginalised people in country programmes. These are vitally important to authentically inform and support WaterAid and their service delivery partners in effectively delivering equity and inclusion approaches in communities and advocacy work.

Most work in this area to date has focused on partnerships with DPOs. This has brought useful insight and valuable support at country and community level. In Madagascar disabled people were strategically selected as an early first group to include in the country programme's equity and inclusion work specifically because of the partnering possibilities DPOs offered compared to other excluded groups.

The phase one review found that WaterAid needs to be explicitly aware of two issues as it seeks partnerships with groups of marginalised people, both directly and through its service delivery partners:

1. **Many of these groups will have (legitimate) capacity building needs which WaterAid could support as part of its working methodology**. This does not necessarily mean financial support – capacity building support would be highly valuable. It is recommended WaterAid is not just "extractive" of marginalised peoples' groups in pursuing its agenda on equity and inclusion.

2. **The beliefs and values of some groups of marginalised people might be initially different to what WaterAid is trying to achieve – i.e. heavily welfare-/needs-based.** For example, it is very common for DPOs to be 'charity-model' in their outlook and therefore perceive any partnerships as based on goods/service provision alone. There are often good reasons for this

– linked to a history of previous engagement with bigger organisations (who distribute goods through DPOs) and their internal dynamics (DPOs often have similar gender challenges to other civil society organisations). This does not mean WaterAid should not engage with these groups, but it is important that WaterAid staff and implementing partners have full awareness and proceed accordingly.

Recommendation

- WaterAid should consider capacity building as an option to offer groups of marginalised people it partners with, to inform its equity and inclusion work.

THEME FOUR: WaterAid needs to further consider how to enable effective participation of marginalised people in practice – initial review shows gaps are evident

This is expected to be investigated in a lot more detail in phase two of the review but warrants inclusion here.

There is some evidence of WaterAid seeking and including the voice and participation of marginalised people in its work – mainly women and disabled people. There is also some evidence of including older people and specific identified groups of marginalised peoples – such as tea workers and sex workers in Bangladesh, and pastoralists in East Africa. A very positive example was given from Malawi on how DPOs had helped translate materials into suitable language and be accessible to disabled people.

> "We haven't done as much on the inclusion part yet. We haven't built the right tools yet to promote everyone to come and participate in our work."

Most descriptions in reports and interviews demonstrate facilitating access of excluded peoples to different types of consultations meetings. There was very little evidence of focused 'inclusion' work to empower voiceless people to articulate their rights. So much of the focus appears to be the 'access' (i.e. 'Equity') side of the work, with much less on the 'inclusion' side.

Gaps were described in a range of documents and interviews. The main reasons phase one has detected for these gaps are:

- WaterAid's service delivery partners are not effectively seeking or including the participation of marginalised people – linked to issues covered in theme three.
- Conceptualisation of WaterAid staff needs to extend from giving access to excluded peoples to work (though this is important) to fully ensuring they are empowered to understand and articulate their needs and rights.

WaterAid has been shifting from a needs-based to a rights-based approach at the same time as the equity and inclusion agenda has been making headway into the organisation. Phase one review findings are that the generic equity and inclusion

needs to strengthen the participation of those it seeks to reach. To achieve this WaterAid needs to consider not just providing access to its consultation processes, but how to empower their voices so they can fully participate in discussions. Investigating what this means in practice to WaterAid in the country studies could yield good lessons.

Recommendation

- WaterAid should develop approaches to promote the effective social inclusion of marginalised people it seeks to reach in its work – not just facilitate their access to WASH facilities. This will be explored in more detail in phase two of the review.

(NB: in agreement with consultants the terminology was changed to 'review' from the original 'evaluation' term, as it better reflected the overall purpose and tone of the process.)

Date: 30 May 2014
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Evaluation purpose:

The primary purpose of this evaluation is to assess the relevance and effectiveness of how equity and inclusion have been mainstreamed in WaterAid, so that we can learn from experience and improve future performance.

The evaluation should assess the extent and quality of the application of the principles of equity, inclusion and rights in WaterAid globally, with a specific focus on the country programmes, and whether there is any evidence that this is resulting in better access to WASH rights for the most marginalised.

Purpose of evaluation:

- Ensure accountability to our stakeholders (partners, communities – especially the most marginalised, governments, donors and supporters).
- Provide significant learning for WaterAid, encouraging country programme and partner staff to reflect on the successes and challenges raised through the process of critical analysis.
- Provide a critical analysis of the blockages and opportunities to better mainstreaming equity and inclusion in WaterAid's new strategy, and future strategic and operational planning.

Background: equity and inclusion in WaterAid

WaterAid believes that access to safe water, improved hygiene and sanitation (WASH) is a human right. These essential services underpin human development and transform lives, enabling people to overcome poverty.

In order to realise our vision of a world where everyone has access to safe water and sanitation, WaterAid is committed to working with its partners to reach those without access to WASH. This includes the poorest and most marginalised who will remain unserved even when the MDGs are met. This means WaterAid must address exclusion from WASH, as it relates to wider inequalities in power relations and in control over water and other resources within the family, community and at institutional levels.

Those who are likely to be particularly disadvantaged include women, children, people with disabilities, older people, people living with chronic illness including HIV/AIDS, people belonging to specific castes, religions, ethnic groups, indigenous groups, and people living in remote or peripheral areas. Other socially excluded

groups include people who are lesbian, gay, bisexual or transgender, displaced people, travellers, pastoralists, illegal settlers or people working in particular occupations, such as manual scavengers.

Accordingly, WaterAid aims to highlight at every opportunity the continuing inequalities within WASH service provision and to contribute to the significant reduction of these inequalities.

This focus is reinforced by the development of the human rights to water and sanitation, which focus clearly on the most excluded and marginalised[11], and the post-2015 recommendations on eliminating inequalities in access to WASH[12] . The summary report of the working group on equality and non discrimination from the Joint Monitoring Programme sets out aspects that need to be addressed strategically through WASH[13].

WaterAid seeks to address equity and inclusion in WASH through its **programmatic approach**, defined as "a coherent package of service delivery and advocacy activities, delivered in partnership, at all levels – from community to national and international levels. These should be based on a critical analysis of WASH in the specific context of each country. The combined activities should be designed as a holistic package, to address blockages and take advantage of opportunities to achieve the greatest possible gains in sustainable WASH coverage and quality."
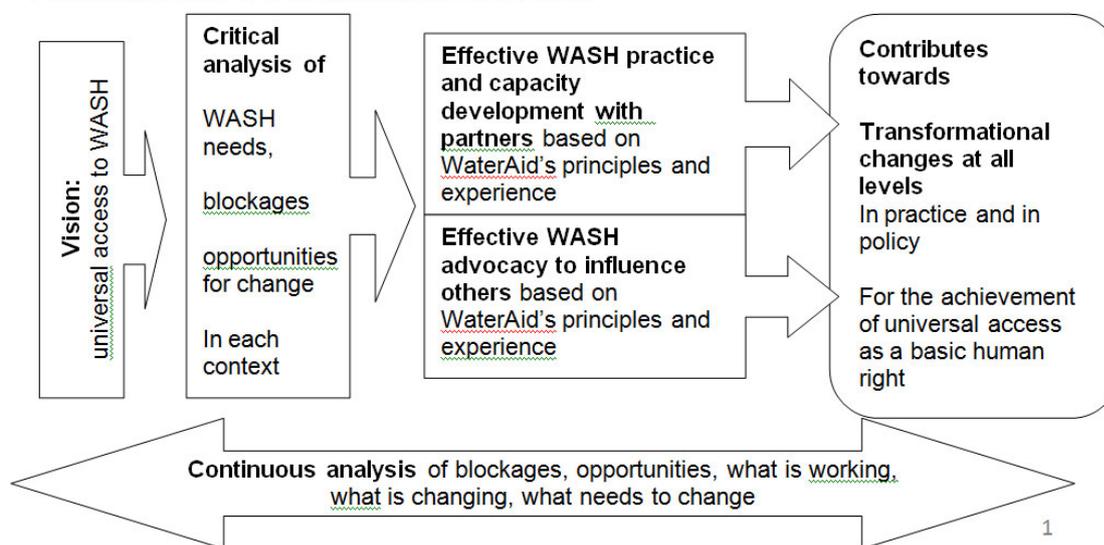
Overview of equity and inclusion mainstreaming activities in WaterAid

Following an **internal mapping** exercise carried out in 2008[14], in 2010 WaterAid published its **Equity and Inclusion framework**[15]. This guides the implementation of

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[11] http://www.righttowater.info/
[12] http://wsp.org/sites/wsp.org/files/publications/Post-2015-WASH-Targets-Factsheet.pdf
[13] http://www.wssinfo.org/fileadmin/user_upload/resources/JMP-END-WG-Summary-2-pager.pdf
[14] Summary of mapping: briefing note

our equity and inclusion policy, and establishes a common set of standards and indicators as a basis for further work. Each country programme has committed to mainstreaming E&I in their country strategy and work plans.

To support this process WA developed a **facilitator's guide**[16] **to raise awareness** amongst all staff of the importance of equity and inclusion in WASH. This is designed as a one day face–to-face workshop to be carried out with all staff as part of their induction, but can be adapted for use in different situations. The training was developed by a group of equity and inclusion champions from all CPs and is delivered regularly in the UK office and in some CP offices. The facilitator's guide was updated in 2014. Feedback is collected each time the training is run.

In 2011–13 **a technical training programme** on how to apply equity and inclusion principles to WASH was delivered in collaboration with WEDC in all WA country programmes. The aim was to develop both confidence and capacity to apply the principles to all aspects of WA's work. This was also shared with partners in many countries. An external evaluation of the training was carried out in 2013[17]. The training materials were packaged and promoted, and are now available open source on the WEDC website[18]. A checklist on inclusive WASH was also developed from the training [19] and a package of tools put together in **the Equity and inclusion toolkit**[20] (still draft).

Documentation on equity and inclusion has been made widely accessible internally in WaterAid through the microsite on The Source[21] and disseminated externally to some extent on the WaterAid website and through the **inclusive WASH** website developed as a learning forum by WaterAid Australia with support from AusAid[22].

WaterAid also leads the equity and inclusion thematic group of the **Rural Water Supply Network** to facilitate discussion between the 521 members of RWSN on this theme, from 76 countries, and promote experience-sharing, guidelines and awareness to promote greater equity and more inclusive practice amongst practitioners.

WaterAid **collaborates with other organisations** to share in learning and advocacy on issues of inclusion and discrimination. We are active in the PPA learning groups on inclusion (now subsumed in the hard to measure group) and gender; the BOND Disability and Development Group (DDG); the Gender and Development NetWork (GADNET); and in StopAIDS.

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[15] http://www.wateraid.org/~/media/Publications/equity-inclusion-english.pdf
[16] Play your part
[17] Two part evaluation by David Braby
[18] https://wedc-knowledge.lboro.ac.uk/collections/equity-inclusion/general.html
[19] http://wedc.lboro.ac.uk/resources/learning/EI_Inclusive_WASH_what_it_looks_like_v2.pdf
[20] Equity and inclusion toolkit
[21] http://thesource.wateraid.org/Resources/Learning/equityandinclusion/Pages/Home.aspx
[22] http://www.inclusivewash.org.au/

Equity and inclusion is also **incorporated in our standard PME** processes to some extent. It is a core component of every country programme evaluation, and included in the internal audit reports. The post implementation survey captures a limited amount of relevant information. The employee engagement survey carried out every couple of years has some questions specifically designed to identify issues related to discrimination in internal practice.

In 2011–12 we conducted an **in-house E&I review**[23] to assess progress against the minimum commitments in the equity and inclusion framework. We found good progress in some areas. Several countries, such as WaterAid Madagascar, have made good progress towards mainstreaming disability in their work. Others focus on different context-specific excluded groups. For example Bangladesh has an inclusion programme that targets the barriers to WASH faced by specific marginalised groups such as tea-garden workers and street children.

The review also identified gaps. For example gender considerations are not systematically addressed through programme design and implementation, and there is a lack of meaningful participation of marginalised groups. We need to ensure a more detailed and holistic enquiry into who is excluded from WASH, to strengthen the use of rights-based analysis, and to use data analysis tools more effectively. We also need to shift to a more overall 'inclusive WASH' approach. All resources should be more effectively disseminated to promote learning across the organisation. We must also ensure that all WA policies are inclusive, and that the behaviour and culture of all staff is inclusive.

From 2010 we have strengthened our work on rights through developing a discussion paper on **rights-based approach**[24], and through a five-year **Governance and transparency** programme covering eight countries in Latin America, Africa and Asia, which has increased practical experience of supporting marginalised populations to claim their WASH rights. A three-year programme combining **WASH with child rights** in South Asia has highlighted specific issues relevant to the inclusion of children generally, and marginalised children in particular[25]. WA is currently piloting a human **rights-based approach (HRBA) action learning initiativ**e in eight countries to further deepen its understanding of how it can work most effectively with both duty bearers and rights holders to develop effective accountability and governance for sustainable WASH services to the most marginalised.

WA is funded through SHARE to carry out **action research on the effect of disability** and **ageing** on access to WASH, and how to overcome these barriers with partners in Zambia and Uganda. This project, '**Undoing Inequity'**, is generating evidence of both the problem (through baseline study) and the solution through process monitoring and mid-term review. This is supported by a desk-based scoping study on mainstreaming ageing and disability in WASH programmes that was carried

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[23] Equity and inclusion review
[24] Rights-based approaches
http://www.freshwateraction.net/sites/freshwateraction.net/files/RBA%20Discussion%20paper%20FINAL%20-%20June%202012.pdf
[25] Evaluation of child rights and WASH programme, 2014

out for WaterAid by WEDC[26]. **A mid-term review** of the project is being carried out during May–June 2014 looking at both emerging outcomes and the process documentation.

Action research and documentation on **menstrual hygiene management** has focused attention on the WASH needs of women and girls in country programmes, supported by guidance documents[27], and training. An increasing awareness of **WASH-related gender-based violence** has also generated research, awareness, and the production of a new toolkit for programmers[28].

Gaps and weaknesses

As well as the gaps identified through the equity and inclusion review, a number of evaluations at the country and project level have highlighted areas where rhetoric does not match practice. For example, an **assessment of gender mainstreaming** in WaterAid Malawi was carried out by an independent consultant in 2013[29] and found that their work is not effectively transforming gender relations. This is something we would like to explore through the evaluation.

Ensuring the **meaningful participation and empowerment of marginalised groups** in our work has also been identified as a critical issue for WaterAid[30]. The programme on child rights and WASH in South Asia has identified some key lessons on enabling the meaningful and ethical participation of children in WASH that can be applied to other marginalised groups.

We have also been slow to develop policies and guidelines to **support equity and inclusion internally.** The People and Organisation team is currently working on global standards on diversity, child protection, bullying and harassment that will be rolled out this year.

Evaluation aim:

The overall aim of the evaluation is to assess the relevance and effectiveness of mainstreaming E&I in WaterAid at both the strategic and operational level. It should assess to what extent there is a demonstrable link between the strategic use of funding on activities mainstreaming equity and inclusion (outlined above), and the benefits delivered for socially excluded groups.

Evaluation objectives:

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[26] http://www.wateraid.org/~/media/Publications/Mainstreaming-disability-and-ageing-in-water-sanitation-and-hygiene-programmes.pdf

[27] http://www.wateraid.org/what-we-do/our-approach/research-and-publications/view-publication?id=02309d73-8e41-4d04-b2ef-6641f6616a4f

[28] http://www.odihpn.org/humanitarian-exchange-magazine/issue-60/violence-gender-and-wash-a-practitioners-toolkit-making-water-sanitation-and-hygiene-safer-through-improved-programming

[29] Malawi gender assessment

[30] Wilbur 2010

At strategic level:

- To assess the relevance and effectiveness of WaterAid's approach to mainstreaming equity and inclusion, and the prospects for it to deliver sustainable change in relation to the programmatic approach and minimum standards[31].

At operational level:
- To assess the quality of our programme of work in terms of design and implementation, and appropriateness of technologies and approaches (hardware and software) needed to bring about improved WASH behaviour changes from the perspective of marginalised and socially excluded groups. This includes an assessment of capacities, partnerships and practice, and
- the extent to which this has resulted in benefits for excluded and marginalised groups.

Indicators will include inclusive representation and participation of community members in the planning, implementation and use of services.

The evaluation will be carried out as a joint activity with country programme and partner staff, led by the evaluation team in a highly participative manner. The evaluation should provide:

(a) A high-level assessment of the way in which equity and inclusion is mainstreamed in the organisation, with a focus on the relevance and effectiveness through measuring the progress against the minimum standards in the equity and inclusion framework (moving on from the equity and inclusion review carried out in 2012).
(b) An assessment of the evidence that this is resulting in benefits for marginalised and excluded groups.
(c) Forward-looking recommendations that consider equity, inclusion and rights in WaterAid's global aims and programmatic approach. The recommendations will aim to contribute significantly to the next strategy development process.
(d) To make recommendations on how to better improve the quality of our work in order to achieve transformational and sustainable change for marginalised groups with a specific focus on gender, disability, age and other socially excluded groups.

The evaluation should assess both relevance and effectiveness:

Relevance

Relevance is about the fit of the equity and inclusion approach in the organisation as a whole, and in country programmes to the national context. It is expected that a review of relevant policies, plans, reports and research would be undertaken by the evaluation team. The review should inform discussions with WaterAid and partner staff, as well as representatives from key sector organisations.

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[31] Equity and inclusion framework, 2010

Specifically, relevance will consider:

1. WaterAid's analysis of (and response to) rights, equity and inclusion and gender in the international/national WASH sector, relevant policies and identified blockages,
2. how the country programme have designed their programme in relation to identified blockages faced by the most marginalised and excluded groups,
3. the rationale for targeting programmes of work to specific excluded groups or particular issues related to equity and inclusion,
4. the use of advocacy and influencing to focus attention on the WASH needs of excluded groups or particular issues related to equity and inclusion,
5. the approaches used to engage and involve marginalised and excluded groups,
6. the approaches used to address gender equality and women's rights,
7. the appropriateness of partnerships and relationships with other organisations involved in the WASH sector to promote equity and inclusion,
8. how the programmatic approach can ensure the combination of practice and policy to lead to transformational change through increased access to the poorest and most marginalised populations.

Effectiveness

Effectiveness is the extent to which country programmes are addressing identified needs. Discussions with WaterAid, partner and stakeholder staff, as well as field visits and meetings with community members, in selected country programmes should inform an assessment of country programme effectiveness.

Specifically, effectiveness will consider:

1. How effectively are partners promoting (and securing) rights and access to WASH for the most excluded and marginalised?
2. How have the most vulnerable and marginalised communities (and people within those communities) been identified, and how have their needs been met?
3. How have they been engaged in analysing, designing, monitoring and evaluating WASH programmes?
4. What is the quality of the equity and inclusion elements in supported service delivery work? (Link with inclusive WASH checklist)
5. How effective has WA been in fostering productive relationships between service providers, local governments and partners representing the rights of excluded groups?
6. How effective (or otherwise) have WA's capacity building initiatives been with partners and local governments in relation to equity and inclusion?
7. Have WA-supported initiatives contributed to changing the policy and practice work of others in the WASH sector in relation to equity and inclusion?
8. Have findings from past experiences, reports, studies or other events informed future work and led to improved programme effectiveness in relation to equity and inclusion?

9. Do national and local governments have the capacity and resources to manage and maintain inclusive services in the future?
10. How effective is our advocacy work to influence others based on WaterAid's principles and experience in relation to equity and inclusion?
11. How effective is the planning, monitoring and evaluation system in line with mainstreaming equity and inclusion in WASH?

Conclusions

The evaluation should result in jointly agreed conclusions and recommendations. Critical analysis of the findings should lead to the evaluation team presenting an informed view of equity, inclusion and rights in WaterAid.

In particular, recommendations should be agreed to enable WaterAid at global and at country programme level to modify work to better contribute to increased and sustained access to safe domestic water, appropriate sanitation and safe hygiene practices, particularly for the poorest and most vulnerable people.

Evaluation process and methodology

The evaluation process is divided into three main parts with different steps under each of them.

1. Preparatory phase

Step 1: Agreement on terms of reference between Programme Support Unit, regional teams and country programmes
Selection of two to four country programmes for country study

Step 2: Identification of the evaluation team
- Recruitment of team leader
- Identification of country programme/regional team/Programme Support Unit colleagues to form part of the team

Step 3: Documentation review – Programme Support Unit to make available all necessary documentation to the team leader.

Step 4: Submission of the evaluation plan/schedule to the country programmes to be visited, in terms of key stakeholders to meet, communities to visit, etc.

Step 5: Logistics and organisation of meetings with key stakeholders.

Phase 1: Organisational study

1. **Desk study**: look at
- Equity and inclusion framework, training and resource materials.
- Equity and inclusion review.
- Evaluation of the WEDC training.

- Country programme plans, reports and evaluations – reference to equity and inclusion.
- Specific country programme reports, research and other outputs: undoing inequity, Malawi gender assessment, Ethiopia research, video case studies and other outputs from different country programmes.
- Equity and inclusion opportunities in external environment: post-2015, RWSN, rights to water and sanitation.

2. **Interviews** with key staff in UK, Sweden, Australia and US.

Annex 2: Documents reviewed

1. Gosling L (2014) *Terms of Reference for Equity and Inclusion Evaluation*. WaterAid, UK

2. The Rights to Water and Sanitation (undated) *Rights in Practice* (online), available at http://www.righttowater.info/rights-in-practice/ (accessed 11 July 2014)

3. WHO/UNICEF Joint Monitoring Program for Water and Sanitation (2014) *WASH POST-2015: proposed targets and indicators for drinking-water, sanitation and hygiene* (online), available at http://wsp.org/sites/wsp.org/files/publications/Post-2015-WASH-Targets-Factsheet.pdf (accessed 11 July 2014)

4. UNICEF/WHO (undated) *Joint Monitoring Programme Process for Drinking Water and Sanitation on Post-2015 Global Monitoring of Water, Sanitation and Hygiene: Summary of the Final Report of the Working Group on Equity and Non-Discrimination* (online), available at http://www.wssinfo.org/fileadmin/user_upload/resources/JMP-END-WG-Summary-2-pager.pdf (accessed 11 July 2014)

5. Gosling L (2009*) Report of Internal Mapping on Equity and Inclusion at WaterAid. WaterAid*, UK

6. Gosling L (2010) *Framework: Equity and Inclusion – a rights based approach*. WaterAid, UK, available at http://www.wateraid.org/~/media/Publications/equity-inclusion-english.pdf

7. French S, Tesfu M, Jansz S and Flynn F (2012) *Equity and Inclusion internal review*. WaterAid, UK

8. WaterAid (undated) *Equity and inclusion: Play your part – awareness raising training guide*. WaterAid, UK

9. Mundy D (2011) *Report (on content and delivery mechanisms of WEDC equity and inclusion training): Stage One evaluation*. Self-published by author

10. Mundy D (2012) *Report (on effectiveness and use of WEDC equity and inclusion training): Stage Two evaluation*. Self-published by author

11. WEDC (undated) *Equity and Inclusion in Water, Sanitation and Hygiene : Learning Materials* (online), available at https://wedc-knowledge.lboro.ac.uk/collections/equity-inclusion/general.html (accessed 14 July 2014)

12. WaterAid/WEDC (undated) *Inclusive WASH: What does it look like?* (online), available at

http://wedc.lboro.ac.uk/resources/learning/EI_Inclusive_WASH_what_it_looks_like_v2.pdf (accessed 14 July 2014)

13. WaterAid Australia (undated) *Inclusive WASH: Building skills towards inclusive water, sanitation and hygiene – a free learning portal for WASH practitioners and researchers* (online), available at http://www.inclusivewash.org.au/ (accessed 14 July 2014)

14. WaterAid (2011) *Rights based approaches to increasing access to water and sanitation: discussion paper.* WaterAid, UK

15. Gosling L and Lambert K (2014) *South Asia Child Rights and WASH evaluation report.* WaterAid, UK

16. Water Aid (2009) *Developing Country Strategies: Annexe 2.* WaterAid, UK

17. Jones H (2013) *Mainstreaming disability and ageing in water, sanitation and hygiene programmes A mapping study carried out for WaterAid UK* (online), WEDC/Leonard Cheshire/SHARE/WaterAid, available at http://www.wateraid.org/~/media/Publications/Mainstreaming-disability-and-ageing-in-water-sanitation-and-hygiene-programmes.pdf (accessed 21 July 2014)

18. House S, Mahon T and Cavill S (2012) *Menstrual Hygiene Matters: a resource for improving menstrual hygiene around the world* (online). WaterAid UK, available at http://www.wateraid.org/what-we-do/our-approach/research-and-publications/view-publication?id=02309d73-8e41-4d04-b2ef-6641f6616a4f (accessed 21 July 2014)

19. House S, Ferron S, Sommer M and Cavill S (2014) *Violence, gender and WASH. A practitioners' toolkit - Making water, sanitation and hygiene safer through improved programming* (online). WaterAid UK, available at http://www.odihpn.org/humanitarian-exchange-magazine/issue-60/violence-gender-and-wash-a-practitioners-toolkit-making-water-sanitation-and-hygiene-safer-through-improved-programming (accessed 21 July 2014)

20. Maliro D (2013) *Assessment and Documentation of Gender Mainstreaming in Water, Sanitation and Hygiene (WASH) Projects in Malawi.* Bunda College, Lilongwe, Malawi for WaterAid UK

21. WaterAid (2014) *Equity and inclusion strategy discussion paper*. WaterAid, UK

22. WaterAid (2014) *Global Standard on Dignity and Respect – Diversity, equity and inclusion in the workplace Version 1*. WaterAid

23. Lambongang J (2013*) A Practical Guide for Programme Managers, Draft 2*. WaterAid West Africa

24. Jansz S (2014) *How to ensure inclusive WASH – a toolkit for practitioners.* WaterAid, UK

25. WaterAid (undated) *Framework summaries.* WaterAid, UK

26. WaterAid (2013) *Synthesis of minimum commitments from WaterAid frameworks 2ⁿᵈ draft.* WaterAid, UK

27. WaterAid (2013) *Approach Paper October 2013: Our Programmatic Approach.* WaterAid, UK

28. Wilbur J and Jones H (2014) *Frontiers of CLTS: Innovations and Insights. Disability: Making CTLS fully inclusive.* WaterAid/WEDC, UK

29. Wapling L (2014) *Undoing inequality – water, sanitation and hygiene services that deliver for all in Uganda and Zambia*, draft review for WaterAid

Annex 3: People interviewed

WaterAid staff
UK
Yael Velleman – Senior Policy Analyst, Health
Louisa Gosling – Programme Manager, Principles
Girish Menon – Director of International Programmes
Jane Wilbur – Equity, Inclusion and Rights Adviser
Magnus Slingsby – Employee Engagement Manager

Regional
Arjen Naafs – Regional Technical Adviser, South Asia (based in London)
Bethlehem Mengistu – Regional Advocacy Manager, East Africa (based in Ethiopia)

Africa country programmes
Jacinta Nekesa – Head of Integrated WASH programme, Uganda
Jude Emesim – Programme Support Manager, State Region, Nigeria
Lovy Rasolofomanana – Country Representative, Madagascar
Mahider Tesfu – Senior WASH Programme Manager, Ethiopia
Saheed Mustafa – Advocacy Manager, Nigeria
Mimi Ishan – Programme Support Manager, Jigawa State, Nigeria
Wellington Mitole – Urban Programme Manager, Malawi on secondment to Zambia as Senior Programme Manager

Asia country programme
Sushrina Manadhar – Programme Officer, Nepal

External to WaterAid
Hazel Jones, WEDC

Annex 4: Excerpts from "UNICEF-WHO JOINT MONITORING PROGRAMME PROCESS FOR DRINKING WATER AND SANITATION ON POST-2015 GLOBAL MONITORING OF WATER, SANITATION AND HYGIENE"
http://www.wssinfo.org/fileadmin/user_upload/resources/JMP-END-WG-Summary-2-pager.pdf

Summary of the Final Report of the Working Group on Equity and Non-Discrimination
As the 2015 development deadline for the Millennium Development Goals (MDGs) approaches, the UNICEF-WHO Joint Monitoring Programme (JMP) has created four working groups in order to develop possible goals, targets and indicators (GTIs) for post-2015 global monitoring for WASH: the Equity and Non-Discrimination (END) Working Group alongside three sub-sector working groups on Water, Sanitation and Hygiene (WASH).

The purpose of the END Working Group is to advise on how proposed GTIs for the post-2015 development framework can be formulated to address inequalities and discrimination. It is comprised of experts from the water and sanitation sector, statisticians and human rights specialists and is chaired by the United Nations Special Rapporteur on the Human Right to Safe Drinking Water and Sanitation, Catarina de Albuquerque.

Even though the MDGs have produced many important gains for people around the world, these improvements have often eluded the marginalized, and those experiencing discrimination and exclusion. The END WG strongly recommends embracing the human rights principles of non-discrimination and equality, as well as the equity approach which should be at the centre of any post-2015 development framework.

To achieve this, the END Working Group offers recommendations regarding the post-2015 GTIs including:

Equality checklist: a tool for integrating equality and non-discrimination
The END Working Group offers an Equality Checklist as a tool for sector specialists and policymakers to formulate and evaluate proposed GTIs for WASH. The Checklist allows decision-makers to determine whether issues of equity, equality and non-discrimination are adequately addressed given the demands and limits of global monitoring.

Equality Checklist
When examined as a whole, do the goals, targets, and indicators:

- prioritize basic access and focus on progressive realization toward safe and sustainable water, sanitation and hygiene for all, while reducing inequalities?

- address spatial inequalities, such as those experienced by communities in remote and inaccessible rural areas and slum-dwellers in (peri-)urban areas?

- focus on inequities, shining the light on the poorest of the poor?

- address group-related inequalities that vary across countries, such as those based on ethnicity, race, nationality, language, religion, and caste?

- attend to the impacts of individual-related inequalities that are relevant in every country of the globe, such as those based on sex/gender, age, disability, and health conditions imposing access constraints—as they are experienced both inside and beyond the household? Do they address menstrual hygiene management?

Recommendations on elements for goals, targets and indicators

The END Working Group recommends elements to be comprised in the post-2015 architecture, including:

- A stand-alone goal on equality: Equality should be included as an overarching, cross-cutting concern at the goal level, while attention to inequalities must be integrated across sectors.
- Attention to both universality and elimination of inequalities in the WASH goal: The future goals and targets should explicitly embrace equality alongside universality as emphasizing equality underscores both the need to eliminate discrimination and to affirmatively ensure substantive equality by adopting special measures where required.
- Targets and indicators that require the elimination of equality gaps by targeting the most disadvantaged groups: Targets and indicators should be crafted that specifically call for the reduction and ultimate elimination of gaps in access through targeting of the "most disadvantaged groups" while retaining attention to improvements for the lowest quintile. The END Working Group proposes that States themselves be required to identify the specific groups to be monitored on the global level using a participatory process.
- Specific language in targets and indicators requiring reduction in intra-household inequalities: Targets and/or indicators focusing on closing gaps in the actual use of WASH by all individuals within a household should be included in the future framework.
- Targets aimed at reducing inequalities due to individual status and indicators requiring monitoring of equality in access beyond the household: Targets and indicators should be crafted to focus specifically on equality in accessing WASH in educational institutions and health facilities, as well as in other facilities, as feasible.
- Language in targets or indicators capturing menstrual hygiene management.

Because menstrual hygiene management has such a strong impact on gender equality, a target or indicator(s) should be crafted to capture the ability of all women and adolescent girls to manage menstruation hygienically, in safety, and with dignity.

The full report is available at:
www.wssinfo.org/fileadmin/user_upload/resources/JMP-END-WG-Final-Report-20120821.pdf