Increasing Gender Equality in the Water Sector

The Gender Equity Executive Leadership Program (GEELP)
Gender Equity Executive Leadership Program
USAID & Georgetown University

Module 1
In-person
- Strategic Leadership
- HR Policies
- Recruitment
- Hiring
- Employee Development
- Performance Management
- Succession Planning

Modules 2–6
Online
- Salary and Benefits Equity Analysis
- Civility
- Sexual Harassment
- Childcare and Family-Friendly Practices
- Communication
- High Potential Leadership Development
- Employee Resources
- Groups and Teams
- Role Models
- Male Engagement
- Negotiations

Module 7
In-person
- Persuasion/Influence
- Personal Leadership
- Leading Others
- Change Management

Capstone Project
- Summarize strategic value of addressing gender equity
- Presented to top utility leadership
- Actionable
The Business Case

Develop an evidence base linking gender outcomes and business outcomes

• **Buy-in and Gender Equity as a Company Value**
  
• **Improved Business Performance**
  
  • Access to larger talent pool & diversity of thought
  • Employee retention rates
  • Increased productivity
  • Enhancing financial returns
The Barriers

• One Size Does Not Fit All
  • Networking and Benchmarking

• Leadership buy-in
  • recognizing the barriers, the business case and/or gender equity as a company value

• Skill building vs. Will building
  • Change Management
  • Gap analysis
Focus on Gender Equality Best Practices Framework

### Recruiting/ Hiring Best Practices

<table>
<thead>
<tr>
<th>Best Practice</th>
<th>Description of Best Practice</th>
<th>Challenges to Implementation</th>
<th>What Success Looks Like</th>
<th>Available Resources and Tools</th>
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</table>
| Recruiting & Hiring   | • Design selection processes that reduce bias through behavior-based interviewing, using structured instead of unstructured interviews  
• Implement mandatory unconscious bias training for all employees involved in the hiring process  
• Make gender balanced shortlists a requirement for open positions  
• Use work sample tests to evaluate the candidate’s qualifications to avoid bias  
• Remove names, pictures, and birth dates from CVs when proposing pre-screened candidates to management for further consideration | • Managers may resist relinquishing their hiring power to a panel  
• In-depth candidate assessments and interview techniques to reduce bias, such as behavior-based interviewing, need additional training to learn the techniques and are more time-consuming, but at the same time bring better results | • In-depth candidate assessment and interview techniques such as behavior-based interview techniques are integrated into the selection process  
• Interview panels have at least one suitable representative of each sex  
• Greater gender balance in the pool of applicants  
• Increased number and/or overall percentage of women employees | Report: *Winning the Fight for Female Talent: How to Gain the Diversity Edge Through Inclusive Recruitment* (PwC)  
Guide: *A Step-By-Step Guide to Preventing Discrimination in Recruitment* (Australian HRC)  
*Video: Conducting Unbiased Interviews* (Iris Bohnet)  
*Article: All-Male Job Shortlists Banned by Accountancy Giant PwC* (BBC News)  
*Article: How To Alter Your Hiring Practices To Increase Diversity* (Forbes)  
*Article: “How To Keep Bias Out Of The Hiring Process”* (Quartz) |
Thank you!

Gender Equity Executive Leadership Program

Best Practices Framework

Contact me: ib300@georgetown.edu
Breaking the Glass Ceiling—Promoting Women’s Leadership in Water Institutions

World Bank - Breakthrough Leadership & Mentorship Circle© for Women in Water and Sanitation

- Background;
- Roadmap

Outcomes of the Leadership Circle

Reflections

Speaker: Priscillah Oluoch
Deputy Technical Manager
Malindi Water & Sewerage Company Ltd.
Kenya

Date: 7th July 2020
World Bank sponsored a 5 month Breakthrough Leadership & Mentorship Circle of 28 women from 7 water utilities. Envisioned by the World Bank to empower women with leadership skills intended to steer achievement of its five-year’s (2017-2022) project goals - WSDP.

The training was Conducted by Dr. Patricia Murugami of Breakthrough Leadership Transformation.

WB Research: Breaking Barriers

Out of 88 WSPs MDs in Kenya only 4 are female.

12% of sampled Utilities had no female managers.

WASREB only 3 out 10 serve in the Board.

Legend
- COUNTY
- WSP
- No. of Women in top Management
The Breakthrough Objectives were to:

- **Transform** the potential of the women in leadership into actionable excellence in action
- **Enhance** trustworthiness to become more authentic leaders and **Enable higher accountability** with each other
- **Elevate** the women leaders who report to them through their behavior, attitude & results; and **create a circle ripple effect** personally & professionally
- **Apply** diligently and **consistently** what they learn personally & professionally and **developing workable sustainable solutions**
Outcomes of the World Bank Breakthrough Leadership & Mentorship Circle©

- **Garissa Water**: Successfully conducted workshop to staff on Global effects of ICT

- **Kilifi Water**: Set aside USD 10,000 for mentorship program for 120 ladies staff and community.

- **Kwale County**: -
  - County Public Health Officer on national TV sensitizing the residents on the County’s Public Health guidelines during the Covid-19 era
  - Delivery of Covid 19 messages to women and girls during the Menstrual Hygiene Management

- **8 leaders** could not express themselves confidently due to cultural barriers and by graduation they could.
Mombasa Water: -
- One leader tasked with new role of upscaling revenue collection for one business area
- Put up 70 community water points; WASH interventions proposals to the World Bank

Malindi Water: -
- Development of Covid-19 WASH interventions
- Spearhead WASREB License renewal,
- Successful application of Sanitation challenge (We Transform which has attracted funding)

To improve learning agility
Mombasa & Malindi formed book clubs

Supporting Development of Women in Water & Sanitation Leadership & Mentorship Program
“To meet the growing demands for water and sanitation services, water utilities will have to expand the talent pool of skilled water professionals to align with the evolving needs.”

Jennifer Sara; Global Director, Water Global Practice, World Bank
World Bank - Breakthrough Leaders Mentorship Circle©

Reflections:

1. Critical possible solutions to the current key institutional challenges affecting implementation of WSDP project

2. Key roles women in utilities can play to help improve efficiency (Enhancing leadership)

3. Improving team work within utilities to enhance delivery of the project objectives

4. Key proposals for utilities to enhance customer experience for greater water and sanitation connections

Courage starts with showing up and letting ourselves be seen

- Brené Brown-