WORLDBANK AND MINISTRY OF WATER AND IRRIGATION (MWI)

Lessons Learnt from the India Experience Exchange Visit

Gender Mainstreaming in water and sanitation Management
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1. Background
The need for gender equality has been recognised by the water policy 1999. The National Environmental Sanitation and Hygiene Policy 2007 calls for gender sensitive campaign for hygiene promotion and marketing to stimulate behavior change and household demand for improved environmental sanitation services. The water supply strategies have also recognized the need to realize gender equality. The New constitution is more explicit on issues of women human right to water and sanitation and gender equality.

Gender equality efforts in Kenya are yet to translate into real success on the ground. Existing studies have shown a major gap in relation to gender mainstreaming in the sector. A study by GWA/IEW\(^1\) showed that women’s participation in the sector is still very low. During a recent training of the water utilities by the World Bank in Collaboration with Ministry of Water and Irrigation and Gender and Water Alliance, it emerged from the participants that women are still not being adequately included during the processes of development and management of water and sanitation.

The report identified and outlined a number of challenges that include inadequate gender mainstreaming capacities (skills and tools), lack of gender disaggregated data, inadequacy of policies (in that, policies recognize the role of women in WATSAN management, but do not elaborate or give clear directions on what and how. gives). In addition, while the appointment of gender desk officers/focal points, development is highly commendable, their role on gender mainstreaming is constrained by the fact that their core mandates are not primarily gender, and in most cases their performance on gender is not always assessed or considered during staff appraisal. As such gender is never prioritized given this fact.

To address gender mainstreaming challenges, mentioned above, the Ministry of Water and Irrigation (MWI) and the World Bank collaborated in a process of strengthening the capacity for mainstreaming gender. They jointly designed and implemented a comprehensive training and capacity building programme for the gender desk officers in the sector.

Based on a pre-training needs assessment to determine the training and capacity building needs of the participants, 2 trainings were designed. The trainings focused on equipping the trainees with understanding of what gender mainstreaming entails, and building their practical skills on gender mainstreaming. The programme also included a session to review the roles and mandates of the gender desk officers.

The training and capacity building programme was designed and implemented in three levels as follows;

i) Gender mainstreaming training and action planning
An initial training targeting the GDOs took place on 22\(^{nd}\) – 27\(^{th}\) March, 2010 in Nairobi. It was designed to provide the basic understanding and knowledge of gender and its practical

application in water and sanitation management. Participants were imparted with skills for gender mainstreaming and empowered to implement their mandates in their capacity as GDOs. Institutional and individual action plans were developed in order to facilitate implementation of the newly acquired knowledge alongside the existing one.

ii) Follow-up of the Gender mainstreaming Training and action plans
The second workshop took place in Mombasa on 20th – 24th June 2010, 3 months after the initial workshop. It focused primarily on sharing experiences and successes in implementation of the action plans developed during the initial workshop. Each Institution represented shared their progress towards implementation of their action plans and challenges encountered during implementation. The workshop also provided an opportunity for further coaching and learning, and a practical session on collection of gender disaggregated data.

iii) Experience Exchange Visit
The trainings culminated into an experience exchange visit to India to learn from others on what works and what does not. This report captures the Experience exchange visit and reviews how the participants have implemented the learning from the experience exchange programme.

1.1 Introduction

Experience Exchange Visit
A Kenyan delegation comprising 18 Gender Focal Points and selected managers from water sector went for an experience exchange visit to India from 2nd to 8th May 2011 to learn about successful gender integration in the water and sanitation sector in both urban and rural contexts. India’s context was ideal because it is known to have ample experience on increased women’s representation and participation in society. India has also piloted affirmative action instruments from which Kenya can learn.

The visit objectives;
- Learning about successful gender integration in the water and sanitation sector in both urban and rural settings in India.
- Understanding good practices in strengthening gender in water and sanitation programmes and policies.
- Exposing the Kenyan delegation and sharing good practices with their Indian counterparts.
- Identifying examples to consider in developing a gender policy for the water sector in Kenya.

The Kenyan delegates comprised of Gender Desk Officers (GDOs) and managers of water sector institutions, one delegate from the ministry of Gender, Children and Social Development (MoGCSD) who had a task of learning how to successfully develop and provide instruments for implementation of an affirmative action policy back home (in Kenya). Most of the participants had participated in a series of workshops aimed at strengthening their gender mainstreaming
capacities in FY10, a collaborative activity between the ministry of water and irrigation (MoWI) and the WB Kenya supported by the Gender Action Plan (GAP). The visit hence deepened the capacity building initiative that most of these delegates had learnt earlier, and further strengthened their capacity to diagnose policy options and challenges for gender mainstreaming in the water sector.

Participants of the Exchange visit
A total number of 18 senior and gender desk officers drawn from various water sector institutions that include Ministry of Water and Irrigation, Water Service Boards, National Water Conservation Pipeline Corporation, Kenya Water Institute, Water Service Trust Fund and CETRAD participated in the learning visit. The group was divided into 3 groups. Two groups visited water and sanitation projects in the urban poor Settlements of Pune and Mumbai and one group visited the rural water and sanitation projects in the State of Kerala where they spent each group spent 5 intensive and interactive days with their host participants.

Most of the Kenya delegates are gender desk officers (GDOs) in water sector institutions who participated in a series of workshops aiming to strengthen their gender mainstreaming capacities in FY10, a collaborative activity between the Ministry of Water and Irrigation (MoWI) and the World Bank Kenya (see list of participants Appendix 3). One participant was also from the Ministry of Gender, Children and Social Development and had been delegated to attend to bring lessons learned back to Kenya on how to successfully implement an affirmative action policy. The visit was a continuation and deepening of the capacity building initiative that most of the delegation members took part in during the last year, and the aim of the visit is to strengthen Kenya’s capacity further to diagnose policy options and challenges for gender mainstreaming in the water sector.

2.0 The joint introductory workshop
The teams held a joint workshop on the first day, Tuesday 3rd May 2011 at the Park Hotel in Navi Mumbai where group presentations were done. Prior to that, Mr. R.R Mohan of World Bank India Office (Project Team Leader) gave his welcoming remarks to the Kenyan team. He informed the participants on the similarities between the two countries and added that lessons learnt from either side would enrich the implementation of water and sanitation programmes for better service delivery in both rural and urban areas. He pointed out that India is a federal government whose WATSAN services delivery goal in urban setting is to provide adequate and affordable services to all people regardless of their social class.
The visiting and hosting team in Kerala

2.1 Kenyan Overview

Dr. Assa Torkensson of World Bank Kenya country office informed the participants that Kenya was in the process of integrating gender into the water and sanitation sector and thus had planned to visit India to exchange experiences on gender mainstreaming in the sector. The delegation is to identify and pick on the cases where the lessons learnt can be replicated in Kenya.

Eng. Alima, the team leader expressed his gratitude to the World Bank for organizing the exchange visit, and the Indian government for allowing the Kenyan delegation to visit the country. He reckoned that this experience would go a long way in helping build the team’s capacity in terms of gender integration into the water and sanitation sector. He informed the workshop that the promulgation of Kenya’s new constitution has raised the profile of water and the participation of women as a constitutional right.

Ms. Theresa Wasike, a Gender Desk Officer (MWI) presented to the participants the outcome of the capacity building initiative undertaken in Kenya in which she pointed out the opportunities and constraints found in implementing the Gender Action Plan (GAP).

Opportunities

- Recognition of the role played by men and women in water and catchment area management and their inclusion in the water governance institutions under the water sector reforms.
- Gender issues consideration has been viewed as a key component of the reform process.
- Support from top management- The MWI permanent secretary and the water sector CEOs are keen on gender mainstreaming activities (performance contract)
• Workplace Gender policy development in progress.

Challenges
• Attitudes from institutional staff
• Inadequate resource allocation for gender activities
• Lack of adequate data on sex/gender disaggregated data on service delivery
• Historical prejudices where women were not encouraged to pursue technical courses in learning institutions.

Ms. Dorcas Otieno - Talked about the legal frameworks on gender – constitutions, affirmative action initiatives and policies. She referred to Vision 2030 social pillar- whose core objective is “to invest in the people of Kenya to the promotion of equality in access to resources, opportunities and benefits”. She pointed out to the importance given to gender equality at all levels of development referring to the presidential decree; declaring the government’s commitment to implementation of an affirmative action in recruitment and promotion of women in the public sector which is embedded in the new constitution of Kenya (2010).

Mr. Phanuel Maseshe and Ms. Eng. Ogutu talked on Capacity building done, Lessons learnt and Gender issues in the water and sanitation sector in Kenya.

2.2 India Overview
Mr. R.R. Mohan gave a presentation on Jalswarajya rural water supply and sanitation Projects in Maharashtra state. Jalswarajya project in Maharashtra-demand-driven service delivery. The objective was to increase access to water and sanitation and to institutionalize decentralization of service delivery. Project started with motivational approach and was based on a model which celebrated involvement. To improve sanitation situation, villages participate in the competition with innovative ideas, e.g. sanitation rallies. It was agreed that if you do not have a toilet you cannot run for a seat in the local government. This therefore motivated action and there was an improved coverage and the trend has been; by 2001 19% sanitation coverage, by 2010 coverage was 65%. The target for 2012 is 100%. He also noted that before then, there were taboos for women’s open defecation.

He said that these projects represent a hybrid approach of CDD in combination with strengthening the local government through:

- Capacity building of communities and local government
- Decentralization of decision making away from line departments (funds functions and functionaries)
- Transparency systems and accountability mechanisms
- Use of innovative technological functions
- Emphasis on source sustainability (combination of modern and traditional knowledge and demand side management.

Mr. Mohan referred to this as a project of the Government of India for Water Supply and Sanitation in the state of Maharashtra.
He noted that the main cause of disease in rural areas is poor quality of drinking water and practically non-existent sanitation facilities.

Mr. Mohan also said that the government evolved the rural water supply sector to involve community in planning, implementation and management of drinking water schemes with emphasis to ensuring sustainability of water availability in terms of portability, adequacy, convenience, affordability and equity.

He further said that they adopted a decentralized approach involving community organizations.

**Key features of the project through the rural water supply policy:**
- Decentralization – transfer management and financial responsibility to Village Water and Sanitation Committees (VWSC – Grama Panchayat i.e. Village local government)
  - VWSC fully empowered to hire technical service providers
  - facilitation and appraisal/monitoring teams at the district level
- Demand driven-participatory approach
- Sustainability of the water source (ground water recharge to ensure sustainability)
- System sustainability (transparency and social accountability)
- Financial and sound management of the drinking water supply infrastructure
- Emphasis on - using all available resources (innovation)
- Women’s development (women generally manage domestic water needs)
- Extensive capacity building and mobilization of the community members

The project demonstrates that the poor and vulnerable (majority women) are at the centre not left on the periphery of the development effort.

**2.2.1 Rural Sanitation Strategy**

Mr. Kaishety informed the participant groups that rural sanitation strategy focused on provision of sanitary facilities to the Total Sanitation Campaign (TSC) which concentrated on promoting behavior change. This change of approach was based on the observation that lack of sanitation facilities is not due to lack of resources but deep-rooted behaviors.

The TSC strategy was to make the campaign community-led through leadership by the local bodies, youth and women organization, and school in its implementation through:
- Awareness regarding cleanliness at individual level in households, at collective level in the village, and collaborative (multi-village) level in the village surroundings.
- Awareness about the impact of open defecation and lack of sanitation on health, dignity and security of especially of women and children.
- encouraging cost-effective and appropriate technologies for ecologically safe and sustainable sanitation
- the role of the media and civil society in the promotion of the same
- awareness creation on solid waste management ( “ban” on plastic bags)
- subsidies for outcome not inputs

**2.2.2 Urban Sanitation Goals**

Mr. Kaishety commented on Urban sanitation which he said had the following goals
On the second day of their visit, the team was divided into 2 X 2 groups where 2 two groups visited projects in the state of Kerala while the other went to the state of Maharashtra. One of the teams to Maharashtra State was to visit the rural water and sanitation while the other was to visit the urban sanitation. The two teams were to meet for a final workshop on Saturday 7th May 2011 to share their varied experiences.

3.0 Field Visits

3.1 Kerala State

Those who went to Kerala State visited the rural water resource management and the urban sanitation (solid waste management).

The team was composed of Theresa Wasike (experience Manager) Haji Massa (scribe), Miriam Nderitu, Daniel Obumba, Dorcas Otieno, Daniel Owino (scribe), Nancy Rotich, Josephat Ireri and Asa Torkelson.

Kerala state has a very high literacy level and education for both boys and girls. It has a large proportion of women in decision making positions which can be attributed to the general high level of education and the strong model of economic and social empowerment labeled Kundumbashree (the Kerala state’s poverty eradication program), which was launched as a decentralization campaign in 1996. The Kerala state has also dedicated 10% of its local government budget to gender related activities in Kerala state model.

i) Kundumbashree

In his presentation, Mr. Lib Johnson noted that the Kundumbashree programme is a women empowerment project which aims at eradicating absolute poverty in the state of Kerala through concerted community actions – community based and participatory approach to planning and implementing poverty reduction programmes. It is a network of women’s organization based on Neighborhood Groups (NHG) of 10-20 women. It is demand - led services and resources, and tackles multiple dimensions of poverty holistically. The main intervention areas are:

- Micro credit
- Collective farming by women groups
- Enterprise formation and capacity building
- Children involvement in development activities
- Community health, sanitation and hygiene
 Gender relations – Gender self learning process in the use of local produce to address local problems
 Urban social infrastructure

ii) The Kerala Rural Water & Sanitation Agency, Jalanidhi
The project ensured better gender sensitivity and empowerment of women. It is a woman friendly community owned water supply project with the following key components:
 Small water supply schemes
 Groundwater recharge
 Environmental management plan activities
 Rainwater harvesting structures
 Women development initiatives
 New/Rehabilitation of latrines (conversion)

Jalanidhi’s Key Principles
 Adoption of demand-driven approach to service delivery and use of participatory processes
 Shift the role of the government from direct service delivery to that of planning, policy formulation, monitoring and evaluation (M&E)
 Partial capital cost financing and 100% of O&M financing by Block Governments (BGs).

Outcomes and Lessons learnt
The Jalanidhi project has successfully demonstrated that
a) communities including the poorest and the vulnerable groups, can Demand, plan, design, implement and Manage water supply and sanitation schemes. It also demonstrated that they can contribute to partial capital investment and fully recover operation and maintenance cost.
b) there is overall saving (10-15%) through community contracting, Communities can take up even large schemes with more than 1000 families.
c) active participation of local groups (GPs and BGs) lead to greater accountability and long term sustainability. NGOs/GPATs as Support Organizations for the GPs are extremely helpful for the successful completion of project

Benefits to Women
The project has resulted to
• making adequate water available for domestic uses including sanitation and hygiene
• Reducing drudgery on women by bringing water at the doorstep as demonstrated by these quotes by women in the project area;

Quotes
• this pot was always on my head now it is on the ground
• There is peace at home now
• I am at peace with myself- I am not always tense about worrying where to get water from
The empowerment component is aimed at enabling women to play their role effectively in village development activities and even beyond water supply & sanitation issues. Women were identified as important stakeholders, and measures for their active participation were devised and implemented. These included, 50% women quorum is statutory in Gramsabha, 50% women must be included in various committees, among President or Secretary of three committees at least one should be a woman and that before conducting General Gramsabha there should be women Gramsabha.

iii) Solid Waste Management
On 5th may 2011 the team visited Solid Waste Management project in Thiruvananthapuram city this is an innovative enterprise for women from poor families who engage in a door-to-door household waste collection at a cost on behalf of the Urban Local authorities. The women use Tuk Tuk to transport the waste to transport sites of the Local Authority. The team had discussions with the mayor of the town where it was revealed that the Kerala municipalities Act 1994 does not allow them to offer services directly but encourages the use of agencies (CBOs)

iv) Water Resources Management
In the rural areas like Olatani village, Sources of water for irrigation are dams (canal) and groundwater (wells) for drinking and domestic use. Village committees under the Water users Associations with women representing the families coordinate the management of the systems. Irrigation canals have leaks which help recharge the groundwater ensuring its sustainability.

The Kerala state promotes agricultural production at the local level to reduce reliance on food imports from other states. The irrigation department offers training to the groups, farming inputs assistance while encouraging compositing.
iv) Water Supply Schemes
These water schemes get their water from wells and boreholes. They are managed by women who have technical training and management skills who in turn have offered successful leadership to these projects. The World Bank, Kerala state, village panchayat and the community have contributed to the success of this project. The community does all the work related to the project but contracts the highly sophisticated work. They have also formed the federation schemes to coordinate the management of smaller schemes.

**Water pump operated by a woman**
Kerala Rural Water Supply and Sanitation Agency (KRWSSA) oversees the following

- Oversees the implementation of the projects established by the Kerala state.
- Payment to Support Organizations (SOs) performance/output-based.
- Data collection on all the drinking water sources including location.
- Monitoring and Evaluation – progress M & E and post-implementation M & E and rollout of lessons learnt.
- Capacity building of community starts at mobilization in readiness for the community to take responsibility during project planning and implementation.
- Provision of backup support to the schemes at all times.

v) Rural WATSAN

Sanitation: Total Sanitation Campaign (TSC), a national community wide approach program which is still being implemented has seen an increase in the number of households with sanitation facilities.

TSC Objectives
- Accelerate sanitation coverage in rural area.
- Generate felt demand for sanitation facilities through awareness creation and health education.
- Cover schools & Anganwad is in rural areas with sanitation facilities and promote hygiene education.
3.2 The Maharashtra field experience.
Group members were; Phanuel Matseshe, Samuel Alima, Robert Ndirangu, Grace Wambugu and Leunita Sumba.

i) Jawalrajya project
A part of the Maharashtra team visited the rural area where there are six water and sanitation projects in the villages under Jawalrajya project funded by the World Bank. They expected to learn from the successes and challenges faced during the implementation of Maharashtra rural water and sanitation project, and share the best practices in rural water and sanitation management compared to Kenya.

The group had varied experiences from the visit. They discovered the reason for high participation is because the villagers had large families living in households making it easy to sell ideas to one another because of familiarity. This closeness also helps them share common amenities like schools, sanitation facilities; television satellites which make them own and maintain the projects. They also learnt that women in this place were not only empowered in training but were also exposed to similar projects in other villages and even funded to do income generating projects.

Because water is readily available, villagers engage in activities like tree nursery farming, and buffalo rearing.
Availability of water and funds has enabled the women organized groups to undertake income generating activities like: making of sanitary pads and noodles which they sell at a reduced price in the community, cooking food which they supply to schools and are paid by the schools. This way they are able to earn an income and become economically empowered.

The village has improved water quality that is treated with chlorine by a village member trained to do so, an action that has seen a great reduction of water borne diseases in the villages. There are overhead water tanks into which water is pumped every morning and evening for about 3 hours from the large diameter tanks and the water is rationed and metered to individual household.

Mobile phones technology is used to operate (start and stop) the water pumping into the overhead tanks by the individuals in charge. This technology also allows the person using the phone to check the quality of the water in the large diameter tanks directly from the mobile phone. The government assists the village projects by providing technical expertise. Improved sanitation and water facilities have seen a reduction in open defecation by 95% in the villages. The introduction of awards as an incentive at the national level recognition given to the cleanest villages has acted as motivation for other villages to keep their villages clean. Transparency and accountability has positively contributed to the success of this project. Detailed information on the projects is displayed on boards at the project offices for all to see and analyze.

ii) Informal settlement in Pune.
The second group visited informal settlement in Pune. The housing blocks are built to house 600 people with a caretaker who lives at the top most floor. There is a slum dwellers association with the current president having lived there. This association makes sure that the water rates are cheap to ensure that all settlers have equal access to water and good sanitation. This group practices gender implementation in the water and sanitation.
The expectation of this group was to;
1. Share experiences and ideas on gender issues in water and sanitation
2. To understand the challenges faced in implementation and management of projects and how they address them.
3. Understand the governance structure in project management and how the roles of men and women are incorporated.

They learnt that this settlement is being upgraded by an NGO called Spark in conjunction with the government and the local people. Both men and women are involved in the planning of the water and sanitation projects. It is a requirement by law in this place that there is gender balance with both men and women having an equal representation in number in any committee and planning. Women leaders have the responsibility of approaching private land owners for land leasing when there is need for construction and building blocks while the government gives them technical support through municipals. There are also women development committees where women engage in income generating activities to improve their livelihoods.

Their sanitation facilities are gender sensitive with men, women and children having their separate facilities according to culture and their religious beliefs. The government and NGO carry out campaigns on sanitation and hygiene to equip the people with knowledge and sensitize them on the dangers of open defecation. They have an annual competition where awards are given to winners acting as a motivation and incentive to settlers to keep their environment clean. This action has reduced open defecation by 90%.

Lessons Learnt
Lack of sanitation facilities is not always due to lack of resources but deep rooted behavior & lack of priority hence, there is a need to create awareness & demand through awareness and IEC Campaigns. State of Maharashtra adopted this Paradigm Shift from supply Driven to Demand Driven approach; from household subsidy to ‘community rewards’ and Government to play a role of facilitator.

4.0 Overall Analysis of Kerala and Maharashtra
The different projects visited in both Kerala and Maharashtra had some common and divergent features.

a) Common features
The governments of both states support the local projects through municipalities by handling the sophisticated issues.
- The projects are a joint venture between the government, support organization and the local people but they are owned and run by the locals.
- There is both transparency and accountability in all the projects visited.
In all the projects, there is a total inclusion of women on a 50% involvement in water and sanitation projects.

In both states, women are empowered through training to start their self help projects to improve their livelihood. They are their own managers in these groups.

Women form part of the planning and decision making committee in both the states.

### b) Divergent features

- The government and the NGO in Maharashtra started a joint venture of giving awards as incentives to the cleanest village to encourage proper hygiene.
- The sanitation facilities in Maharashtra are built keeping the religious and cultural differences in mind thus having the male, female and children’s facilities separated.
- Their water pumps are operated with the simple technology use of the mobile phones with which they can even monitor the water level.
- The water sources in Kerala are wells and boreholes for domestic use and dams and canals for irrigation while Maharashtra gets its water from wells pumped into large tanks from where domestic water is acquired.
- Women in Kerala are highly educated and many of them are in key decision making positions owing to the fact that literacy level in Kerala is 99.9%.
- There is a clear cut differences between the villages and urban life in Maharashtra, but Kerala urban and rural structures are same.

To attain and improve women’s representation, both the states of Kerala and Maharashtra engaged in the following:

In Pune (Maharashtra state) they developed strategies and monitoring tools and appropriate technology that can be operated by women. The state of Kerala adopted the affirmative action and strong practical application of the new constitution and the national gender policy. They allocated a 10% budget commitment for gender specific activities. There is also gender self-learning with 200,000 people trained to drive gender issue in the state. They both engage in capacity building activities.

The team also learnt the importance of different forms of communications used by both the states in reaching out to its people. Maharashtra uses door to door awareness campaigns and women groups to explain the importance of the project to the locals. To further effect the communication, Pune uses Civic Education to campaign for WATSAN. Kerala on the other hand channels its communication through children (Kerala Kundumbashree).

Both the states have empowered their women through a strong gender based entrepreneurial CBOs sanitary pads and noodle production in Kerala and the brick making activity in Maharashtra. Women in both states are active workers of WATSAN. This economic empowerment has led to their women’s political empowerment facilitating them to rise to leadership positions.

The above success has been made possible through strong pro- poor policies on WATSAN and their enforcement and letting the communities know of their legislations. Both communities exercise monitoring at community levels against littering and molesting.
Transparency and accountability in project management in both states has ensured sustainability. Kerala has ensured continuous partnerships between the water institutions and the communities while Maharashtra has pushed in the button on capacity building for institutional strengthening. Kerala projects are demand driven with strong community ownership which enhances sustainability.

The sanitation facilities in Pune are gender sensitive since they are designed to take into account cultural and religious believes. The unique feature seen in both states is the adoption of local solutions to solve local problems. Both states have adopted incentives and reward policy schemes to encourage good work as opposed to subsidies.

5.0 Report back and conclusion of the visit
After 3 days of intensive learning in the field the participants assembled in Mumbai on the 7th may for a final workshop to share field findings, key replication areas, recommended policy and strategy actions and learning. The three groups presented back the key lessons they had learned from the respective exchange visits (attached) using the learning grid that had been developed. This was followed by clarifications and validations from the India and other Kenya teams.

In a concluding session, the lessons learned emerging from the three presentations were summarized and presented to the group for feed-back. The following were agreed learnings coming out from the visit that Kenya could learn from:

- Strong Women’s Representation in WATSAN Communication
- Effective Communication Strategies
- Integrating Women’s Economic Empowerment
- Ambitious Policies, Targets, and Serious Implementation
- Models for WATSAN Sustainability
- Identifying and Drawing on Levers

The whole presentation is attached as Appendix

Lastly, Maurice Opondo and Theresa Wasike facilitated a discussion with the Kenya team on the way forward. A revised table was proposed (attached) and it was agreed that teams would deliver their revised tables with complete information in 2 weeks (by 23 May 2011). The collective experiences would then be recorded in a report and shared with the PS and Minister of MoWI.
Eng Alima concluded committing to campaign for community participation and to try to integrating lessons on institutions, plans, and programs.

The conclusion was that all learnings could be replicated in Kenya. However, it would require aggressive implementation of policies, and a set of ambitious targets for water and sanitation. The focus should be, on outcome knowing that the roads to get there could vary from incentives, innovative models (eco-Branding as eco-village, competition-based campaign

In his concluding remarks, Mohan noted that “Water supply is more than civil engineering, it is social engineering”.

5.1 Learning Grid
The three Kenyan groups presented back the key lessons they had learnt from the respective exchange visits using a six column learning grid that had been developed for the purpose of consistent learning and reporting key lessons learnt both individually and as a group on a daily basis which were then shared to the broader group on the final day of the workshop as shown below (appendix 2: Learning experiences from the field). The Filled in learning Grids are in appendix 1.

From the learning grids, it emerges that there were valuable lessons learnt from the India visit. The visit was transforming and motivating. The group hopes to implement the lessons it drew from the visit so as to make the water and sanitation sector in Kenya more vibrant, efficient, effective and responsive to different user needs. There is enthusiasm and confidence that desired change will be realized as Rose Nyaga of AWSB remarked, ‘It cannot remain business as usual, it’s a high time we make an impact and translate this learning into meaningful change’.

The lessons learnt have been summarized as follows;

a) Good Water and sanitation governance that embraces transparency and accountability, equal participation of women and men in actions and decision makes projects sustainable.

Participants observed that in the projects they visited, transparency was highly embraced and;

- effective and equal participation of women and their communities was observed. The affirmative action on equal representation was adhered to and is mandatory to the registration/formalization of local groups.
- Project information is displayed on the boards for the public to be informed of the project status including budgets, allocations and how the money is being used.
- Regular reporting to the stakeholder.
- Audits by government officials are regularly conducted.
- The government has shifted from direct service delivery to that of planning, policy formulation, monitoring and evaluation (M&E)
- Use of participatory approaches helps communities to effectively participate in discussions and debates
Participants noted that this is applicable in Kenya but through capacity building of the management committees (including sensitization, training and strengthening of groups and committees and women empowerment). The role of the government in community WATSAN projects management should also be improved if desired results will be achieved.

**Maharashtra**

The community projects promote transparency and there is adequate community contribution (including labour upto 10 %) aimed at creating the sense of ownership. Total contribution to-date is 98%. communities are required to maintain receipt book/registers for enhancing transparency and accountability. They are also required to display a number of items in the village that include committee members names, PRA maps, Water budgeting, Updated financial details, Facilities schematic diagram, Community facility chart and scheme designs.

Active participation of GPs and BGs lead to greater accountability and long term sustainability. NGOs/GPATs as Support Organizations for the GPs are extremely helpful for the successful completion of project. Women’s involvement in planning, implementation and post implementation has resulted to sustainability of WATSAN projects in Maharashtra.

**b) Multi-sectoral approach to water and sanitation management is the most promising way of addressing WATSAN issues.**

The participants observed that there was adequate housing in the informal settlements that made individual water connections possible. These types of settlements (where people live together) allows for cost effective interventions.

Achieving adequate water supply and sanitation services goals will require change of approach. As Mr. Opondo and Teresa say, ‘we should move away from water kiosks to individual connections’. However, the settlement patterns in Kenyan informal settlements were perceived a major barrier to achieving adequate water supply and sanitation services. Harmonization of the sectoral policies and adoption of multi-sectoral approach to water and sanitation was viewed as a major enabling factor. This requires more collaboration with all other relevant sectors such as Ministries of Water, Public Health, Housing, planning and Finance. Towards this end, Athi Water Service Board is intending to begin to reach out to other sectors such as the public health to ensure closer and coordinated collaboration in WATSAN supply services.

**c) Women’s Participation in WASH programmes translates to more sustainable programmes**

Water is a very important resource for women who use it for almost all the domestic activities, including watering cooking, washing, sanitation and income generating among all other livelihood activities. Any limitations on the use or collection point is likely to impact more on women compared to men. It could increase their workload if they have to get water from
sources that are further away or if the sources are inefficient. Their involvement is therefore crucial to sustainability of water and sanitation programmes given the fact that they are the key beneficiaries. They will nurture and protect it under all circumstances.

Capacity building and empowerment of women in India is an integral component in water supply and sanitation development and management. This is achieved through participation, involvement, exposure visits to other communities, training and access to micro-enterprise credit by poor women.

**Women Empowerment**
- Self Development- making women a part of the project
- Building up of knowledge- base in project, management, health practices
- Mainstreaming them into leadership and decision making roles
- Thrift & Credit
- Skills Building for entrepreneurship and for masonry, plumbing, water quality monitoring
- Effective participation
- Equal Membership in the BG

**Sherwadi, Dist- Akola**
This village was selected in Jalswarajya Project, VWSC started works but because of misappropriation of funds work could not be completed. After 2 years women decided to take over VWSC & start the work. They have completed the scheme and started WS within a period of six months.

d) The role of technology in water and sanitation management and in achieving gender equality

Technology plays a key role in bridging the gender gaps. In India, use of technology was observed at two levels, one at water delivery and two, at water supply management.

i. Water delivery and sanitation services: Use of hand dug large diameter wells are easily operated by women. Sanitation facilities are designed to respond to different user needs. There are separate facilities for women, men and children.

ii. Management of water: Use of Mobile phones to operate water pumping, i.e., switching the pump on and off. This technology also allows the person using the phone to remotely check the water quality in the large diameter tanks. The technology is user friendly and addresses the opportunity costs of inefficient water management systems. It allows women to do other tasks in addition to operating pump houses.

‘*use of telephone to operate the water supply system is very convenient for women who are always multi-tasking as they do not have to be at the site physically’, Leunita Sumba.*
e) Civic Education in addition to Incentive and rewarding system contributes greatly towards behavior change and improved WASH management.

Education and awareness campaigns in India have resulted to a remarkable 95% change of behavior in open defecation. It was observed that the use of incentives and reward system yields better results in accelerating the success of these campaigns. Recognition by the government of the cleanest villages and awards to best performers also acts as a motivation for other villages. Rewarding systems promote competition among villages making them to strive towards perfection. This promotes good WASH practices and positive behavior. Through the civic education, women do not see their participation in technical jobs as a chance, but as a right. They do not perceive such jobs as male, but are confident that women should equally do them. Participants demonstrated conviction that initiating and instituting reward systems in Kenya would encourage local action and therefore improve WATSAN management.

What works to achieve change

Campaigns
Lack of sanitation facilities is not always due to lack of resources but, deep rooted behavior and lack of priority hence the need to create awareness and demand through awareness and IEC Campaigns. Since then the State of Maharashtra adopted a Paradigm Shift from Supply Driven to Demand Driven approach; From household subsidy to ‘community rewards’ and that the Government should play a role of facilitator.

*Water supply is more than civil engineering, it is social engineering*, R.R. Mohan, WSP- India

Rewarding System
Community rewards are given to those villages or projects that have realized remarkable change. The "People First" Award will honor the team whose work best demonstrates social development ideals from principle to practice.

Maharashtra rural campaigns have made a difference

Maharashtra is one of the largest States of India. It is situated in western region of the country. It has a total Population of 96.8 million as in 2001 (Rural: 53.70 million, Urban: 43.10 million). The Maharashtra Rural Water and Sanitation Project (Jalswarajya) is not a routine WATSAN project. It represents a hybrid approach of CDD in combination with strengthening local governments. The project satisfies all the three Criteria specified (Innovation, Inclusion and Results).

The hosting team shared the rural sanitation approach in Maharashtra. A back ground was provided that the State Government gave WATSAN sector a top priority by creating separate
Department in 1996. Provision was made for high subsidy for toilets and 1.7 million toilets were constructed. An internal study revealed a usage to a tune of mere 57%.

To achieve its goals it uses campaigns and rewarding system.

a) Sanitation campaigns
various forms of campaigns are being used including, folk group, a chariot, documentary shows posters and newspapers among other forms.

f) Demand responsiveness and benchmarking for Project acceptance, ownership and sustainability
Effective and transformational communication is made part of every project activity. Use of appropriate channels and methods such as IEC materials and face to face communication are deployed. For example, door to door awareness campaigns are used to enlist support and participation in new and proposed projects and sensitization of Government policies and procedures to enhance uptake of projects.

The challenge in Kenya according to most participants is that gender is always a by-the-way and there is a need for more actions from the top in promoting gender equality and initiating positive actions that bring both women and men on board decision making.
g) **Making water and sanitation available creates time for women and their communities to engage in productive activities and promotes entrepreneurship.**

Water has an empowering impact. Women in Kerala were engaging in various economic activities because they do not have to spend the whole day looking for water. Access to water creates opportunities for entrepreneurship. Community groups were rearing buffalos and tree nurseries for commercial activities.

An integrated approach is needed to enhance access to safe drinking water and adequate sanitation. The approach should take into consideration financing mechanism that enhance access to credit for WATSAN to the poor women and men, rights based approach to ensure acceptable quality, O & M and adequate capacity building are also necessary.

Following are some of the achievements of women groups given their easy access to credit;

- **Women SHGs** have come up to take up the O&M of the water supply scheme, which has been appreciated by the state as ‘Kambegaon’ pattern. Presently 253 Village Panchayats implementing ‘Kambegon’ Pattern. These SHGs are collecting more than 90% of Water Tax of which they keep 80% to the SHG and 20% goes to the village Panchayat.

- **Nirmal Sanitary Napkin Project**
  Project initiated production of Sanitary Napkins through the women SHGs. These women were adequately trained for the production processes. Presently 10 SHG consisting of more than 117 women have engaged in Production. These Women earn wages of Rs.70 to 100 per day. This means that rural Women and Adolescent girls are accessing affordable Sanitary Napkins locally (at Rs.2 per pad).
The following pictures also show some of the achievements of women self help groups in income generating.

- **Sanitary Napkin Production by SHG**

- **Operation & maintenance of Water Supply Scheme by SHG**

*Women in their sanitary pad making factory*
h) Partnerships play key roles in enhancing access to Water and sanitation

The India experience demonstrates a healthy partnership between the community, the private sector, NGOs and development partners. The business community is engaged in WATSAN through Corporate Social responsibility (CSR).

i) Law enforcement
For example, if anyone was found dumping, they would be penalized heavily. The ‘waste was not supposed to touch the ground’.

10. Way Forward and recommendations
   - To move forward the Kenyan team agreed to meet the policy makers with a proposed implementation matrix.
   - The team recommends the for the need WATSAN sector to provide means to manage and finance WATSAN
   - There should be encouraged community solutions in design and in contracting
   - Find a way of getting 100% individual connections and cheaper water in peoples settlements in Kenya. Water kiosks are not a panacea.
   - The group recommendations contained in the group presentations in the Appendix 1 should be implemented.

8.1 Follow Up
Following the teams return, an informal networking group on gender in water and sanitation has been setup on face book to explore further deepening of this emerging community practice.
Appendix 1: Overall Lessons Learned:

1. Strong Women’s Representation in WATSAN Communication

Observation: Women’s role as solid waste managers, pump technicians, in WUAs, local government, strong women’s associations

- Affirmative action policies (Kerala) Budgetary commitment (in Kerala 10% of budgets are for gender-specific activities)
- Capacity building (all exchanges), such as Gender self-learning – 200,000 people trained to drive gender issues (Kerala)
- Monitoring tools (Pune)
- Experience of strong representation has also spilled over in strong participation of women as leaders of organizations.

Learning: of strong relevance to Kenya in its attempt to implement the gender-related commitments in the new Constitution and for the development of the National Gender Policy

2. Effective Communication Strategies

Observation: Communication-and outreach strategies have been consciously designed and implemented to involve women in decision-making and programming.

- Exposure such as experience exchange were important (Maharashtra), and door to door awareness campaigns;
- Women’s groups as entry points for project communication strategies (Pune) and children have also been directly addressed in the Kudumbashree program (Kerala);
- Kerala’s huge and renowned high level of literacy for all has been a contributing factor to women’s strong representation;
- Civic Education IEC to campaign for WATSAN has been successfully implemented (Pune);
- Aggressive program for waste management and sanitation, also involving famous dignitaries.

Learning: Important to envision and integrate communication strategies to succeed in implementation outreach and to meet inclusion targets.

3. Integrating Women’s Economic Empowerment

Observation: Promoting women’s economic empowerment has also contributed to strengthening their participation and leadership in local WATSAN organizations and programs.

- Local solutions to solve local problems (Kerala, Maharashtra);
- Strong gender-based entrepreneurial CBOs (Kudumbashree, Kerala);
- Women active workers in WATSAN (Maharashtra, Pune, Kerala), and appropriate technologies that can be operated by women have been provided, motorbikes, pumps, et c (Maharashtra);
- Through provision of water piped water, women have saved time for water collection and have time for productive activities in e.g. brick-making (Maharashtra) and for engagement in local organizations;
• Economic empowerment has led to women’s political empowerment, through for example women’s exposure to government institutions etc and acquiring the ability to utilize their voices effectively.
• Virtuous spirals – women’s economic empowerment make them role models for others as well, and a transformation of roles has been observed; more equal sharing of household income, previously stigmatized tasks (such as waste collection) now admired jobs.

Learning: Important to recognize that economic empowerment as a key ingredient to social empowerment and representation as well.

4. Ambitious Policies, Targets, and Serious Implementation

Observation: India being very successful in reaching sanitation targets against open defecation; and in providing affordable water to people. Strong policies exist and have been successfully implemented.

• Strong pro-poor policies on WATSAN and enforcement (Kerala);
• Communities have been involved to be aware of their legislations (Kerala);
• Hard sanitation targets have been successfully met in Maharashtra;
• People monitor one another (in Kerala), collective action against littering, against molesting;
• Sustainable monitoring exercise ad inter-community monitoring (Maharashtra);
• Strong community involvement (Maharashtra);
• Reward programs and certification of eco-Gram Panchayats (GP) and zero-open defecation GPs.

Learning: Policies are good but policy implementation is even more critical. Alternative and innovative models to be tested for policy implementation.

5. Models for WATSAN Sustainability

Observation: Several models to ensure sustainability has been consciously tested and integrated in India’s WATSAN programs.

• Transparency and accountability in project management through models of informing the community about programs (Kerala, Maharashtra);
• Community contribution to WATSAN initiatives, coupled with subsidies and grants;
• Participatory design of interventions, e.g. sanitation in Pune taking into account cultural and religious beliefs;
• Integrated approach (e.g., housing, Pune, et c);
• Strong institutional support and partnerships between water institutions, communities and local government (Kerala);
• Capacity building for institutional strengthening (Maharashtra);
• Community contracting (Kerala);
• Demand-driven projects with strong ownership of communities enhance sustainability (Kerala).

Learning: Life expectancy of Kenyan groups too short, and community involvement often weak, threatening sustainability.
6. Identifying and Drawing on Levers

Observation: ‘Integrated’ model where activities have been use to provide mutual support and acting as an ensemble of levers promoting women’s participation and inclusion in WATSAN.

- Participation of women in community activities, has raised their profiles, facilitating them to rise to leadership positions (Kerala);
- Economic empowerment has contributed to social empowerment;
- Incentives better than subsidies – Government encouraging good work through reward policies and schemes (Pune, Kerala, Maharashtra).

Learning: Explore linkages and mutually supportive activities to provide an environment for positive change.

Way Forward

- In Kerala people talked about Kudumbashree has done for you;
- Get the costs down- how to?
- Means to provide, manage and finance WATSAN?
- Community solutions, in design and in contracting?
- Kenya team to meet policy makers and prepare an implementation matrix;
- How do we get to 100% individual connections and cheaper water in people’s settlements in Kenya?

What would be the most effective route to take if you want to mainstream gender in Kenya. What way to go?
### Appendix 2: Group 1: Key Lessons learned on Gender and WATSAN

**Experience Exchange Visit to Maharashtra Rural, Field Report**

**Team Members:** Phanuel Matseshe, Samuel Alima, Robert Ndirangu, Grace Wambugu, Leunita Sumba, Mahadeo Jogdanal-India  
**Venue:** Park Navi Hotel Mumbai  
**Date:** 07/05/2011

<table>
<thead>
<tr>
<th>Key Lessons</th>
<th>Where learned</th>
<th>Replicable?</th>
<th>Explain</th>
</tr>
</thead>
</table>
| 1. Exposure important for successful implementation of projects.  
  • Tour to Model projects  
  • Door to door awareness campaigns for effective participation  
  • Government policies and procedures for accessing funds | All | Yes | CPC proposals/any other project proposals to be modified to include exposure |
| 2. Community involvement in decision making in all stages of project  
  • Women Development groups  
  • Self help groups (SHG)  
  • Village assembly/Gram sabha  
  • Inclusion of both men and women in the committees | All | Yes | Strengthen existing structures (CPC, WDC) to enhance community participation in |
<table>
<thead>
<tr>
<th>3.</th>
<th>Transparency and accountability is essential in sustaining projects</th>
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<tbody>
<tr>
<td></td>
<td>• Project information displayed</td>
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<td></td>
<td>• Regular reporting in Gram Sabah</td>
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<td>• Audits done by government officials</td>
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<td></td>
<td><strong>All</strong></td>
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<td></td>
<td><strong>Yes</strong></td>
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<tr>
<td></td>
<td>- Project costs and activities to be displayed</td>
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<td>- Procurement process to be carried out in an open manner</td>
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<td></td>
<td>- Scheduled reporting</td>
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<td>- Scheduled Financial and Technical audits</td>
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<tr>
<th>4</th>
<th>Government oversight role/support is crucial</th>
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<td></td>
<td>• Secretary of the Grampanchayat</td>
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<td>• Auditing</td>
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<td>• Subsidy –90% of all project cost</td>
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<td></td>
<td>• Technical support in designing</td>
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<td></td>
<td>• Legal framework to include women in decision making the committees</td>
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<td></td>
<td><strong>ALL</strong></td>
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<td></td>
<td><strong>YES</strong></td>
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<td></td>
<td>- Strengthen and enforce 30% affirmative action</td>
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<td></td>
<td>- Develop framework to ensure audit, technical, financial support</td>
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<tr>
<th>5.</th>
<th>Women engagement in productive/economic activities</th>
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<tbody>
<tr>
<td></td>
<td>• Time available since water is closer to households</td>
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<td></td>
<td>• Brick making</td>
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<td></td>
<td><strong>ALL</strong></td>
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<td></td>
<td><strong>YES</strong></td>
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<td></td>
<td>- Economic activity to be identified during the feasibility study</td>
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<td></td>
<td>- Time saved should be put into economic activities</td>
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<td>6.</td>
<td>Women Empowerment</td>
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<tr>
<td></td>
<td>Considered as a key component in the project sustainability</td>
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<td></td>
<td>• Income generating activities by SHG</td>
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<td></td>
<td>• Households able to pay bills</td>
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<td></td>
<td>• Entrepreneurship skills development</td>
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<td></td>
<td>• Women are now able to engage in activities that solve problems unique to them and therefore improve their wellbeing. e.g. Sanitary towels production</td>
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<td>7.</td>
<td>Capacity Building</td>
</tr>
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<td></td>
<td>• Continuous Training of the self help groups</td>
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<td>8.</td>
<td>Water Rights</td>
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<td></td>
<td>• Minimum water requirement per person is ensured by government</td>
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<td>9.</td>
<td>Financial sustainability</td>
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<td></td>
<td>• Funding mechanisms that involves Government, Private sector, community</td>
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<td></td>
<td>• Income generating activities</td>
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<td></td>
<td>• Proceeds from the project paid to the government is used for O &amp; M renewal and expansion</td>
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<tr>
<td></td>
<td>• Users pay for the water that they consume</td>
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<td>10.</td>
<td>Technical support</td>
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<tr>
<td></td>
<td>• Technical support person who assists in the design of projects</td>
</tr>
<tr>
<td></td>
<td>• Women not involved technically</td>
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</tbody>
</table>
|   | Use of Information Communication Technology (ICT) in water Management  
|   |   • Mobile used to start pumps | Yashwantnagar  
|   |   Block Nashik | Replicated |
|   | Project Management  
|   | A part from one project, women are not directly managing projects; they concentrate on income generating activities | Vazuri budruk | Not replicated  
|   |   Women to be empowered to be able to take part actively in project management |
|   | Legal framework that supports inclusion of women in decision making  
|   |   • Framework to include women in leadership positions  
|   |   • WDC | Yes |
|   | Appropriate Technology that can be operated by women  
|   |   • Hand dug wells  
|   |   • Large diameter wells | All | Yes | Replicated |
|   | Reward /Incentive approach  
|   |   • Good work is recognized by the Government and therefore encourages project uptake | All | Yes | Replicated |
|   | Delivery of Services  
|   |   Is enhanced and economical /affordable since the type of settlement allows easy to access services | All | Yes | Kenyan Government encouraged to adopt this style where appropriate |
### Water Quality Issues
- Water chlorinated
- Wells not protected
- Regular water tests done
- No toilets at the water supply
- 95% sanitation coverage

### Operation and Maintenance
- 20% of collections remitted to the government and used for O & M when necessary (e.g., for major repairs)
- Projects are new and not felt major challenges of O & M

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<th></th>
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<th>All</th>
<th>Replication where appropriate</th>
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<tr>
<td>17. Water Quality Issues</td>
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<td></td>
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<tr>
<td>18. Operation and Maintenance</td>
<td>Vazuri</td>
<td>Yes</td>
<td>Replicated</td>
</tr>
</tbody>
</table>
1) Introduction
   - Our Focus was on gender, water and sanitation in urban informal settlements within Maharastra state in India
   - Visited informal settlement in Pune and Mumbai to get both practical and visual experience
   - Our Methodology involved interviews with the implementers and project beneficiaries, site visits to water and sanitation facilities
   - SPARC and slum dwellers national federation collaborated – the construction of housing, sanitation and water in the informal settlements.

2) Key Lessons Learnt and Replication
   - 50% women representation in leadership and management position in water and sanitation activities realized more efficient and effective management of resources and services. Currently the government advocates for at least 30% representation. **We should put in place strategies and monitoring tools for gender participation and effectiveness.**
   - Use of IEC materials to campaign for water and sanitation – civic education can create awareness on defecation free Kenya programmes/task force/institution/programme.
   - Recognition of water sector institution and individual efforts is an approach to improving water and sanitation services – **Ministry of Water and Irrigation to come up with a reward Policy and schemes.**
   - Incentives are better approach to service delivery than subsidies. Input with outputs/outcomes. Getting people to own the project from the onset - propose that the approach in Kenya where subsidies are given be changed to output based aid approach.
   - Provision of housing must go hand in hand with water and sanitation if we are to improve WATSAN services and coverage – **Use of integrated multi-sectoral approach involving relevant stakeholders.**
   - Women had formed a savings society that they used as a stepping stone to get access to funding for water and sanitation service improvement – **form women groups for water and sanitation development programmes**
   - You can have individual connections (water and sanitation) within the informal settlements by involving the community – **create institutions to upgrade slums, use systematic and coordinated approach to slum upgrading.**
   - Government commitment and ownership through cost sharing is key to successful implementation of water and sanitation facilities – **GOK to allocate resources through gender responsive budgets.**
   - We must make water affordable in the informal settlements so that we have equal access – increasing efficiency in the operations of water service providers. **Review water tariffs to make water affordable to informal settlements.**
   - Making sanitation accessible through construction of community toilets and outsourcing the services for management – **redesign the ablution blocks and make provisions for caretakers’ houses, thereby improving the management of the facility. Care taker accountable.**
   - Water connections to individual households in the informal settlements – **eliminate water kiosks to promote better hygiene.**
   - Toilets are acceptable when designed to take into account culturable and religious believes – **Involve the beneficiaries in the designs.**
• It is possible to obtain land in the informal settlements for sanitation facilities – **negotiation and payment of rent to the landowners**.

**Conclusions and recommendations**

✓ Through dialogue between the authorities and beneficiaries the development projects can be made more responsive to the needs of communities.
✓ To adopt and implement the lessons learnt, the team from Kenya needs to meet and present the lessons learnt to the policy makers and prepare an implementation matrix.
✓ Need to move from individual gains to community gains
✓ less talking and more action will change the face of Kenya in water and sanitation
A Separated learning grid indicating Key lessons learnt by both the Maharashtra and Kerala groups.

<table>
<thead>
<tr>
<th>Key Lessons Learned on Gender and WATSAN</th>
<th>Can it be Replicated in Kenya? YES/NO</th>
<th>If YES – How? If NO – Why?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>KERALA GROUP – Urban &amp; Rural</strong></td>
<td></td>
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<tr>
<td>Transparency and accountability in project management (by leaders) ensured sustainability of the projects</td>
<td>Yes</td>
<td>Build capacity of the management committees through Sensitization, train and strengthening</td>
</tr>
<tr>
<td>Strong Multi-sectored approach in and addressing WATSAN issues</td>
<td>Yes</td>
<td>Harmonization of the sectored policies and strengthen the multi-sectored approach.</td>
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<tr>
<td>Strong affirmative action</td>
<td>Yes</td>
<td>Practical application of the new constitution and the National Gender Policy</td>
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<tr>
<td>Proper and effective use of IEC</td>
<td>Yes</td>
<td>IEC should be a component of every project in Watsan</td>
</tr>
<tr>
<td>Provision of Technical and Financial support</td>
<td>Yes</td>
<td>There should be budgetary allocations to gender activities</td>
</tr>
<tr>
<td>Use of children as agents of change in the communities</td>
<td>Yes</td>
<td>Advocacy in schools</td>
</tr>
<tr>
<td>Community of practice</td>
<td>Yes</td>
<td>Train and network people at the institutional level as well as the community level</td>
</tr>
<tr>
<td>Existence of strong gender based entrepreneurial CBOs</td>
<td>Yes</td>
<td>Empowering women groups in Kenya (capacity building)</td>
</tr>
<tr>
<td>Strong pro-poor policies</td>
<td>Yes</td>
<td>Develop a pro poor policy in WATSAN based on the current constitution</td>
</tr>
<tr>
<td><strong>Maharashtra Group -Urban</strong></td>
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<tr>
<td>50% women representation in leadership and management position in WATSAN activities realized more efficient and effective management of resources and services</td>
<td>Yes</td>
<td>Put in place strategies and monitoring tools for gender participation and effectiveness</td>
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<tr>
<td>Use of IEC to campaign for water and sanitation</td>
<td>Yes</td>
<td>Civic education</td>
</tr>
<tr>
<td>Recognition of water sector institutions and individual efforts</td>
<td>Yes</td>
<td>Ministry of water and irrigation to come up with a reward policy and schemes</td>
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<tr>
<td>Incentives are a better approach to</td>
<td>Yes</td>
<td>Where subsidies are given be</td>
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<tr>
<td>Service delivery rather than subsidies</td>
<td>changed to output based aid approach</td>
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<td>----------------------------------------</td>
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<tr>
<td>provision of housing hand in hand with water and sanitation</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Women had formed a savings society that they used as stepping stone to get access to funding for WATSAN improvement</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Individual WATSAN connections within the informal settlement</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Government commitment and ownership through cost sharing</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Making sanitation accessible through construction of community toilets and outsourcing the services for management</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>
### Appendix 3: Learning grid

<table>
<thead>
<tr>
<th>Gender issues in WATSAN</th>
<th>What have we learned that could address this?</th>
<th>Where Did you Learn it?</th>
<th>Can it be Replicated in Kenya? YES/NO</th>
<th>IF YES – how? IF NO-Why</th>
<th>Responsibility</th>
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<td>E.g. Limited representation in Water sector bodies</td>
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Appendix 4: Evaluation of the exchange visit

The evaluation of experience in the exchange visit of Gender and WATSAN showed that the good work and effort that had gone into the initial arrangements for the field visit, made more than half of the participants rating the experience as superb. In the actual field exchange, 88% of the participants rated the entire learning experience as superb whereas 12% rated the learning as good while 76% rated the field experience as superb.

Evaluation of Experience Exchange Visit Gender and WATSAN

Preparatory Information
A lot of work and good effort went into the initial arrangements for the field visit exchange trip. As shown below more than half of the participants rated the initial preparations as superb.

Actual Field Exchange
A total of 17 participants attended the field exchange visit to India. 88% of participants rated the entire learning experience as superb. 12% rated the learning experience as good. No one rated the experience as poor, fair or average. 76% of the participants rated the field trips experience as superb. Other components of the exchange experience were rated as illustrated below:
There were initial and conclusion workshops held at the beginning and end of the exchange experience. From the feedback received from the participants it is evident that learning exchanges did take place. 76% of the total participants rated the relevance.

**Some interesting feedback received from participants**

- “There is need to retain the original group that started the gender issues in the Ministry. The picking of some, particularly heads of management of institution when international travels will interfere with the moral. Otherwise Great!”
- “It is good for all participants to visit all areas and have equal learning experiences instead of dividing them”
- “It is bad to let people sign against figures which they did not receive”
- “Please consult when making flight bookings so as not to inconvenience some people”
- “Arrangement for Urban area MS was not arranged well”
- “Make arrangements with the hotel so as to check out at the time of travelling to the airport. It was uncomfortable for officers to check out of their rooms and assemble in one room from 3pm till midnight – flight time was 5am”
- “Please keep up the spirit and provide more exchange programmes. They are eye openers to us”
- “I think everything about the exchange visit was well thought, well prepared and well done. Thank you for all your efforts. I enjoyed every day of the visit and I don’t believe anyone else would have done better”
- “The field visits were hurried need to give more time for the visits as well as the travelling back”
Appendix 5: List of participants

a) Kenya delegation:

1. Daniel Obumba, Rural Water Plan officer, LVWSWB, obumbadaniel@yahoo.com
2. Daniel Owino, Corporate Affairs manager, LVNWSB, owino@yahoo.com
3. Dorcas Opundo, superintendent water, MoWI, achieng.otieno@yahoo.com
4. Grace Wamburu, Research Assistant, CETRAD, g.wamburu@cetrad.org
5. Haji Massa, Quality Assurance Officer, CWSB, hajimassa@yahoo.com
6. John Muli, HR manager, MoWI, mulijw@yahoo.com
7. Josephat Ireri, Gender Specialist, Ministry of gender, Children, and Social Development
8. Leah Tanui, HR Manager, RVWSB, leahtanui@yahoo.com
9. Leunita Sumba, Principal water research officer, KEWI, l_sumba@hotmail.com
10. Maurice Opondo, Ac. Assistant Director Land reclamation, moWI, mauropond@hotmail.com
11. Miriam Ndiritu, Tana Water Service Board
12. Nancy Rotich, Pincipal ICT officer, NWPC, nancyrotich@gmail.com
13. Petronilla Ogut, Managing Director, NWPC, petogut@yahoo.co.uk
14. Phanuel Matseshe, Quality assurance manager, WSTF, matseshe@wstf.kenya.org
15. Robert Ndirangu, North Water Service Board
16. Rose Nyaga, Chief manager Finance, AWSB, rnyaga@awsboard.go.ke
17. Samuel Alima, Leader Kenya Team, Director MoWI, alima@water.go.ke
18. Theresa Wasike, Experience Manager, GFP MoWI, tkwasike@yahoo.com
19. Ruth Wanga, logistic support, World Bank
20. Asa Torkelsson

b) India delegation (Hosting the participants)

1. Johnson, president Mr. V. Snkumaran Nair, Director (hydrogeology), Kerala Rural Water Supply and Sanitation Agency (KRWSA), vs1956@gmail.com
2. Mr. P. Nandan, Consultant, M&E, KRWSA, pnandonmenon@gmail.com
3. Mr. M. Premlal, Director (HRD), KRWSA, prelal@gmail.com
4. Mr. A.R. Ajaiyakumar, Director (Finance and admin), KRWSA, ajayan61@gmail.com
5. Mr. S. Kumar, Director (Technical), dt@jalanidhi.kerala.gov.in
6. Mr. Shaheer MP, Training coordinator (Community Development). KRWSA, bisthu@yahoo.com
7. Mr. Ashok Kumar Singh IAS, managing director, Kerala Water Authority, md@kwa.kerala.gov.in
8. Mr. A. Shajahan IAS, Commissioner of Rural Development, Trivendrum, mobile 09995508800
9. Ms. Chendrike, Mayor of Trivendrum,
10. Members of Klean Well, Pattom Unit
11. Ms. Preeths, V.S., President Klean Well Pattom Unit
12. Ms. Meencetumari, V. Secretary, Klean Well Pattom Unit
13. Mr. Dileep Kumar, Director of Sanitation Mission
14. Mr. N.V. Pramod, Centre for Water Resources Management
15. Dr. D. Sreekumar, Health Officer, Corporation Office Thiruvananthapuram, dsreerd@yahoo.com
16. Mr. Biju K. IAS, Secretary, Corporation of Thiruvananthapuram, tvpmpcorp@gmail.com
17. Members of Praemodi Participatory Irrigation Group, Neyyattinkara
18. B.G. Secretary, Jalajakumazi
19. Dr. Sreekumar, CCCC Thiruvananthapuram
20. Kumaz Khedkaz, IEC speciclist, RSMPU, WSSD, Government of Maharashtra, kumazkhedkazd@gmail.com
21. Dr. Rajaram Dighe, tribal Development specialist, Government of Maharashtra, rajadighe@yahoo.co.in
22. Mr. Mahadeo Jogdanel, Gender specialist, Government of Maharashtra, genderrsymu@gmail.com
23. N.K. Tejurkaz, Capacity building expert, Government of Maharashtra, nkjejurkar@hotmail.com
24. Dhenaj Kumar, Project manager, Government of Maharashtra, jalswarajya_fan@hotmail.com
25. Liby Johnson, Kudumbashree