

# BARRIERS TO WOMEN ADOPTING DECISION-MAKING ROLES IN SANITATION-RELATED PUBLIC BODIES AND ATTITUDINAL DIFFERENCES BETWEEN MALE AND FEMALE DECISION-MAKERS IN KENYA

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## STUDY OBJECTIVES

The objectives of this study are to assess:

- Gender balance in technical/decision-making roles in Kenya's sanitation bodies
- Key barriers to female participation in these roles
- Exploring any differential attitudes and policy priorities for sanitation among male and female decision-makers

## OUTPUTS

- Policy recommendations on creating an enabling environment for women in technical fields
- Identification of structural barriers that limit women's participation in the sanitation sector, from school through their professional career to retirement.
- Recommendations on institutional interventions for equitable recruitment, placement and advancement of women

## FOUR STUDY COMPONENTS

### Semi-structured interviews with male & female decision-makers

To collect narratives regarding the course of the professional journeys for both men and women to allow for comparison of challenges, opportunities, working relationships, and policy priorities

### Survey of technical & managerial staff

To measure the effectiveness and impact of gender policies



### Review of existing literature

Build the research design and instruments based on the latest research regarding gender, leadership and sanitation

### Institutional mapping & gender counting

Assess the current state of internal gender inequity for sanitation-oriented public institutions

## LITERATURE REVIEW METHODS

TOPIC	Barriers to women adopting decision-making roles in public sanitation bodies in Kenya and attitudinal differences between male and female decision-makers				RESOURCES
KEY THEMES	Economic impact of women leaders in corporate sector	Gender balance in sanitation sector	Barriers to women in these roles, focus on STEM inclusivity	Gender roles in Kenya, focus on gender and sanitation	Databases Top journals in the field
SEARCH WORDS	Corporate diversity, women leaders on boards, women & firm performance	Gender in WASH, women leaders in WASH, gender mainstreaming in WASH	Women in STEM, inclusive STEM, barriers to women in STEM, education and sanitation	Gender inequality in Kenya, gender & sanitation in Kenya, women in WASH in Kenya, WWSPs in Kenya	NGOs working in gender & sanitation Experts in the field
ACTIVITIES	<ul style="list-style-type: none"> <li>First pass using titles and abstracts</li> <li>In-depth analysis to gain thorough understanding of chosen material</li> </ul>	<ul style="list-style-type: none"> <li>Review of relevant resources picked from the citations of the chosen material</li> <li>Tracking the number of resources obtained in each stage of activity</li> </ul>			

## OUR EXHAUSTIVE LITERATURE REVIEW IS BUILT FROM FIVE SOURCES

- Search engines such as Google Scholar, JSTOR**  
Primary search for resources based on key words for each of the thematic area.
- Journals**  
Keyword search in relevant journals identified for each of the thematic areas. Largest evidence base of peer-reviewed literature was found on women on corporate boards from journals such as Journal of Financial Economics and Journal of Business Ethics.

## Gray literature

Policy briefs, reports and studies conducted by influential NGOs and multi-lateral organizations working in sanitation and gender equity including Bill & Melinda Gates Foundation, Water and Sanitation Program, USAID, Gender and Water Alliance, Water Supply and Sanitation Collaborative Council and UN Women.

## Experts

Identification of extensively published researchers, if any, for each thematic area and conducting author search for all relevant literature.

## Ancestry and descendency searches

Tracking citations and seminal papers to identify additional potential literature

## OUR FINDINGS - FROM THE REVIEW

### KEY TAKEAWAYS: INEQUITIES IN SANITATION GOVERNANCE

- Products and services that are inconsiderate of the unique needs and socio-cultural norms that prevent women from freely accessing sanitation facilities lead to failed interventions and perpetuate gender inequities
- Targeted policies and programs that explicitly address gender inequities seek to increase the representation of women in the WaSH sector but the number of women in sanitation governance still remains very low.
- Female leaders represent diverse viewpoints, enabling service providers to provide better services. In some contexts, women leaders are reportedly viewed as more transparent, and more organised.

### KEY TAKEAWAYS: INEQUITIES IN SANITATION GOVERNANCE

- Overarching evidence tentatively shows a positive impact of female leadership on firm performance.
- Female leadership may make firms more participative and less prone to issues such as bribery and corruption.
- Women face barriers such as a lack of access to 'old boys' networks, and fewer high-visibility assignments on average.
- Women are evaluated more harshly, face more criticism and get less credit for their success, leading to the 'glass cliff' effect: on average women are more likely to be assigned jobs that have a greater risk of failure.

### KEY TAKEAWAYS: BARRIERS TO FEMALE LEADERSHIP IN TECHNICAL FIELDS

- Institutional barriers that women face includes absence of female mentors; limited work flexibility; hostile work environment; microaggressions; sexual harassment; and unclear and biased recruitment, placement and advancement policies.
- Technical sectors are considered to be culturally 'male' fields; women and men in these field have equal capabilities but are not perceived as such.
- Missing leadership in WaSH can be traced to low participation of girls in STEM education.
- Societal and parental biases, lack of female teachers and female role models teaching STEM subjects, lower self-perception of girls with regard to their performance on math and science tests and stereotype threats deter girls from STEM fields.

### KEY TAKEAWAYS: GENDER ROLES AND RELATIONS IN KENYA

- Kenya has mandated that any gender should not be more than two-thirds at national and legislative assemblies. It also has a gender policy for education and a policy of rewarding 30% of public contracts to women and youth.
- Although women make up a major proportion of the labour force in food production, only 1% hold registered title deeds, cutting off access to credit markets.
- There is equitable level of primary education but the gap widens at the tertiary level. Women in the formal sector occupy lower paying jobs and men earn 55% more than women, on average.
- 14% of women report sexual violence and a large proportion of men and women think intimate partner violence is acceptable. Early marriage and teenage pregnancies are also prevalent.
- Women's political participation is restricted by persistent threats of violence and lack of financial resources. Only 9% of the elected representatives were women in the 2017 national elections.

## RESEARCH GAPS AND EVIDENCE BASE

Although there has been some research into institutional and socio-cultural barriers that women face in technical fields, it is neither exhaustive nor comprehensive.



The majority of the literature on women in decision-making roles focuses on mandated gender quotas and its impact on firm performance in the U.S and Scandinavian countries. Very few evidence on diversity in board room representation is available from Africa.

A large proportion of literature on female representation in WaSH focuses either exclusively on water and not sanitation, or focuses on women as participants of village water committees. Existing evidence on women as professionals and decision-makers in sanitation is very limited.

## TRACKING THE DISTRIBUTION OF GENDERS

We will be mapping six focus organizations to capture all functions and functionaries across the sanitation value chain:

- 1 Planning and Policy: Ministry of Water
- 2 Funding: Water Sector Trust Fund
- 3 Service delivery: Urban- Nairobi City Water and Sewerage Company, Rural- Kiambu County Water Service Provider
- 4 Monitoring and Enforcement: Water Services Regulatory Board
- 5 Education and Training: Kenya Water Institute

### Mapping Methods:

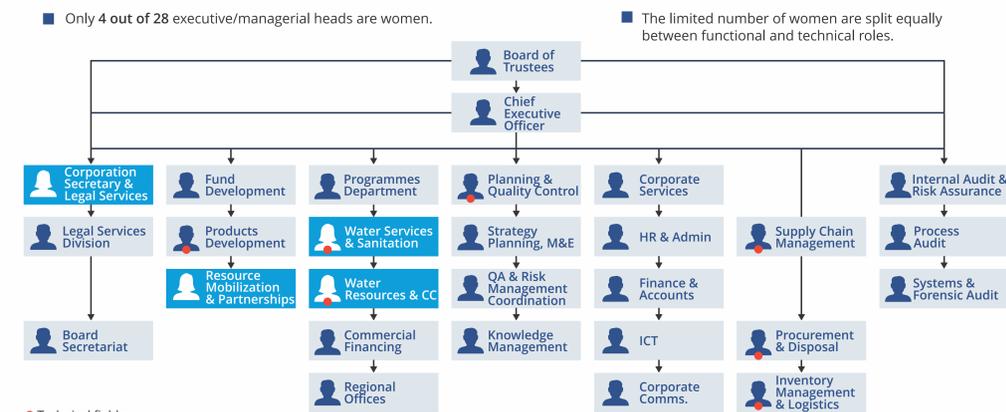
- Collect gender disaggregated data on part-time and full-time employees across the organisational hierarchy
- Use counts of women and men in the hierarchy to create gender-disaggregated organizational charts for all six focus institutions
- Track source and extent of human resource/sexual harassment/ affirmative action policies
- Track availability of employee benefits such as maternity leave, childcare facilities, flexible working hours

## OUR FINDINGS - FROM GENDER COUNTING EXERCISES

The table presents results from our preliminary mapping of institutions in charge of creating regulation (Ministry of Water), monitoring and regulation of service providers (WASREB) and one service provider (Kiambu County WSP). Although we can not draw conclusions for the entire sector from this, men seem to be favoured over women for managerial positions at all three organizations.

Name of the Organization	Directors		Corporate Management		Functional Heads		Technical Heads	
	W	M	W	M	W	M	W	M
Water Service Regulatory Board	4	3	4	1	7	7	10	8
Water Department, Kiambu County	1	0	2	0	5	0	11	1
Ministry of water	1	1	3	0	24	9	4	0

## GENDER DISAGGREGATED ORGANOGRAM OF WATER SECTOR TRUST FUND



## NEXT STEPS

- Conduct KIs with three female decision-makers/technical staff and three male co-workers to gather insights on their professional journeys, policy priorities, gender division of labour and attitudes and perceptions towards female leadership.
- Survey of technical staff to collect information regarding work-place policies, gender sensitivity and attitude towards women at the workplace.
- Develop recommendations for national and county agencies on how to overcome these barriers