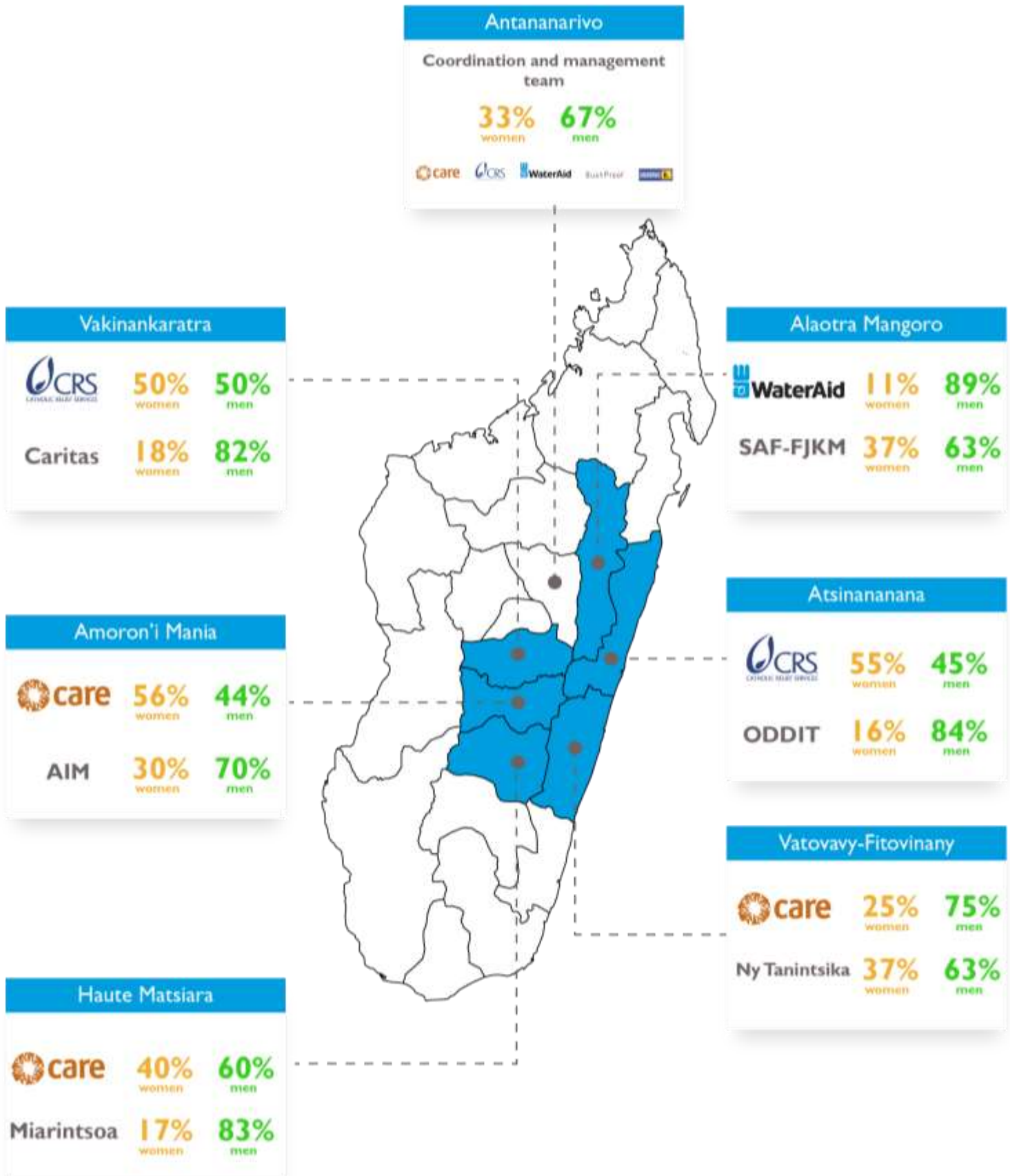
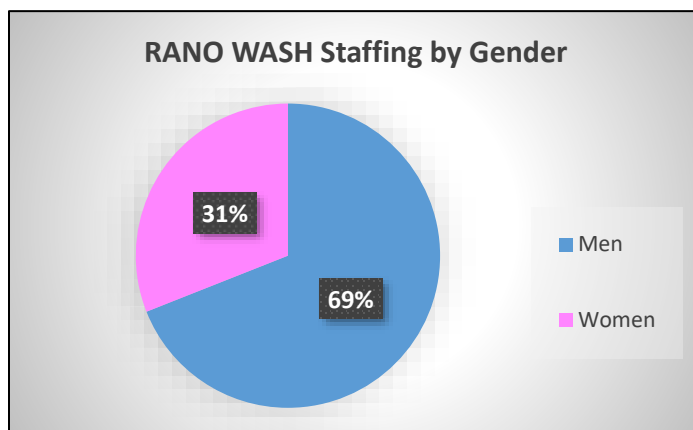


GENDER BALANCE OF STAFF IN RANO WASH



Gender Balance in the RANO WASH Workplace: Highlights and Lessons Learned from RANO WASH's Gender Audit

As of March 2020, RANO WASH had 314 staff. This figure corresponds to the number of employees who have a permanent contract of at least 6 months, **31% of whom are women**, as pictured in the graph below.



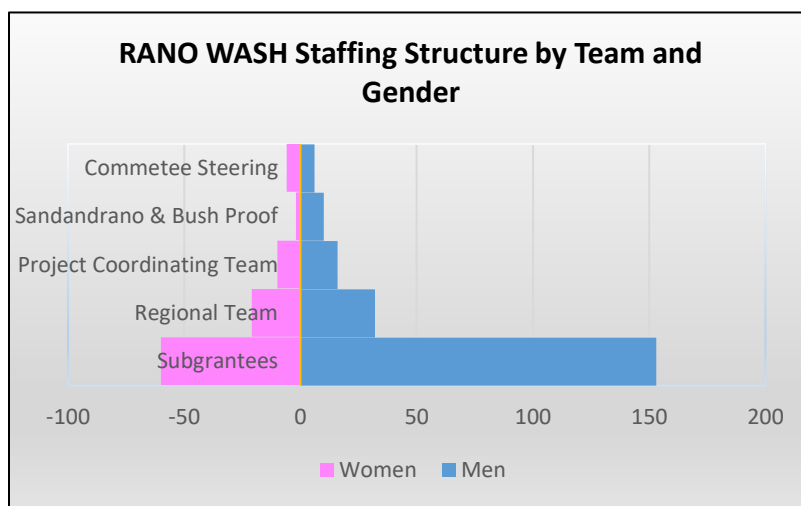
The RANO WASH staffing structure can be broken down as following:

- Half of the Steering Committee staff are women.
- 21% of the RANO WASH private companies members are women.
- 35% of the Project Coordinating team are women.
- 40% of the regional team are women.
- 28% of subgrantees' staff are women.

Notably, women occupy more senior positions. One out of every two members of the steering committee are women.

Project Management Team Composition:

Overall, the steering committee and project coordination teams have a more or less equitable proportion of men to women, with women comprising 35% to 50% of all members. The reasons for this are: (i) these positions are located in the capital where there is more of an equal opportunity to recruit men as well as women; (ii) the type of candidates required for management and coordination positions are easily accessible in the capital; (iii) the organizations directly responsible for recruitment have HR and recruitment policies that promote gender equality.



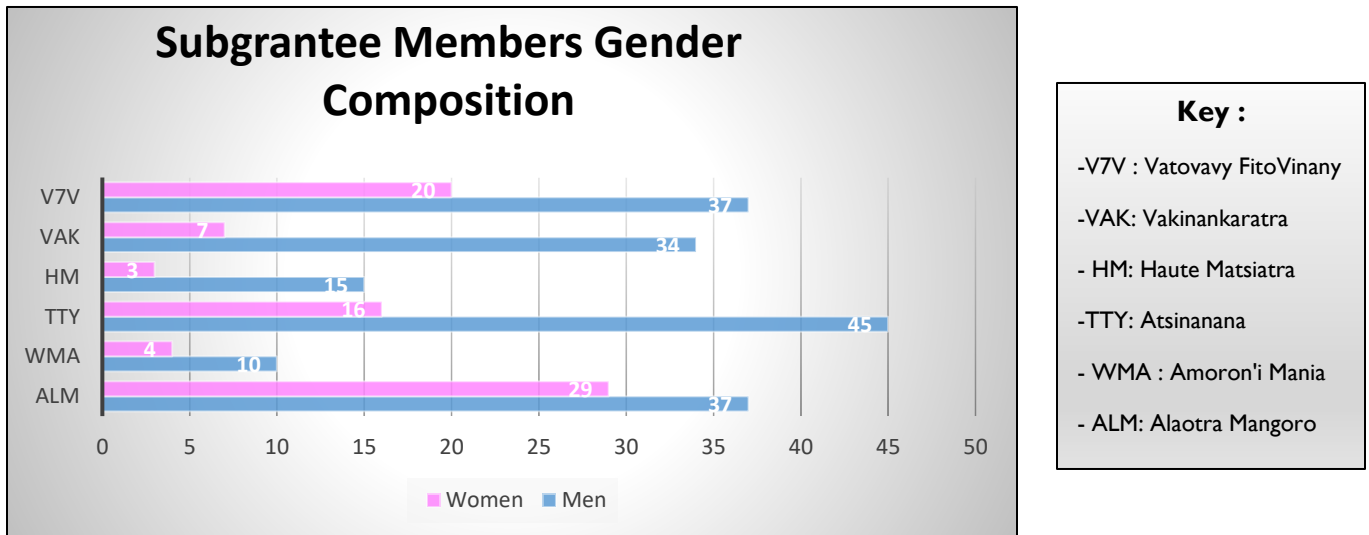
Private Sector Partners

In comparison, women only make up 21% of the team members in Sandandrano and BushProof, the two private sector partners in RANO WASH. Women also tend to occupy administrative, logistical and financial positions. Here, the low percentage of women can be explained by the overrepresentation of men in the engineering field in Madagascar.

Regional Team:

Regional teams exhibit a gender parity in staffing, with 40% women across the 6 regions of intervention. At the level of the subgrantees' teams, however, only 28% of staff are women.

In the case of subgrantees, as they are local partners, staff tend to be from the intervention commune or nearby areas. In total, sub-grantee staff total 213 members, including 60 women. Members of subgrantees include coordinators, district leaders, and administrative and financial staff. Field staff conduct project activities and work closely with communities.



There are many reasons for the low rate of women in the team of subgrantees, including: (i) the majority of the communes where the project operates are in remote rural areas where walking for several hours is the only means of access, making the NGO in charge concerned about the physical capacities required, as well as safety in these areas; (ii) in the conduct of community activities, commune officials and especially the traditional authorities with whom the field agents work closely trust men more than women; (iii) during the recruitment process for field agents, there are more male candidates than female candidates.

It should also be noted that among the sub-grantee team, more than half of the members (61%) are under 30 years of age and considered as “youths” by Madagascar's national youth policy.¹

Lessons Learned:

There are numerous takeaways to consider from RANO WASH's workplace composition:

- **Team composition.** The RANO team is made up of men, women and “young” staff, with a relatively male dominated proportion overall, as well as a youth dominated proportion at the team level in the field.

¹ National Youth Strategy in Madagascar

- **Benefits of a young workforce in sub-grantees.** The principle of collaborating with local NGOs as a subgrantee innately promotes the transfer of skills aimed beyond the duration of project implementation, as the achievements will remain in place, with an overarching goal of sustainability. Moreover, the succession of young people in the field of WASH presents an important asset for the country (access to WASH services, strengthening of youth empowerment and leadership, promotion of professionalization of young people in the WASH profession).
- **Beneficial youth skillsets.** The presence of young members interested and dynamic in the use of modern communication technologies is a great asset for the project, especially in this period of pandemic, which limits physical mobility and privileges virtual sessions through the various social networks available and within everyone's reach. It would ensure the continuation of filed activities in a safe and healthy manner. Youth, by virtue of its demographic weight, endowed with innovative thinking and attitudes, constitutes a force for change, giving it the status of a strategic resource for development².
- **Gender diversity improves decision-making.** The involvement of both men and women in the management of the WASH project is of great importance in the implementation of the project. A balance of decision-making at different levels can be observed. A complementary way of looking at things helps the project to act more strategically and sustainably.
- **Promoting healthy MHM practices.** The involvement of women in the field talking about menstrual hygiene is a great asset for promoting bodily hygiene for women and girls. The fact that male field workers also communicate menstrual hygiene messages already presents a wider range of actors for change in the field who can help challenge harmful social norms related to the dignity of women and girls.
- **Gender Transformative Staffing.** Through its interventions, RANO WASH does not only carry out activities on WASH. The project simultaneously achieves the transformation of the staff by promoting gender equality across the WASH sector. When this work begins at the staff level, it can better influence the project's partners.

Recommendations:

CARE's programming in Ethiopia shows that gender balances can affect quality of service ³. In order to strengthen gender balance in the workplace, RANO WASH will (1) Provide specific support for women field workers to address their concerns about their physical resilience and safety and (2) Develop and implement measures to promote gender balance in the recruitment process for female subgrantees.

² Loi n°2015-38_Politique-Nationale-de-la-Jeunesse Madagascar

³ CARE-Ethiopia-Institutional-Gender-Reform_case-study_final.pdf