Partnerships for Transformation:

Guidance for WASH and Rights Holder Organisations

Water For Women
Working Towards Transformation in Inclusive WASH
UTS Institute for Sustainable Futures
Australian Aid

Guidance at a glance

What is this guidance for?

This guidance offers insights into effective partnerships between water, sanitation and hygiene (WASH) sector organisations and rights holder organisations (RHOs) (Box 1). It provides practical recommendations for effective collaboration in all types of partnerships and is designed to support organisations looking to begin, build or strengthen partnerships to achieve mutually beneficial outcomes.

Who should use this guidance?

This guidance is designed as a resource for WASH practitioners and researchers and for RHO representatives, in particular those from women's organisations, organisations of persons with disabilities (OPDs) and sexual and gender minority (SGM) organisations.

Box 1. Definitions:

This guidance focuses on partnerships between WASH sector organisations and rights holder organisations, which are defined as follows.

WASH organisations mostly or wholly work on water, sanitation and/or hygiene, including advocacy, infrastructure, governance, finance, capacity development and behaviour change.

Rights holder organisations are made up of and/or advocate for, and raise the voices of marginalised people and groups, and include women's organisations, organisations of persons with disabilities, sexual and gender minority organisations, ethnic minority organisations, and organisations that represent people who are economically disadvantaged. RHOs make up significant parts of civil society, and focus on amplifying the interests and voices of a broad range of marginalised groups.

Section 1
Effective partnership themes

Section 2
Effective partnership recommendations

Section 3
WASH and RHO partnership frameworks and experience

Section 4
Partnerships with women's organisations

Section 5
Partnerships with organisations of persons with disabilities

Section 6
Partnerships with sexual and gender minority organisations

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This guidance was built from a range of Water for Women projects, which are described in the resources section of the document as well as in the reference list. This guidance draws particularly on two Water for Women-funded studies of partnerships between WASH and gender equality organisations, led by UTS-ISF. Particular thanks go to the organisations of persons with disabilities who were interviewed for this guidance and to Joaozito dos Santos from Ra'es Hadomi Timor Oan in Timor-Leste for his peer review. Finally, special thanks to Bianca Nelson Vatnsdal and Mia Cusack (Water for Women), who led the design of this guidance.

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About Water for Women

Water for Women supports improved health, gender equality and wellbeing in Asian and Pacific communities through socially inclusive, sustainable and resilient WASH projects and research. It does so by partnering with civil society and research organisations to deliver 33 projects in 15 countries. Water for Women is the Australian Government's flagship WASH program, delivered as part of Australia's aid program, investing AUD 118.9 million over five years. Knowledge and learning are central to Water for Women and partners, positioning the Fund as an important contributor to global knowledge development and sharing in inclusive WASH. Water for Women's Learning Agenda promotes collaboration and learning between all partners to support long-term changes to inclusive and resilient WASH policy and practice.

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Front cover: Members of the RHO, Daksha Samooah, orient members of a women's forum on monitoring WASH services using a tracking tool during a training session in Jaipur, India. Credit: CFAR India

Abbreviations

CDPO	Cambodian Disabled People's Organisation
CFAR	Centre for Advocacy and Research, India
CSO	Civil Society Organisation
DFAT	Department of Foreign Affairs and Trade
FOCS	Feminist Organisational Capacity Strengthening
GEDSI	Gender Equality, Disability and Social Inclusion
IWDA	International Women's Development Agency
OPD	Organisation of Persons with Disabilities
RHO	Rights Holder Organisation
SDG	Sustainable Development Goal
SGM	Sexual and Gender Minorities
SNV	SNV Netherlands Development Organisation
SOGEISC	Sexual Orientation, Gender Identity and Sex Characteristics
STBM	Sanitasi Total Berbasis Masyarakat: the Indonesian concept of Community-Led Total Sanitation
UTS-ISF	University of Technology Sydney – Institute for Sustainable Futures
WASH	Water, Sanitation and Hygiene

Contents

Guidance at a glance	2
About Water for Women	3
Acknowledgements	3
Abbreviations	3
Introduction	5
Why engage in partnerships?	5
Background to this guidance	7
Top tips for effective partnerships	8
Section 1: Effective partnership themes	9
Section 2: Effective partnership recommendations	12
Section 3: WASH and RHO partnership frameworks and experience	19
Section 4: Partnerships with women's organisations	22
Section 5: Partnerships with organisations of persons with disabilities	32
Section 6: Partnerships with sexual and gender minority organisations	41
Resources	47
References	50

Introduction

What this guidance covers

This guidance offers insights into effective partnerships between WASH organisations and RHOs (Box 1). It brings together the experience of Water for Women partners, sharing lessons learnt and reflections on how WASH organisations and RHOs can partner more effectively.

This guidance provides practical recommendations for effective collaboration in all types of partnerships. Drawing on published research, interviews and webinars, the guidance summarises common partnership themes arising from Water for Women projects. It shares experience of the drivers, benefits and challenges of partnerships, as well as useful case studies and links to further resources. It particularly looks at WASH partnerships involving women's organisations, OPDs and SGM organisations; a focus of Water for Women. It is designed to support organisations looking to begin, build or strengthen partnerships as a way to achieve mutually beneficial outcomes, especially in terms of making WASH programs more sustainable, inclusive and supportive of gender and social norms transformation in WASH systems and society at large.

Why engage in partnerships?

Partnerships between WASH organisations and RHOs build on the fundamental principle that, together, organisations can do more, and do so more effectively. Partnerships are needed to tackle deeply interconnected issues such as WASH, health, education, gender equality, inclusion, fair work and climate change. Expert groups, such as RHOs, are well placed to inform and advise the WASH sector on the specific needs, perspectives and interests of a diverse range of people.

While drivers for partnering with various organisations are detailed in sections 4-6, overarching reasons for pursuing partnerships between WASH organisations and RHOs include:

Strengthening WASH systems

- Many WASH projects pursue a systems-based approach, which looks beyond WASH infrastructure and services and includes the people, organisations, governance aspects and environment (i.e., the WASH system) that are critical to long-term and resilient WASH services. RHOs form an integral part of the WASH system and help to ensure more equitable and inclusive decision-making and connections to key actors.

Improving WASH sustainability

- By adopting a more inclusive approach of ensuring diverse voices and capabilities are part of the design, planning and implementation processes of WASH projects, WASH infrastructure is likely to be more user focused, and hence better designed, maintained and managed, and more sustainable in the long-term.

Advancing rights

- WASH organisations often pursue rights-based approaches. At the core of rights treaties is the full participation of rights holders in development efforts that affect them. This requires transforming societal structures so that rights holders are at the centre of development efforts, and not treated as passive recipients.

Inclusion and "Leaving no one behind"

- WASH projects typically aim to ensure WASH access for all, pursuing the principles of inclusion and leaving no one behind, which are core tenants of the United Nations Sustainable Development Goals (SDGs) agenda. Partnerships with RHOs aim to engage with and empower those who are marginalised. RHOs are best placed to advise on inclusive strategies to meet the needs of their constituents and how to genuinely empower people who are often excluded from development programming. This approach is about ensuring needs and interests are met in an inclusive way and that they are not assumed – that is, "nothing about us without us".

Do No Harm

- A Do No Harm approach means that WASH programs and projects can support empowerment, inclusion and equality measures for women, people with disabilities, SGM communities and other marginalised groups in safe, respectful and culturally appropriate ways (Box 2). RHOs are best placed to advise on strategies to do no harm, identify and mitigate risks, and provide feedback to WASH organisations on the impact of their approaches.

Access, networks and reach

- WASH projects can help RHOs to meet the needs of their constituents. In addition, RHOs can increase the access, network and reach of WASH projects through their community relationships to ensure no one is left behind. RHOs may facilitate interaction with their constituents and support safe spaces to encourage participants to articulate their WASH needs and to participate in research and consultation processes.

Achieving mutual outcomes

- WASH and RHOs can contribute to each other's missions. Transformational work can be achieved when considering and amplifying different voices and how messages and approaches can mutually reinforce each other, as well as intersectional perspectives. WASH organisations can assist RHOs to strengthen their intersectional approaches to (for example) gender and disability, or SGM and disability.

Box 2. Do No Harm

Any program can result in harm, particularly for marginalised people, who may inadvertently be exposed to increased stigmatisation or gender-based or other violence. Water for Women sees "harm" as a continuum, understanding that discriminatory attitudes are the underlying cause of violence and other severe harm. To Do No Harm requires a deep understanding of the complex dynamics of people's lives. It requires robust program monitoring systems that are responsive to unintended consequences, including backlash. Understanding that systemic violence is a daily reality in the lives of women and marginalised people, transformative practice recognises the importance of understanding and responding to its causes and underlying dynamics. To do this in meaningful, respectful and appropriate ways, engaging with people with lived experience and organisations who represent them (i.e., rights holder organisations) is critical.

Source: Water for Women (n.d.)

"Sanitation and clean water are basic needs for the community, especially women... this situation becomes a driving factor for partnerships with other parties."

Interviewee

Background to this guidance

As part of a dedicated learning initiative under Water for Women's Learning Agenda, this guidance was prepared through a collaborative process drawing on the experience of Water for Women partners working on engagement between WASH organisations and RHOs. The process involved two experience-sharing webinars, collating and analysing existing resources, working group inputs and additional research involving interviews with five OPDs.

Ensuring opportunities for diverse voices and leadership, as well as more equitable decision-making processes, is central to strengthening inclusive WASH services and systems that are resilient to climate change. Water for Women partners have a strong commitment to this goal. Building reciprocal partnerships with RHOs can ensure their voices are heard in WASH processes and systems, and amplify their rights agenda more broadly. Such partnerships also support gender equality and social inclusion at community, organisational and institutional levels.

This initiative draws on Water for Women's Towards Transformation in WASH Continuum (Figure 1), which helps Fund partners to reflect on what a transformative approach to WASH programming looks like.

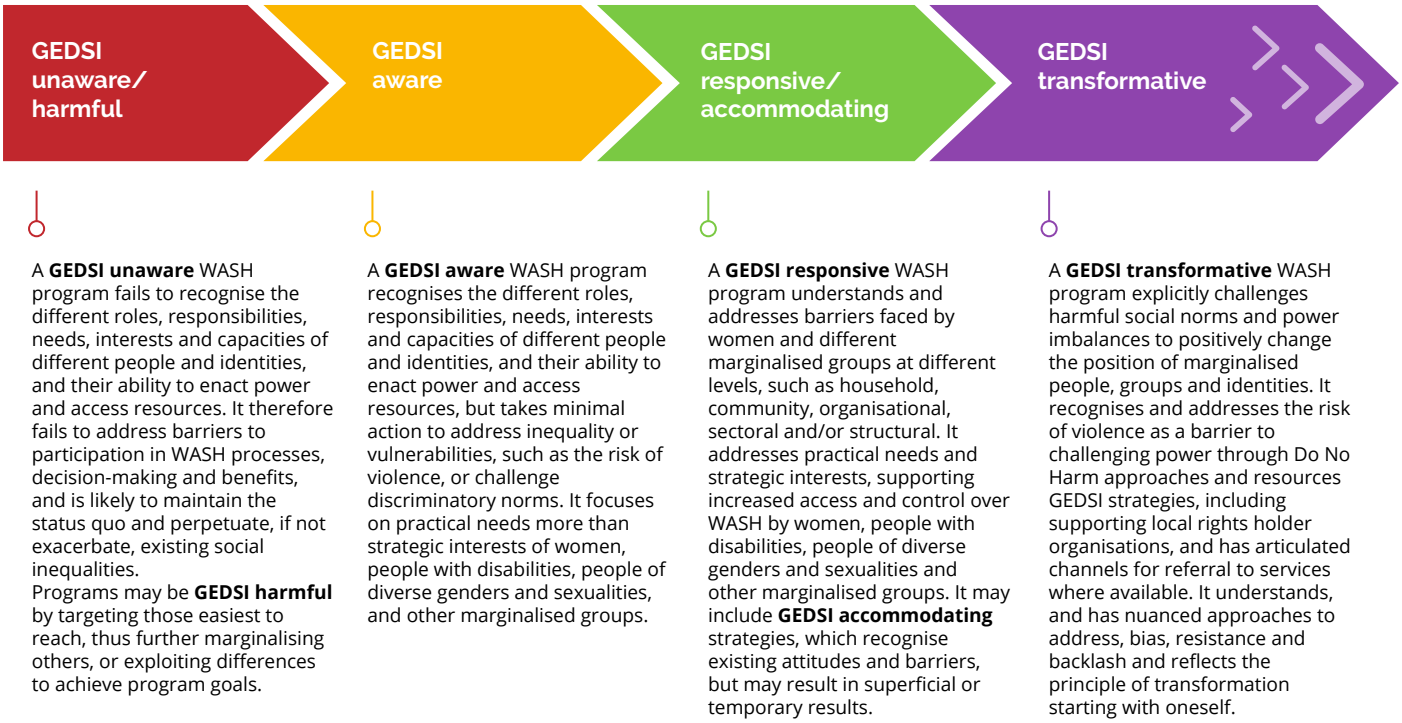


Figure 1. Adapted from Water for Women's Towards Transformation in GEDSI WASH Continuum[1]

The categories from gender equality, disability and social inclusion (GEDSI) unaware to GEDSI transformative are used for scoring in Water for Women's Gender Equality and Social Inclusion Self-Assessment Tool,[2] developed together with the Sanitation Learning Hub. It encourages practitioners to reflect on, discuss and assess the status of their projects in relation to key domains of change in WASH programs: systems strengthening, universal access, empowerment and leadership, knowledge and learning, and organisational culture and practice.

Many Water for Women partners have reported that their partnerships with RHOs and support for RHO engagement with WASH duty bearers[3] have resulted in more inclusive WASH policy and guidelines and more accessible, safe and user-friendly WASH facilities.

[1] Informed by *A practical guide to managing and conducting gender assessments in the health sector* (Greene, 2013) and the *Gender marker guidance* (CARE USA, 2019). View the full Water for Women Towards Transformation in GEDSI WASH Continuum at https://www.wfw.fund/TTcontinuum

[2] Available at https://wfw.fund/GEDSISAT

[3] Local governments are the duty bearers with primary responsibility for water and sanitation service delivery in most contexts (Carrard et al, 2020)

Top tips for effective partnerships

Figure 2 provides a summary of the top tips for effective partnerships that emerged through this Water for Women Learning Agenda initiative.

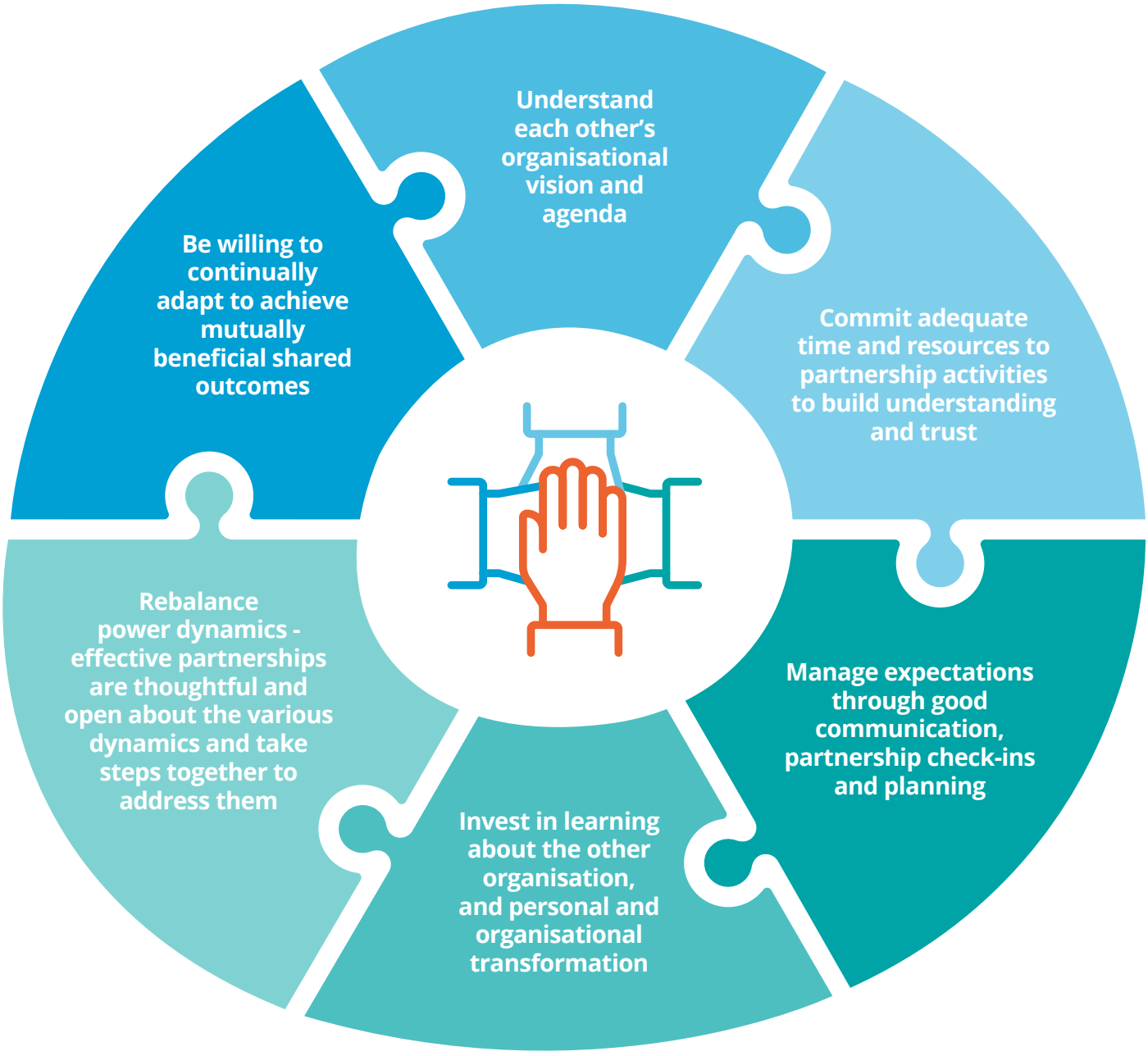


Figure 2. Top tips for effective partnerships between WASH organisations and RHOs

Section 1

Effective partnership themes

Development of this guidance involved assessing and synthesising recent studies and literature, conducting interviews and two co-creation webinars to explore experiences of WASH and RHO partnerships. Six common themes emerged, all important to the success of any partnership, which are explored below.

The reflection process also revealed the importance of partnering with all key RHO types to strengthen approaches to overcoming intersectional barriers to WASH access. Multi-stakeholder partnerships can help ensure that the barriers, for example those associated with gender and disability and their implications for WASH, are addressed appropriately.

Partnerships with different types of RHOs also enable valuable networking and cross-learning. For example, they can help women's organisations to apply a stronger disability lens, and OPDs to have a stronger gender lens.

"The 'Ways of Working' protocols established in Year 1 by the tri-party partnership … has helped with operationalising how we all work together including having tough conversations, allowing the partnership to grow. This highlights how working openly, gradually and building good partnerships has been essential for building trust with each other."

Water for Women partner organisation

Joint leadership and planning

Organisations have found that strong WASH and RHO partnerships occurred – and mutual outcomes were more likely to be achieved and at larger scale – when inclusion was considered and partners engaged from the beginning of a program or project. This requires networking or relationship building with prospective partners and joint planning from the outset. While one organisation can be the lead partner, the other is engaged in joint planning. Inclusion needs to occur across the program cycle.

Investing in organisational transformative learning

Rights holder organisations expressed the need for WASH organisations, which are often technical and based in the engineering sector, to invest in training staff and developing their capacity to understand and respond to the needs of rights holders. This includes supporting staff to transform themselves – to examine and challenge their own personal and organisational internal biases.

This advice is based on the concept of transforming the self, and organisations, in order to work on norms change through programs and more broadly. A useful tool for this work is Water for Women's Gender Equality and Social Inclusion Self-Assessment Tool.

There is a need for investment in staff capacity building on inclusion. Some organisations reported that WASH staff awareness and learning about inclusion and reasonable accommodations[4] occurred through experiential learning which, at times, had a negative impact on the people with disabilities involved due to limited understanding initially. For example, OPDs reported that their reasonable accommodations such as access, transport, materials for visually impaired, were sometimes not understood or considered, and they were vulnerable in the field or unable to participate meaningfully in WASH meetings. Interviews also suggested that it is important for staff to be aware of and work on their own prejudices and/or biases. "Deep work" on organisational transformation for both partners is needed to bring about such changes (Box 3).

Partnership time and resource commitment

Many organisations shared their experience of, and often surprise at, the amount of time it takes (sometimes years) for people to understand the importance of WASH and core human rights aspects, including gender equality, sexual and gender minority rights, disability inclusion and cultural awareness. Partnerships often started with a research project, a knowledge-sharing workshop or dialogue, using these opportunities to convince key personnel of their importance before moving to advisory-based relationships and joint activities. However, with this type of approach many WASH organisations then struggled to work with RHOs, with several reflecting that more successful partnerships would be achieved by including RHOs from the beginning - in setting priorities, designing programs and throughout the program cycle.

Similarly, partnerships themselves require time to develop, and organisations need to put in time to build trust and working knowledge of each other and the core issues they want to address together. Organisations reported that staff turnover can stall partnerships or require a restart that can slow progress. External factors can also influence project timing; for example, COVID-19 delayed partnership project activities due to associated restrictions on travel, communication and budgets. In addition, the pandemic and recent climate-related crises have increased the pressure on RHOs to respond to the exacerbated inequalities and vulnerabilities of their constituents.

When external forces cause problems, it is important to maintain the time, good communication and partnership check-ins, and resource commitments that allow the partnership to continue and succeed. Partnerships are able to pause and restart, particularly when there is strong alignment in goals.

Box 3. A call to action: organisational, professional, and personal change for gender transformative WASH programming

"We recommend that in order to deliver gender transformative programmes all WASH sector actors including donors, governments, development partners, universities, experts, private sector, and project and implementing staff must reflect on and change their own mind-sets and practices related to gender roles and responsibilities, in part through a better understanding of their own positionality. Gender transformative programming must move beyond the organization to individual changes in attitudes, so that approaches are not gender blind, or inadvertently harmful. WASH actors can be role models and examples for their colleagues and communities: to contribute to – and lead – social change. In this way, WASH actors can also live the experience of gender norms transformation."

Source: Cavill et al. (2020, p. 227)

[4] "Reasonable accommodation" means necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure to persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms (United Nations, 2006).

Managing expectations through good communication and organisational planning

As in all relationships, managing expectations is a key determinant of harmony and success. Partners require open, regular communication to voice expectations and provide project updates where required. All organisations perform better with good communication and organisational planning.

Partners reported a positive routine of regular meetings (online and in person) as well as the benefit they derived from regular partnership check-ins where they met to review and discuss how the partnership was going. Conversely, some organisations reported breakdowns in communication due to lack of regular meetings, budget and/or coordination, and problems arising from a lack of planning. Organisations found that when the WASH organisation had a dedicated, experienced GEDSI officer, this created strong coordination and provided a safe, supportive channel to share sensitive feedback.

A willingness to adapt in order to achieve mutually beneficial shared outcomes

Both partners need to demonstrate willingness to adapt when circumstances change. Changes within the organisations themselves, such as staff turnover or a change in strategic direction or funding, can affect partnership plans.

External context changes can include policy and/ or government leadership change, extreme weather events, or a pandemic. The true strength of a partnership is revealed when its willingness and ability to adapt is tested. Strong partnerships have progressed by focusing on shared goals and brainstorming alternative pathways to achieve them.

Acknowledging and rebalancing power dynamics

Power dynamics exist in all relationships. Acknowledging these when forming partnerships and identifying ways to overcome power dynamics helps partners establish an effective working relationship. Some organisations interviewed for this guidance reported that at times, particularly early in a partnership, they did not want to speak up about areas for improvement due to unequal power dynamics. Other organisations reported that when they felt a sense of equality in the partnership, even though they might differ in size or set-up, they could work well together and make progress towards shared objectives.

Having open conversations about two-way accountability (in which both organisations are accountable to each other and the ways in which this will happen) can help to manage imbalances. Regular check-in processes, in which people from both organisations are encouraged to identify one (or more) things about the partnership that they would like to stop/start/continue, can also help. Anonymous feedback options can also support feedback from more people in safe ways, and engaging external support people and evaluators can help to surface any issues early on to manage power dynamics in partnerships.

Section 2

Effective partnership recommendations

Guiding principles for WASH and RHO partnerships

Following some core principles and values can position partnerships for success. This section outlines guidance, drawn from literature, interviews and webinars, for both partners to follow. These partnership principles (Figure 3) build on and respond to two overarching WASH-related principles:

- WASH access is a human right and improving access is a priority
- Inclusion and equity improve WASH access.

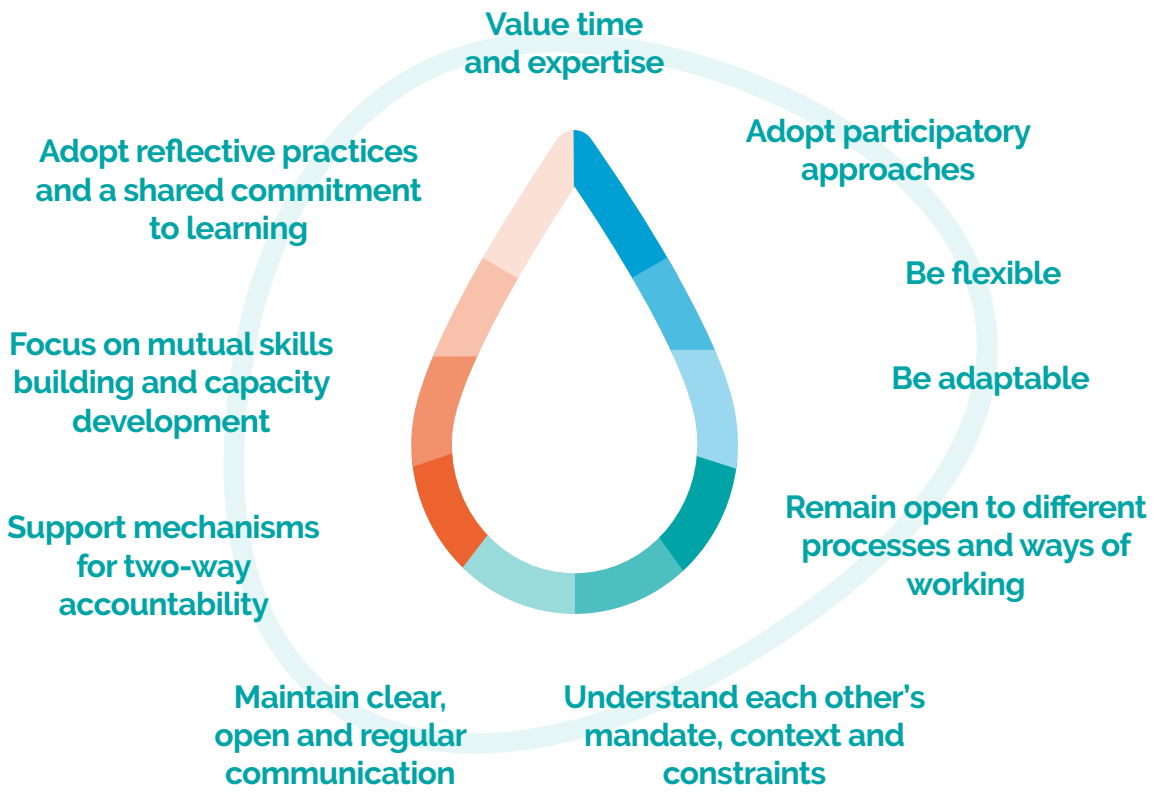


Figure 3. Guiding partnership principles to improve inclusion and equity in WASH access

Successful WASH–RHO partnerships pay attention to inclusion principles. For example, attention to reasonable accommodations is critical to ensuring representatives from RHOs can contribute meaningfully and equally to partnership discussions or activities, including supporting participation in meetings by accommodating accessibility issues, transport costs and so on.

As the process of change to inclusive practice unfolds, initial learnings and both individual and organisational change need to be cognitive at first, but then they become routine and a habit as a practice. Successful partnerships require evolving efforts over time that demonstrate the commitment to the partnership and its desired outcomes (see Box 4).

Box 4. Water for Women Fund Partnership Group partnership principles

Water for Women partners developed the following partnership principles at inception. They guide ways of working for the Fund Partnership Group, which consists of one representative of each lead CSO implementing partner, each research organisation, the Fund Coordinator and the Australian Government Department of Foreign Affairs and Trade.

1. **Commitment**
   We are committed to a common Fund identity. We will mobilise our collective and individual capabilities and resources and work together to achieve results in gender and socially inclusive WASH.

2. **Purpose**
   We are ambitious, and we are here to take action and deliver results. We will work with intent and clarity of purpose. We will remain relevant and mobilise our resources to where we can have the best impact.

3. **Courage**
   We have the courage to stand up and stand out, to question, to explore, to change and to lead both within our programs and amongst ourselves. We will engage with risk, learn from failure and we will seek new ways of working.

4. **Respect**
   We value the diversity of our experience, approaches and capabilities. We aim to create a culture of openness, sharing and learning from one another. We acknowledge the inherent power relationships within our contexts, assume goodwill, and work from a basis of equity and shared commitment.

5. **Collaboration**
   Our Partnership offers new opportunities and we will work to, and through, each other's strengths. We will work together to achieve collective and/or individual results in gender and socially inclusive WASH.

6. **Accountability**
   We are accountable to each other, to our partners, to communities. We will program intelligently to deliver on our commitments to those with and for whom we work, while taking care to mitigate any potential negative consequences. We will show up, take responsibility for our decisions and deliver on our commitments to each other.

7. **Adaptability**
   The diverse and complex contexts and relationships within which we work require us to be flexible and adaptive. We will work politically and utilise cultural competence. We will reflect on, and learn from, our programming and partnering experience and practice, and we will make conscious decisions to adapt our efforts in response to changes and lessons.

Checklist for practitioners

Figure 4 illustrates four stages of developing an effective partnership between WASH and RHO organisations. The stages summarise actions that should be undertaken in an effective partnership.

Figure 4. Key stages of developing an effective partnership

The checklist below contains recommended actions for an effective partnership, drawn from resources listed in this guidance including research, literature, interviews and webinars. It suggests who needs to undertake the actions, grouped according to the four stages shown in Figure 4, and why. Organisations can use this table as a checklist for partnership development and review.

Prepare

	Action	Who	Why and tips on how
○	**Identify the WASH purpose and objectives that could benefit from partnership**	**Each organisation**	The starting point is to determine the WASH purpose and objectives towards which a partnership would make a strong contribution. Every organisation, whether planning a partnership or approached as a potential partner, should pause and prepare internally, starting with asking "what is our organisation trying to achieve?" Note down the objectives that will anchor your partnership efforts and feed into joint planning in the following stages.
○	**Be intentional about participation of rights holder groups**	**WASH organisations**	WASH organisations should seek to ensure there is good internal understanding of the purpose of participation. Participation means the active involvement of rights holders in decision-making and developing, designing, implementing and evaluating policies programs and services that impact on their lives and that of their constituents. This means being able to tolerate discomfort as power dynamics are challenged and "ways of doing things" change. It is important to ask yourself and your organisation – how do we ensure that we agree about the purpose and scope of rights holder participation? It is important to ensure that the possible roles, timelines, remuneration and purpose are clearly defined and this information is provided in an accessible way.
○	**Remove obstacles to participation**	**WASH organisations**	In preparation for meeting with an RHO, ensure that you have asked its representatives whether social, physical, communication or economic obstacles must be removed for them to attend meetings about a potential partnership and participate in discussion or other activities on an equal basis with others. These principles are necessary at the community level when engaging with marginalised groups, as well as when seeking to collaborate with their representative organisations at the program/organisational level.
○	**Set the tone and commitment to participation**	**WASH organisations**	Ensure that representatives feel welcome and included from beginning to end. This means reaching out to them before the initial meeting, ensuring they feel valued, and following up after the meeting. Power dynamics are a key underlying shaper of relationships, and it is important to recognise that some settings can be intimidating to representatives of RHOs. For example, some simple tips for a successful first contact are: • Assign a dedicated staff member to liaise with the RHO, ideally a person who has experience in the relevant issues and who can model inclusive communication and enabling participation to others in the organisation. • Share accessible information ahead of time (a lot of information about multiple projects presented in a meeting can be confusing). • Record minutes in dot points and share them after the meeting. • Allow time for all people to contribute. Some representatives may lack confidence, or the speed of discussion may mean they have been unable to reflect and respond. • Organise follow-up meetings if required to allow an organisation to process information and think about how it might like to be involved.

Set foundations and a shared vision

	Action	Who	Why and tips on how
○	Identify alignment in strategic priorities and shared goals, as well as shared principles for engagement	Both partners	It is important to take the time to establish a common foundation for a partnership, such as alignment in the organisations' strategic priorities and goals and an answer to the question "why partner?" Ideally the partnership responds to a direct need identified in the community. Partners need to discuss and agree on a set of principles for ways of working with each other.
○	Set a clear commitment and partnership agreement	Both partners	While a partnership agreement can take many forms, from a formal document to informal, activity-based agreements, ensure both partners have a clear commitment to the partnership and agree on roles and responsibilities. Written terms of reference are recommended.
○	Discuss and develop a common understanding of the objectives of the partnership	Both partners	At the beginning, it is useful for organisations to develop a common understanding about the objectives and key political and philosophical aspects of their partnership to avoid potential misunderstandings. It is important to understand each other's organisational capacity for the partnership and partnership activities, including, for example, to commit staff, receive funds and undertake development and technical activities.
○	Co-create the project or initiative	Both partners	Best practice inclusion requires rights holder participation from the outset – from setting priorities for development through to design of programs, implementation and evaluation. Strong partnerships with RHOs are supported by ensuring their involvement from the beginning of the planned project. This supports RHOs to input into the design and approach of the project and avoids retrofitting.
○	Undertake effective joint planning	Both partners	Effective joint planning means both partners are active participants in the planning process, ideally before funding proposals are submitted. While one partner can take the lead, the other can participate in joint planning. This process involves building on unique strengths and focus areas, and bringing together complementary roles. It can also involve co-identifying and agreeing on a plan for ways of working together in alignment with any agreed partnership principles, such as regular check-ins and problem-solving mechanisms.
○	Conduct an inclusion assessment of your own organisation to ensure you are "walking the talk"	WASH organisations	Inclusive practice must be internal as well as a core part of programs and projects, and is a long-term investment in leaving no one behind. It means that the level of focus, resourcing and overall approach enables inclusivity and participation. An organisational review of processes, policies and ways of working might cover organisational capability, workforce development, RHO participation, safety, accessibility and risk, disclosure and documentation, from perspectives, including gender, disability, SGM and human rights. Practice standards (resourcing and overall approach) should be linked to policies and indicators of accountability. The assessment may be undertaken with the guidance of the RHO partner.
○	Share best practices between partners	Both partners	Partner organisations should share best practices, building on what they learn from their activities and lessons derived from the partnership. This process may take forms such as regular verbal updates, reports or learning workshops.
○	Consider and address power dynamics	Both partners	While there may be significant strategic alignment, it is difficult for partnerships to be effective when power dynamics hinder a partner's ability to speak openly, raise ideas and concerns, or critically review a partnership between a funding partner and recipient. Power dynamics exist in all settings, and they are important to consider early and monitor over time to see how they affect the success of a partnership or project.

Develop strong partnership practices

	Action	Who	Why and tips on how
○	**Allow time for partners to get to know each other**	**Both partners**	Even when there is clear alignment in strategic vision and objectives, organisations can have very different structures, experience and working styles. It is important to invest time in getting to know each other, for example, through meetings, field visits or workshop attendance. Establishing a baseline understanding of WASH and rights will make the partnership more effective.
○	**Have open communication and conduct regular review of the partnership and activity status**	**Both partners**	Rapid and clear communication is essential to coordinate a partnership and enable people to ask questions and discuss both the partnership and its activities. Establish regular check-ins[5] (e.g. monthly or quarterly) early in the partnership.
○	**Provide GEDSI training to ensure universal WASH**	**RHOs**	It is important to meet WASH needs in the context of the broader socio-economic and human rights context, so training led by RHOs may be required (e.g., on disability, gender-based violence, or SGM cultural awareness).
○	**Provide training on the specific components and functions of WASH systems**	**WASH organisations**	RHOs need a level of understanding of universal WASH that will ensure projects take a broader focus than water access and allow RHOs to integrate WASH in a meaningful way.
○	**Consider joint data sources, monitoring and knowledge sharing**	**Both partners**	Using (and strengthening) data sources and sharing knowledge allows partners to benefit from collective information (e.g., a central database of disaggregated WASH information for RHOs and the government). Monitoring of joint activities needs to be established and agreed, with roles and responsibilities outlined.
○	**Map out intersectionality issues in relation to the groups of people with whom RHOs engage, and partner with a broad range of groups to capture the diversity of people, their needs, and their levels of power**	**WASH organisations**	To achieve inclusive, universal WASH, projects need to consider the diversity of people, their needs and their levels of power. By mapping intersectionality issues, WASH organisations can identify the range of partners that may be required to address them. For example, some organisations may reach rural women, but cannot provide a comprehensive understanding of the needs, views and aspirations of all women. Seek opportunities for supporting the engagement of RHO partners to strengthen understanding of intersectional issues in relation to WASH and within one's own organisations and rights agendas (e.g., gender and disability).
○	**Discuss long-term needs and sustainability of WASH services, projects and organisations**	**Both partners**	Partnerships can promote the sustainability of WASH projects, particularly by engaging and supporting community-based organisations and those representing constituents who will continue to have a long-term role in the community.
○	**Pay close attention to financial issues (and any arising misunderstandings)**	**Both partners**	Adequate resources are required to support people's involvement in the partnership as well as project activities. Financial issues can arise during a funding arrangement such as problems with bank transfers, timing of payments, different currencies. They require strong financial management, communication and reporting.

[5] See Partnership check-in sample template in Siscawati et al (2021)

Build on complementarities

	Action	Who	Why and tips on how
○	**Understand and respect partners' existing priorities and capacity**	**Both partners**	To establish a strong partnership, it is important to understand and respect how the partnership fits with existing priorities and capacity. This includes reviewing funding arrangements to ensure donor organisations acknowledge and do not overwhelm RHOs' existing priorities and capacity. Align objectives and build strategies using the strengths of RHO partners.
○	**Review and develop advocacy using the partnership's joint activities**	**Both partners**	If partnerships are addressing community needs, those needs can become the subject of advocacy, particularly at the national level. This may lead to effective allyship; for example, joint activities may allow both partners to use their positions to communicate their stance as an ally, denounce inequity when they see it, and provide people with the support, tools, and resources they need to promote change themselves.
○	**Investigate strengthening existing forums, working groups or advisory opportunities for strong coordination**	**Both partners**	While partnerships can create something new, it is efficient to build on experience to date and look for ways to strengthen existing forums, coordination mechanisms and the WASH system.
○	**Support engagement with government on WASH and GEDSI issues**	**Both partners**	WASH partners can support RHO engagement in WASH coordination mechanisms, which can include conducting briefing sessions with RHOs prior to governmental policy coordination and planning meetings to prepare for their involvement.

Section 3

WASH and RHO partnership frameworks and experience

Types of partnerships and partnership frameworks

Organisations have different experiences and contexts that lead to different types of engagement, collaborations and partnerships. Common types of WASH and RHO partnerships are project-based, technical advisory, and research partnerships, and collaboration on shared activities.

The following two frameworks provide ways of understanding the range of scope in partnerships, which can vary from low levels of engagement, such as information sharing, to very high levels, such as in collaborative, transformational partnerships.

These frameworks can be useful when determining the most appropriate type of partnership between two organisations, and for discussing how they want it to progress. Common understanding of the level of partnership is important for managing expectations, including resource inputs, and for the partnership's ultimate success.

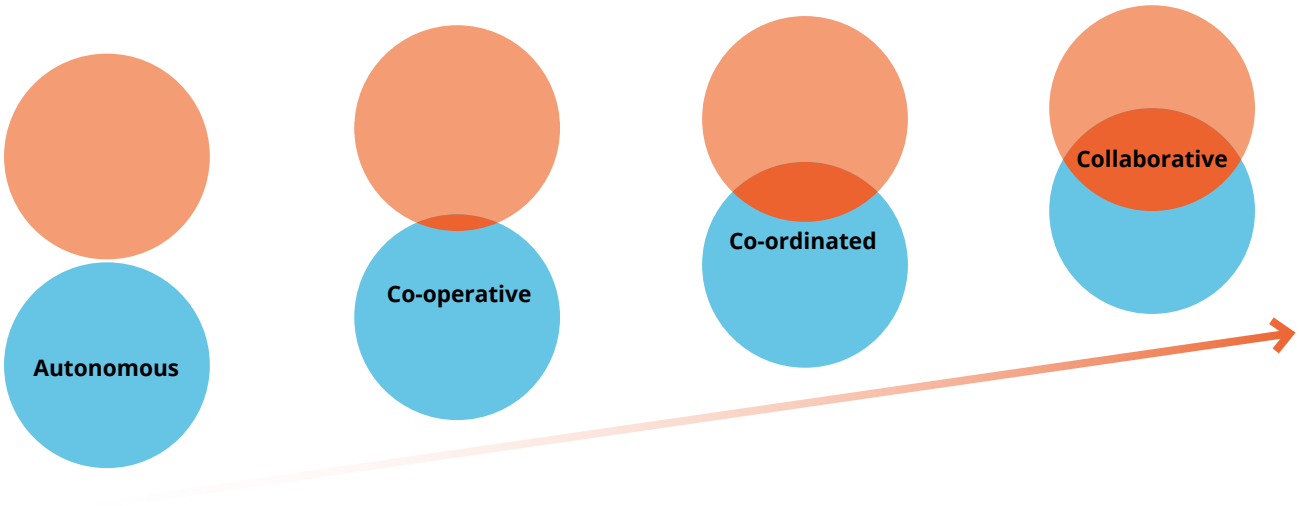
Framework 1: The spectrum of collaboration

The spectrum of collaboration (Figure 5) includes a range of partnership types. At one end is autonomous partnership, in which organisations function independently but may collaborate on a project in a defined way, such as a sub-contractual relationship. At the other end of the spectrum is a collaborative approach characterised by a significant long-term investment in the partnership, underpinned by shared vision and values, and formalised through contracts, agreements and the like.

Potential partners can use this framework to discuss the type, depth and level of commitment they would like. Doing so will help organisations to solidify their ideas and help to manage and (hopefully) align expectations and understandings.

Framework 2: Ways to engage partners and stakeholders – levels of engagement

Another useful framework to draw on when establishing and checking in on a partnership is known as the levels of engagement typology, shown in Figure 6. While this framework was developed with stakeholder engagement and consultation in mind, it is equally useful in helping organisations understand the types of collaboration that could be pursued, and the level of decision-making and power embedded within each stage.



- Organisations operate independently but may choose to collaborate on a project in a clearly defined way

- Remain independent but network and share information
- Low commitment
- Informal arrangements (no memorandum of understanding (MOU) or contracts for example)

- Some joint planning
- Often project based coordination
- MOU or contracts in place

- Shared culture, visions, values and resources
- Joint planning and delivery of some services
- High commitment
- Formalised partnership

Figure 5. The spectrum of collaboration. Source: Adapted from Winterford (2017)

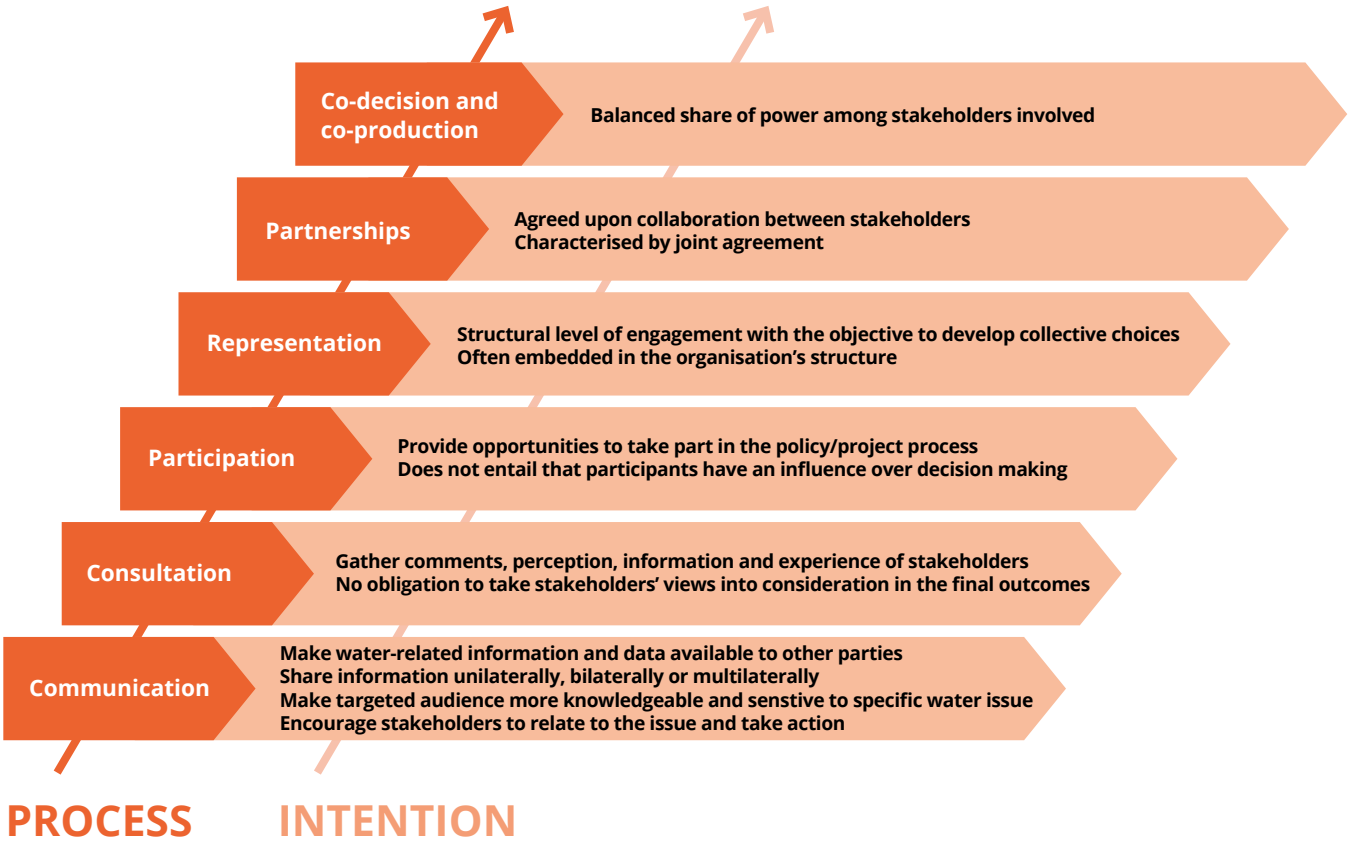


Figure 6. A typology of levels of stakeholder engagement. Source: Adapted from Akhmouch & Clavreul (2016)

Experience of partnerships between WASH and rights holder organisations

The following sections detail experience from partnerships between WASH organisations and women's organisations, OPDs and SGM organisations.

Most WASH and RHO partnerships to date have primarily involved a thematic focus on gender, disability and/ or SGM communities. Further types of partnerships are likely to be required to address the intersectionality of these themes. They must also address, for example, the interrelationship between WASH and socio-economic determinants of wellbeing such as healthcare, education, housing, energy and fair work.

Many RHOs, including rights-focused entities, CSOs, faith-based organisations and professional associations, are tackling issues such as those faced by ethnic minorities, refugees and youth. As the WASH sector continues to evolve and transform, diverse partnerships of these kinds will form part of the solutions to meet WASH needs.

Civil society organisations in Timor-Leste map connections between RHOs and WASH organisations

Credit: UTS-ISF / Melita Grant

Section 4

Partnerships with women's organisations

The following section describes some drivers, benefits and challenges of WASH and women's and feminist organisations' partnerships, drawn from the research, literature and inputs from webinar participants.

The use of the term "women" is not intended to be heteronormative or binary, but includes women in all their diversity. The term "women and girls" is also used, and includes women and girls with disabilities, women from different economic and educational backgrounds, women of diverse sexualities and transgender women, and women from different racial, ethnic, and religious backgrounds (see Box 5).

Drivers

Given the importance of understanding and meeting the WASH needs and interests of women and girls (in all their diversity), the disproportionate WASH burden they carry and their often marginalised voice and decision-making roles in communities and institutions, WASH organisations have looked to partner with feminist and women's organisations. Recently, organisations have started to explore the role of WASH projects in advancing gender equality and transformation in society at large.

Box 5. Partnerships with women's organisations

Partnering with some types of organisations may reach some women (e.g., elite women), but cannot provide a comprehensive understanding of the needs, views and aspirations of all women. Therefore, WASH organisations are advised to look carefully at the types of organisations with which they can partner and who these organisations represent, and ensure that they are not only engaging with (e.g.) elite women's organisations. Strategic connections to elite or state-sponsored women's groups may be necessary to achieve WASH goals, but the limitations of such partnerships should be kept in mind.

Source: Siscawati et al. (2021)

In this learning initiative, WASH and women's organisations reported the following drivers of partnership.

Addressing WASH service gaps and needs

Focusing on practical gender needs for more systemic change

- Organisations may be keen to partner to respond to a need expressed by women and girls. These practical needs can be an entry point for broader WASH systems and gender equality programming, such as improving reproductive health and menstrual health and hygiene behaviour change programs, and integrating initiatives to reduce gender-based violence.

> *"We need to work together so that the community can benefit from our partnership. Community needs can become a factor that push us to work together."*
>
> Interviewee
> Tam et al. (2021)

Strengthening governance mechanisms

- WASH systems are complex; partnerships can provide technical assistance to improve governance. Support can involve addressing organisational issues, participatory governance and deliberative democracy (top down and bottom up).

Representing and mobilising the interests of women and girls

- Women's organisations often have excellent reach and connection to the community, and can communicate the needs and interests of women and girls who are often excluded from community decision-making due to patriarchal norms and heavy domestic workloads.

> *"The main reason is simple: we cannot work alone. The goals of the organisation are large, and [our organisation] cannot do it alone without collaborating, because the issue is not a single problem."*
>
> Interviewee
> Siscawati et al. (2021)

Tackling root problems together

Advancing gender equality in and through WASH

- Gender and WASH issues are interconnected and have the same root problems. These include women's WASH burden, cultural barriers, the link between sanitation and reproductive health, and issues of marginalisation, which are compounded by a lack of voice, education and economic opportunities. WASH and women's organisations can partner to tackle root problems and advance gender equality (Box 6).

Reducing inequalities and strengthening cohesion

- WASH activities can support ways to improve family harmony by reducing tension around WASH service provision.

Entry points to reducing gender-based violence

- WASH can be an entry point for programming to meet shared goals, such as improving women's safety and reducing gender-based violence. Partnership can help realise the mutual benefits of WASH and gender equality, including a more inclusive society and shared ideas.

Increasing women's economic empowerment

- WASH partnerships can directly increase women's economic empowerment through WASH businesses that come about through partnership activities (e.g., making and selling soap). They can also indirectly increase economic empowerment by improving people's health so they can be more productive and reduce women's caring burden.

Increased impact

Supporting reciprocity in opportunities

- Partnerships provide mutual opportunities to improve skills and increase WASH and gender equality technical knowledge and organisations' power to advocate. Shared advocacy initiatives put more weight behind messages, and can increase reach and ability to lobby government for improved WASH services with a gender transformative lens.

Sharing resources and goals

- Establishing a partnership allows both organisations to increase resources, attract funding and develop more integrated activities to achieve shared goals.

Strengthening prospects for sustainability

- Partnerships can build on the momentum of project activities and expressed willingness of women to be change agents in their local communities, which means greater WASH service sustainability and likelihood of maintaining hygiene behaviours. Women's organisations are best placed to advise on how best to work with women who are skilled and effective WASH promoters.

Evolving WASH practice

Recognising the interconnection of the SDGs

- WASH partnerships are being driven by integration of the SDGs (namely SDG 5: gender equality, and SDG 6: WASH) and the "leave no-one behind" principle. Multi-stakeholder, multi-sectoral partnerships are an example of how multiple SDGs can be addressed in practice.

Gender equality as the norm in development projects

- It is increasingly common for donors to require gender equality collaboration in their programs and projects. At the same time, development organisations are advocating or proposing it is included in projects.

WASH sector transformation

- The WASH sector has changed in the last decade, and the understanding of GEDSI has shifted and become more proactive. This may be due to the increasing proportion of women working in the sector, and GEDSI professionals working with technical WASH people driving and expanding various forms of partnerships between WASH and women's organisations. For a useful tool, see Box 7.

Box 6. A strong partnership to boost access to WASH services by balancing gender roles in Timor-Leste

WaterAid have a strong and enduring partnership with the women's organisation Grupu Feto Foinsa'e Timor-Leste (GFFTL). Under their Water for Women project, GFFTL is leading community awareness-raising sessions for more equal distribution of WASH-related domestic labour between men and women, as a core component of strengthening rural WASH community and household service initiatives.

The group has also been revisiting communities in rural areas, following WASH service delivery, to document evidence of changes in gender-based roles and divisions of labour. Feedback from community conversations is also informing WaterAid's and GFFTL's national advocacy and influencing agenda to strengthen WASH systems.

WaterAid joined forces with GFFTL in 2019 to deepen collaboration with women's rights groups. The partnership highlights the value of WASH CSOs working with women's rights organisations, to drive change, shift gender

norms and strengthen the WASH system to be more empowering. WaterAid and GFFTL are demonstrating the importance of strong WASH–RHO partnerships to create more effective outcomes in WASH, but also in strengthening approaches and systems, particularly by influencing national policy dialogue.

The GFFTL team is a key member of national and municipal gender forums, bringing community experiences of rural gender and WASH issues to the Women's Parliamentary Group of Timor-Leste, the State Secretary for Equity and Inclusion and the National Women's Network (Rede Feto).

Source: WaterAid

Grupu Feto Foinsa'e Timor-Leste delivering an awareness raising session to bring about more equal distribution of WASH and domestic work
Credit: WaterAid Timor-Leste

Box 7. IWDA's Feminist Organisational Capacity Strengthening Toolkit

The International Women's Development Agency (IWDA) believes that stronger women's rights organisations are better able to establish, participate in and strengthen vital, vocal and visible women's movements that will aggregate and amplify women's power and priorities.

The Feminist Organisational Capacity Strengthening (FOCS) Toolkit is designed to support women's rights organisations to align their operations with feminist principles. The toolkit includes the following modules:

- Facilitation Guide
- FOCS Organisation Self-Assessment
- Creating Cultures of Care and Resilience
- Leading, Governing and Being Accountable
- Resources for Women's Rights.

Source: IWDA (2021)

Benefits

Both WASH and women's organisations have reported benefits of their partnerships, as outlined below.

Increased participation and inclusion of women

Increasing participation

- WASH and women's organisations working together has led to an increase in women and girls' active participation in WASH projects, making them more inclusive and leading to them realising more inclusive WASH services.

Increasing access

- Joint approaches have led to increased access to WASH knowledge and services for women and girls.

Greater impact and objectives achieved more effectively

Strengthening community impact

- Organisations reported that strong relationships and targeted approaches gave them more community impact and enabled them to achieve objectives more quickly.

Increasing resources and networks

- Partnerships have increased resources by combining efforts and expanding professional networks, both leading to greater impact and achievement of objectives.

Improving monitoring mechanisms and data

- Partnerships have enabled better access to and monitoring of data on gender activities and project effectiveness.

> ***"Some of our members in seven districts have already accessed clean water. For example, in one community, the water arrived at their house. That is the result of working together between [a WASH organisation and GEDSI organisation]."***
>
> Interviewee
> Tam et al. (2021)

Mutual learning and capacity building

Improving cross-learning

- Partnerships led to cross-learning and maximising complementary skills. Organisations can often fill a gap in the partner's capacity. For example, women's organisations can bring connection to community and behaviour change skills, and WASH organisations can bring technical WASH knowledge to the partnership.

Deepening perspectives for problem solving

- Partnerships have increased knowledge and created deeper perspectives for both partners. This has increased equality within the partner organisations and program communities, and allowed organisations to benefit from their partner's experience, informing their project planning.

Cultivating opportunities for collaboration

- Organisations have capitalised on the opportunity to work on new ideas together. This has also led to developing, and attracting funding for, joint programs.

Increasing capacity

- Additional capacity and skills have enabled organisations to deliver on their strategic plans.

Stronger advocacy and influencing

Increasing advocacy opportunities

- Partnership has led to stronger and more effective advocacy, including educating communities and improving WASH outcomes. Organisations reported that partnerships gave them more advocacy opportunities, including from enhanced connections with government, particularly at national level.

Increasing WASH competency

- Organisations reported the benefit of capacity building for women's organisations so that they can be represented effectively in WASH decision-making.

Reducing gender-based violence

- Working together has strengthened responses to gender-based violence through referral networks.

Shifts in gender norms, perceptions and responses

Recognising multidimensional benefits of an integrated approach

- A key benefit of partnership is the opportunity to take an integrated approach to the interrelated issues of WASH and gender equality, which can elevate project goals and advance a progressive agenda. For example, if a project achieves safe and private WASH services at school, girls will be less likely to skip school during menstruation or drop out to collect water for their family. They will stay in school longer, and take their hygienic behaviours home as well.

Strengthening accountability

- WASH actors can experience gender norms transformation, meaning they can be more accountable and motivated to shift gender norms within their own organisation as well as see the impact of their project on transforming gender norms in communities.

Empowering women to advocate for their interests and rights

- A highlighted outcome of partnership, which led to appropriate, targeted activities, was the empowerment of women in communities through increased voice and engagement in WASH processes. For example, women have been empowered to approach local government to demand their water rights (Box 8).

> ***"Benefits of collaboration with WASH organisation are both on the organisation side and community side. For organisation side, this collaboration to enrich the substance of WASH, exchange ideas and strategies in advocacy. For members/community side, this collaboration has good impact for community especially for women. They were empowered, they have taken the initiative to speak to the government or they took the initiative to demonstrate to demand their water rights."***
>
> Interviewee
> Siscawati et al. (2021)

Changing traditional perceptions

- Partnership activities reportedly led to a positive change in the community's perception of a certain field of paid work, which it now sees as both women's and men's work.

Changing institutional and organisational norms

- The most common strategy for WASH organisations effecting norms change at institutional and organisational levels has been engaging RHO partners to facilitate GEDSI capacity-building activities for their staff and government stakeholders. Indeed, the extent and quality of engagement with an RHO by a WASH organisation or government department demonstrates the extent of norms change within that organisation or institution, pointing to openness to listen to and bring diverse voices into the discussion.

"There are actually many benefits. When we've clicked, let's say that we already agree on what we want to achieve, it's faster. It will be completed faster, then the impact will be wider, the coverage is also wider, because it seems like we have friends, more friends can reach out to an issue."

Interviewee
Siscawati et al. (2021)

Box 8. Research into partnerships and collaborations between WASH and gender equality organisations in Timor-Leste

Between 2018 and 2021, UTS-ISF and WaterAid explored the drivers, benefits and challenges of partnerships and collaborations between WASH organisations and programs and GEDSI organisations as part of a Water for Women research project in Timor-Leste. The research informed how CSOs can partner more effectively to strengthen mutual WASH, gender equality and inclusion outcomes.

The research methods included a workshop in Timor-Leste with 30 CSO representatives from 16 organisations, in-depth interviews with 18 CSO representatives, and longitudinal research over 2.5 years with WaterAid Timor-Leste and four partners.

The research provided rich qualitative evidence to inform partnership processes, ways of working and models. Key drivers for partnership formation were found to be identification of community WASH service gaps and alignment of advocacy agendas. Key benefits reported were increased inclusion and empowerment and strengthened capacity. Critical challenges emerged when staff changed, organisational strategies were misaligned, and organisational capacity and financial management capabilities differed.

These findings informed recommendations to improve gender outcomes through empowering partnership models, suggesting that current and future partnerships should:

- establish a shared vision for what gender equality in WASH entails
- consider a range of partnership models, and develop shared platforms and mechanisms to drive gender equality and WASH outcomes built on trust
- share power and encourage mutual learning
- take affirmative action for local gender organisations to be leaders in the WASH system at all levels
- co-develop WASH solutions that meet women's and girls' needs, and influence services and systems to adopt them
- implement measures to mitigate challenges related to changes in staff and differing organisational capacities.

Adapted from Tam et al. (2021)

Challenges

It is important to know that, as in all relationships, there can be challenges in learning to work together and building trust. WASH and women's organisations that reported significant benefits of partnerships identified some challenges in developing partnerships, which form an important part of this guidance and inform the recommendations for effective partnering and checklist for practitioners (Section 2). They are outlined below.

Organisational barriers

Competing priorities

- Some organisations found that they had competing organisational priorities and directions, hampering agreement on what is important and what needs to be done and when.

Differing capacities

- Partners struggled when staff capacity varied in terms of time available and technical skills such as WASH literacy and embedded understanding of gender equality. In some cases, staff turnover reportedly led to stalling or restarting the partnership.

> *"A WASH CSO mentioned that the biggest challenge to the partnership was changes in staff; so the new person needs to learn the process and start from the beginning. We need to explain again and again."*
>
> Interviewee
> Tam et al. (2021)

Partnership complementarity

- Mismatches in organisational size and structure meant some smaller organisations were unable to undertake certain partnership activities.

Different expectations

- Some organisations had different implementation methods and approaches, which in certain cases led to a misalignment of expectations of timing or activities in the field.

Resource challenges

- Coordination activities can be costly and are sometimes unfunded. Mismatches in financial resources and difficulties in making payments were reported, sometimes compounded by language barriers (Box 8).

Sustainability of activities

- Many local RHOs reported poor organisational sustainability in relation to funds for ongoing operations, reducing their ability to commit to long-term collaborations.

Communication challenges

- Some organisations reported poor communication due to infrequent meetings, and COVID-19 restricting in-person meetings and travel.

Weak links in the WASH system

Lack of clarity in roles and responsibilities

- Partnerships had to navigate misperceptions about responsibility for WASH. Challenges arose when there were different perspectives on the roles and responsibilities of various actors, including government, the community or an RHO.

Sector silos

- Women's organisations reported difficulty in partnering or collaborating outside their organisations' specific area of focus (e.g., domestic violence, economic empowerment). Organisations tend to collaborate with others in the same sector with shared values and vision, and may not see that WASH organisations are as aligned, for example.

Power dynamics and relationship aspects

Power imbalance(s)

- In addition to the challenge of differing financial resources, funding relationships can lead to a power imbalance in a partnership. Transactional relationships and insecure funding often led to projects, rather than the development of a movement.

Hidden agendas

- Some organisations reported a lack of openness to collaboration from potential partners due to hidden agendas and personal or political interests.

Rigidity in requirements

- North/South power dynamics have been reported as causing problems between donors and funding recipients. Sometimes a donor set requirements that did not suit the institutional set-up of the partner or its strategic priorities (Box 9).

> *"The challenges that women's organisations work on include gender-based violence, reproduction, child marriage, and other women organisation mainstreaming issues. [This makes it] really challenging for women's organisations to be concerned with other issues which are felt to be male dominated such as sanitation, infrastructure, etc. because of a lack of capacity."*
>
> Interviewee
> Siscawati et al. (2021)

Sensitive subject matters

- Sensitive subject matter made formal partnership difficult in some cases. For example, organisational memoranda with governments or other parties can restrict an organisation from explicitly working on issues such as LGBTIQ+ rights, which can be socially and politically controversial.

Building trust

- Some organisations reported a mismatch between the partners in the allocation of the time and resources needed to build trusting relationships.

Box 9. Decolonising South-North Partnerships between women's organisations

In 2019, IWDA commissioned research on women's movement partnerships designed to reveal power dynamics and contribute to the decolonisation of partnerships (Guttenbeil-Likiliki, 2020). Guttenbeil-Likiliki identified a range of challenges related to power dynamics between Northern and Southern movements and organisations, including:

- Global North organisations bringing their own agenda, with little input from local organisations
- a lack of support for "other" women's rights issues, which might be a priority for Pacific actors, but not prioritised in international women's movement agendas
- power dynamics being imbalanced, and continuing colonial practices resulting in dependency and donor-and-beneficiary dynamics
- encouragement of elite feminism through the favouring of certain well-established organisations
- Global North organisations lacking contextual and cultural understanding of the focus country and communities
- Global North organisations contributing to the fragmentation of national and regional solidarity
- uncertain financial and other sustainability factors when accountability and transparency were viewed as one way. (Guttenbeil-Likiliki, 2020, p. 13)

DEVELOPING EQUITABLE PARTNERSHIPS

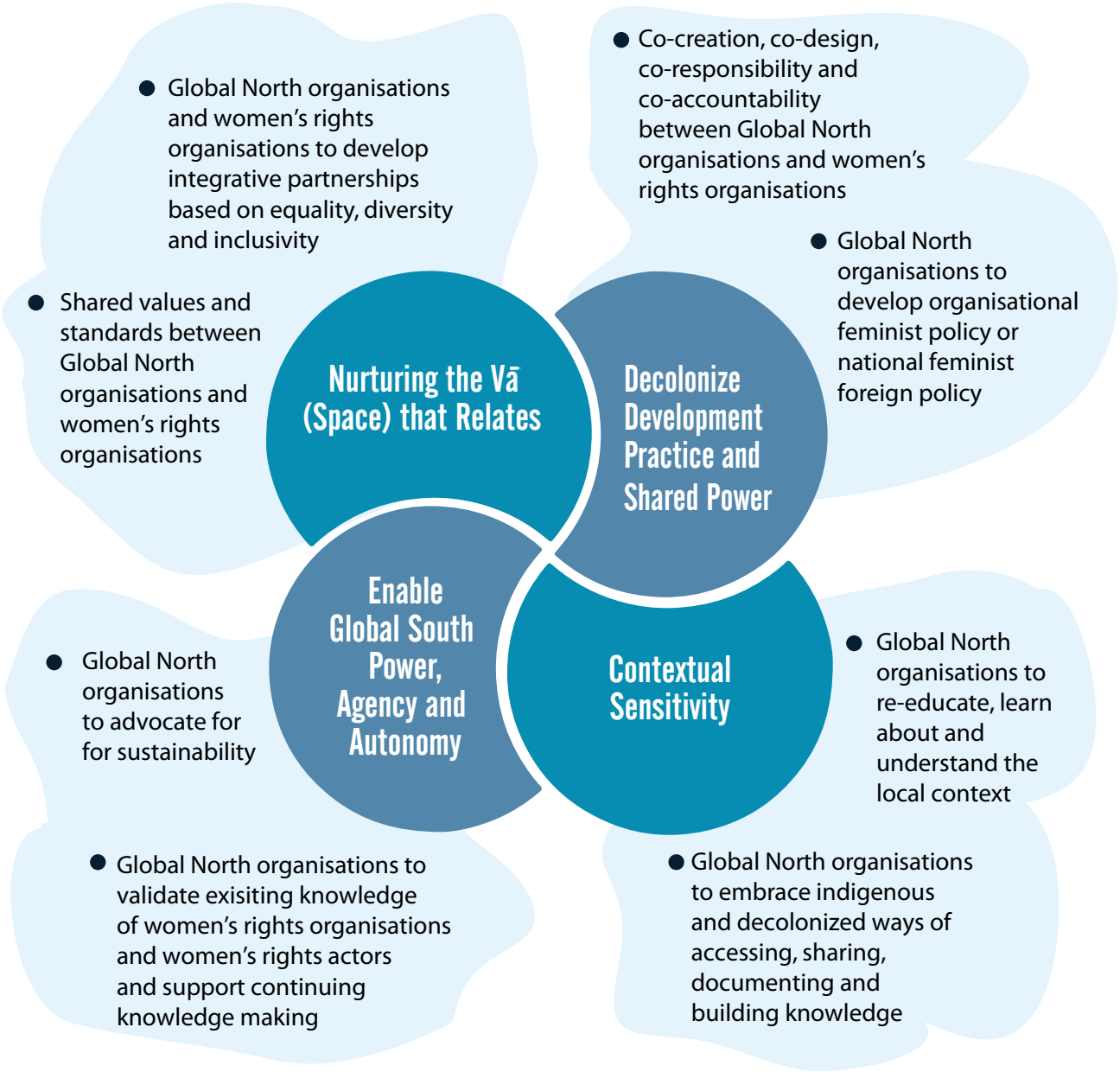


Figure 7. The IWDA study recommended the above framework for guiding the development of equitable partnerships
Source: Guttenbeil-Likiliki (2020)

Resources

For resources and further reading related to partnerships between WASH organisations and women's, gender equality and feminist organisations please see the Resources section on page 47.

Section 5

Partnerships with organisations of persons with disabilities

The following section describes some drivers, benefits and challenges of partnerships between WASH organisations and OPDs drawn from research literature and inputs from interviews and webinar participants.

A core tenet of WASH work is to be inclusive of all community members. This means ensuring equal inclusion of people with disabilities in all aspects of WASH programming, including WASH decision-making. People with disabilities have a right to access WASH on an equal basis with others without disabilities as set out in the Convention on the Rights of Persons with Disabilities and the SDGs.

To enable WASH access, organisations have had to address the entrenched prejudice and discrimination towards people with disabilities, much of which stems from negative attitudes about their capacity to participate. They must also remove the structural, communication and environmental barriers that historical exclusion from WASH decision-making processes has created (for example, see Box 10).

Organisations of persons with disabilities have most of their constituents and governance made up of people with disabilities. They have a mandate to represent the needs and interests of their constituents and are essential actors in improving participation of people with disabilities, promoting inclusive development and access to quality services for people with disabilities. Increasingly, partnerships with WASH organisations have been identified as a way for people with disabilities to influence WASH for equal benefit.

Box 10. Government of Bhutan disability inclusion leadership

In Bhutan, many government offices have improved access and accommodation for people with disabilities. WASH and RHO organisations hope that this will inspire other governments and WASH programs to be inclusive and lead to greater efforts on disability inclusion.

"It is clear that collaboration with RHOs requires a lot of intentional work and commitment. Collaboration has many facets, and requires multi-level, consistent, and long-term approaches to redress the historical exclusion of many groups from decision-making, planning, and implementation. Our experience in Bhutan demonstrates once again that capacity strengthening activities need to be complemented by advocacy to influence policy formulation and directions, and on-going mentoring and coaching of RHOs and government to broadly embed inclusion practice."

SNV Bhutan

Drivers

WASH organisations can partner with OPDs as a means to increase their own skills and knowledge about disability and inclusive WASH practice and ensure inclusive WASH programming. OPDs can be engaged in partnerships in a range of ways, including in advisory roles, implementing project activities, sharing information and networks (e.g., sharing contacts of people with disabilities so WASH organisations can connect with/recruit them for project activities), and providing awareness-raising sessions for WASH staff and community stakeholders.

In this learning initiative, WASH and OPDs reported the following drivers for seeking partnerships.

A member of the Disabled People's Organisation network in Sarlahi, Nepal, and SNV partner; a strong advocate for gender equality and transformation at community level
Credit: SNV / Meeting Point

Improving disability inclusion and advancing rights

Disability inclusion as a core approach

- WASH organisations and OPDs partnered to ensure inclusion in programs contributed to equal WASH outcomes for people with disabilities.

Mutual objectives

- Organisations shared mutual objectives, that is, leaving no one behind in access to WASH and meeting the practical and strategic needs of constituents of OPDs (see Box 11).

Removing barriers and raising voices

- Partnerships focused on advancing rights for people with disabilities and removing barriers to meeting their WASH needs, including raising their voice in decision-making forums.

Specialist knowledge

- WASH organisations wanted to learn from disability specialists and those with community knowledge and connections to strengthen their programs.

Technical knowledge

- WASH organisations aimed to increase technical advice for implementation, including skills and training for WASH staff, as well as input into program implementation and activities.

Strengthening capacity of OPDs and WASH organisations

Improved capacity of OPDs

- Organisations aimed for their partnership to strengthen the capacity of OPDs, financially, strategically and technically, enabling them to broaden their work and champion WASH.

WASH organisations "walk the talk" of inclusion

- OPDs wanted to increase their voice and reach with WASH organisations, assisting more organisations to operationalise inclusion, particularly if they work across development areas other than WASH.

Box 11. Researching disability-inclusive WASH in Cambodia

The London School of Hygiene & Tropical Medicine and WaterAid, with support from Water for Women, are undertaking research in Cambodia and Bangladesh aimed at improving WASH access for women and girls with disabilities. The project explores national WASH policies and how their implementation relates to WASH access for people with disabilities in Cambodia and Bangladesh. It also examines these policies from a gender perspective, looking at their outcomes for women and girls with disabilities and caregivers.

The research team in each country has included ODPs. In Cambodia, the Cambodian Disabled People's Organisation (CDPO) are a core partner co-delivering on the study's design, data collection and analysis. The diversity of the research team in including people with disabilities has been a key to its success, strengthening both WaterAid and CDPO's uptake of findings in their advocacy and programming work.

The research has led to expansion of CDPO's sub-national networks and deeper connections between WaterAid and CDPO. Local OPDs were responsible for identifying participants with disabilities and caregivers to interview, setting up telephone meetings, and were interviewed as key informants. Having researchers with disabilities in these roles has increased interviewees' awareness of and increased advocacy on disability-inclusive WASH issues at the sub-national level.

> ***"All development partners and donors should be taking actions to respond to recommendations of the findings and provide support to persons with disabilities through working in partnership with Organisations of Persons with Disabilities. If we all respond to those issues, persons with disabilities will be able to access WASH."***
>
> CDPO research team member

> ***"WASH service providers have known about issues through the interviews – it is raising awareness too. I think it is important for all types of disabilities to have the opportunity to tell their stories and recommendations."***
>
> CDPO research team member

Benefits

Given the core motivation to pursue disability inclusive WASH, in this learning initiative both WASH and OPDs have been pleased to find a number of benefits from their partnerships. These include:

Improved organisational capacity, knowledge and skills

Greater reach of activities

- Partnerships between WASH organisations and OPDs extended the reach of disability-inclusive activities, including WASH, to communities and regional and national levels.

Increased and improved connections

- Organisations were able to multiply and strengthen their connections with people with disabilities.

Improved capacity, knowledge and attitudes around inclusion

- Expertise and strong technical input from OPDs led to WASH organisations' improved capacity, knowledge and attitudes around inclusion (Box 12). It also elevated the importance of inclusion in WASH organisations, their programs and forums.

Better data and better programming

- WASH organisations found that better, more up-to-date disability-inclusion data, as advised by partners, led to better programming.

"Partnership and the engagement of the OPDs to support disability inclusive WASH activities including formative research multi-stakeholder inception meetings not only helped the project, local governments, and other stakeholders to understand the experiences of people with disabilities but also the OPDs themselves on the WASH services. They have also now become the member of the WASH Cluster and also they facilitate the participation of people with disabilities in WASH forums."

Water for Women partner organisation

Experiencing working together

- Some partners reported the benefit they got from the experience of working together on joint activities in the community, rather than always working alone.

A member of the Disabled People's Organisation network in Sarlahi, Nepal, and partner of SNV, educating children during school closure due to the Covid-19 pandemic
Credit: SNV / Meeting Point

Improved WASH, more inclusive outcomes and changed norms

Improved WASH and inclusion outcomes

- Organisations reported that partnership had improved access to WASH, including toilets and hygiene information, for people with disabilities and their families and more inclusive outcomes for the program (Boxes 12 and 13).

Changed attitudes towards people with disabilities and improved WASH

- Modelling inclusion to communities (e.g., including people with disabilities in community events as both facilitators and participants) helped change attitudes towards people with disabilities. This in turn improved WASH access for people with disabilities and their families.

Entrepreneurial opportunities

- Hygiene education for communities, including people with disabilities, enabled some women with disabilities to become WASH entrepreneurs (e.g., making soap to sell and sharing hygiene information).

Experiencing active participation

- For some OPD representatives, inclusion in the WASH project was the first time they had participated in a development process and therefore was an important learning and a transformative experience.

Stronger advocacy

Stronger voice through joint advocacy

- Organisations reported the benefit of joint advocacy, particularly appreciating having a bigger, more credible voice to take to government.

Targeted government advocacy

- Partners have been working together to develop and advocate to the government (e.g., the Ministry of Public Works) for agreed building codes on accessibility for WASH infrastructure, and the Ministry of Social Affairs for improved social protection for people with disabilities.

Strengthened OPDs

Formalising OPDs

- Partnerships were often found to strengthen the OPD and its ability to implement its strategic activities, including attracting further resources for more activities. In some contexts, the disability movement is emerging and WASH organisations have assisted informal networks of people with disabilities to register as OPDs and develop stronger relationships with local authorities.

Wider reach and recognition

- OPDs were able to share their work more widely, including at the international level. They also reported the ability to demonstrate the importance of inclusion in WASH programs with other WASH organisations.

> ***"Like for myself – I didn't know anything about participation – I didn't know the experience or the actual feeling of it until we had the partnership with [WASH org]. When I go out to the community and do the baseline and surveys they did and awareness raising … participate in activities with them, and gained some knowledge on how we can integrate our disability programs with their programs."***
>
> OPD interviewee, woman with disabilities

Improved funding opportunities

- Some OPDs reported that because of their partnerships, WASH organisations provided funding for other activities. An example was given of support from a WASH organisation for an OPD to pursue International Day of People with Disabilities activities when government funding was not available. This speaks to the level of trust in the partnership and commitment to long-term championing of WASH and inclusion.

Box 12. East Sepik Council of Women, East Sepik Disabled Persons Association and WaterAid partnership in Papua New Guinea

In Papua New Guinea, the East Sepik Council of Women, East Sepik Disabled Persons Association and WaterAid have formed a strong partnership. The partnership came through the Water for Women WASH systems strengthening project in Wewak, which looked at strengthening WASH governance and service delivery systems with a focus on inclusion. The baseline study in late 2018/2019 revealed that existing WASH services and governance mechanisms did not include the voices of women and people with disabilities. To fill these gaps, WaterAid identified two strategic local partnerships in East Sepik: The Council of Women, who were connected to the National Council and addressed gender issues in East Sepik Province, and the local OPD, East Sepik Disabled Persons Association, which was small and had few resources. WaterAid worked with the district government and these RHOs to establish a District WASH Committee, with both the OPD and the Council of Women advising on gender and disability inclusion in WASH.

The Council of Women and OPD's membership of the committee enabled them to incorporate their technical advice into WASH implementation so that the services benefit women and people with disabilities. Both RHO partners have been active voices within the District WASH Committee, with space to contribute to decisions about the WASH system and service delivery, such as planning and coordination. Both partners also have roles in community WASH service delivery, which built their capacity in WASH.

Women and people with disabilities are now benefiting from safe water and sharing information on hygiene and healthy living, with stronger links to disability services and family violence services. The partnership strengthened the capacity of the East Sepik Disabled Persons Association to operate in the district and continue working with other partners, including obtaining other funding. WaterAid has focused on provision of core organisational development support to both partners as a key component of strengthening the overall WASH system in East Sepik Province.

East Sepik Disabled Persons Association Executive Officer, who is vision impaired, and a WaterAid team member meet with carers of a person with disability in Wom Village, Papua New Guinea
Credit: WaterAid Wewak team

Challenges

Organisations have found that partnering means learning about the best way to collaborate and achieve shared objectives. Some challenges faced by WASH organisations and OPDs are outlined below.

> ***"It's not easy to work with government, they have political feeling and … difficulty to approach them – but when we work with CSOs we know we feel that [we] are not alone and [we] are more than one."***
>
> OPD interviewee, man with disabilities

Overcoming participation barriers

Late-stage involvement in projects

- Some partnerships with OPDs were developed part-way through projects and were not operating effectively in the early stages. This meant missed opportunities for OPDs to influence and people with disabilities being left behind.

Difficulty increasing the participation of the most marginalised

- People with disabilities are not a homogenous group, with some facing compounding and intersecting forms of disadvantage; multiple strategies are required to ensure representation and access for all. Even when organisations aimed to include people with disabilities in WASH programs, many found it difficult to find and support the most marginalised, such as women with disabilities. Reaching these groups requires extra time to understand and overcome barriers.

Overcoming socio-cultural barriers to participation

- Partners needed to overcome significant socio-cultural barriers, including families not wanting their members with disabilities to participate in WASH processes, meetings or workshops, or receive funds to support participation. They also reported a need for investment in empowering women to join meetings and speak in front of their community.

Barriers to reaching remote rural areas

- In remote rural areas that often have high WASH needs, partners found additional barriers to reaching people with disabilities and ensuring their participation.

> ***"Through the partnership [WASH organisation] has supported us to come this far and stand on our own feet."***
>
> OPD interviewee, woman with disabilities

Organisational challenges

Partnerships take time

- Organisations found that partnerships took time, including to convince different levels of the organisation of the importance of disability inclusion and working together.

Limited resources

- OPDs have long been under-resourced and lacked sufficient core funding. They also face competing demands on their time because development organisations have increasingly sought consultation. WASH programming may divert resources away from achievement of OPDs' strategic plans. Funding and budget is needed for both the partnership itself and joint activities, and when this is inadequate or unavailable it can prevent partnerships from progressing.

Coordination challenges

- Some organisations struggled to coordinate a new partnership and WASH working groups, including financial resources for meeting organisational needs (particularly for OPDs). They also found that a memorandum of understanding can be helpful to agree on shared objectives and activities, but genuine commitment and resources were also required.

> ***"Disabled people coming together has been a bit of a challenge. For the most part there has been a lot of support. It all comes down to the attitude of the people working with us. It is important to educate ourselves and come with the right attitude and knowledge."***
>
> Visually impaired interviewee

Lack of knowledge and understanding of inclusion affecting participation

- Many WASH staff were learning about disability inclusion "on the job" in their partnerships with OPDs. This meant that lack of knowledge and understanding could have negative impacts on OPD representatives and their participation (e.g., reasonable accommodations were not implemented and venues or information were not accessible). Partners found that WASH staff needed extra time to integrate new inclusive practices. Some OPDs reported that a trusting relationship with a dedicated focal point, such as a GEDSI officer, for the partnership was important to enable sensitive issues to be fed back to the WASH organisation.

The negative impact of COVID-19

- COVID-19 has had a disproportionate impact on people with disabilities, including increased risk of death from infection, increased isolation from needed social and physical support people, and reduced access to essential services (e.g., rehabilitation services). People struggled to work for and with people with disabilities when they were required to isolate and had little or no ability to work online. At times, WASH staff found it difficult to meet their own and people with disabilities' immediate wellbeing needs, let alone continue project implementation.

Understanding WASH processes and partner priorities

- Many OPDs had not worked with WASH organisations or programs before, so needed time to grow their understanding of WASH processes and participate meaningfully. In addition, WASH organisations' organisational priorities did not always align with those of their OPD partners; for example, some organisations reported difficulties in agreeing on timeframes due to competing priorities.

Outsourcing of responsibility for inclusion to disability partners

- Some disability inclusion advisors reported a risk of WASH organisations outsourcing implementation of disability activities to disability partners to "tick the box" on inclusion. This occurs due to lack of understanding of the need to integrate inclusion across the project cycle and at all levels, and requires organisational and individual responsibility.

Box 13. WASH coverage increases as OPDs engage their peers

In Indonesia, Plan International partners with several OPDs to facilitate the organisation's STBM[6] GEDSI strategy in all sub-districts in which it works. Having OPDs actively join STBM GEDSI triggering and monitoring processes to support their WASH team has helped increase coverage, because OPDs can engage their peers with disabilities more effectively and appropriately. Plan has formalised roles for OPDs and a women's organisation (called PKK) on Pokja[7] (district-level) and STBM (village-level) teams, ensuring that STBM processes are more inclusive and that women and people with disability can take on leadership roles.

These partnerships have contributed to a more inclusive WASH enabling environment at national and sub-national levels by re/establishing and strengthening district and village Pokja and STBM teams in both project districts; and advocacy efforts with PKK and OPDs, and has influenced the district sanitation strategy and regulations to include STBM GEDSI considerations (including increasing the participation of women and people with disabilities in community STBM).

Resources

For resources and further reading related to partnerships between WASH organisations and OPDs please see the Resources section on page 48.

[6] Sanitasi Total Berbasis Masyarakat, the Indonesian concept of Community-Led Total Sanitation

[7] WASH working groups

Section 6

Partnerships with sexual and gender minority organisations

The following section describes some drivers, benefits and challenges of WASH and SGM organisation partnerships drawn from the research, literature and inputs from webinar participants.

Drivers

As noted in the previous sections on partnerships with women's organisations and OPDs, an inclusive agenda is vital for achieving sustainable WASH for all. This means WASH organisations should partner with SGM organisations to reach these traditionally marginalised and left behind groups and meet their WASH needs and interests.

Drivers for partnerships between WASH and SGM organisations were as follows.

Improved WASH and inclusion outcomes

More inclusive programs that meet needs

- Partners came together to create more inclusive programs to meet SGM community needs and improve WASH outcomes, including through addressing intersectionality of important themes that influence how a person experiences and contributes to WASH systems (Box 14).

> *"Transgender persons are not thought of when government or anyone talks about toilets. If you do not include us, how can you be inclusive?"*
>
> Transgender representative

Strategic advisory

- RHOs are best placed to advise on strategies to "Leave no-one behind" and "Do no harm" (Box 2) in WASH processes and impact. SGM communities often fall into the category of those either left behind or harmed in programs.

Challenging norms

Deepening understanding and shifting power

- Partnership can help deepen understanding of the roots of discrimination against SGM individuals and groups, and develop ways to challenge these norms through WASH. Further, it is only by working with SGM communities that organisations can understand how SGM communities are left behind and the specific WASH issues and challenges. Organisations look to partner as a way to increase the advocacy and rights of SGM communities to access safe, accessible and inclusive WASH.

Improving cultural awareness and capacity

- RHOs can improve WASH organisations' SGM cultural awareness. Like people with disabilities, SGM people differ widely: some have diverse sexual orientations and/or gender identities; sometimes these groups overlap. Improving the cultural awareness of organisations includes understanding not only the different rights, needs and strengths for which each group strives, but the underlying norms that create the discrimination. Further, many SGM RHOs have a history of human rights work, or HIV/AIDs programming. Working with SGM organisations in understanding the types of capacity development they need can go beyond WASH to include research, community development and movement building.

Reducing violence related to WASH

- Partnership can provide access to SGM expertise and skills development on ways to help end violence towards SGM people meeting their daily WASH needs. SGM people can be pushed out of lines for water collection, reducing their access to water for drinking, cooking and cleaning, or face violence when attempting to use public toilets and WASH spaces.

Organisational benefits that improve outcomes

Shared power of the WASH program

- Partnerships between WASH and SGM organisations aim to share the power and influence of the WASH program, namely who it targets and how it does so.

Localising WASH programs

- Some international WASH organisations reported increased aspiration to decolonise and localise WASH program planning and decision-making resulting from SGM partnership.

The Jaipur Commissioner and the founder of Transgender Welfare Board, both view a display at 2021 World Toilet Day celebrations in Jaipur
Credit: CFAR India

Box 14. Placing sexual and gender minorities at the centre of WASH

In India, the Centre for Advocacy and Research (CFAR) formed a partnership with Sakha, an Odisha-based transgender rights organisation, in support of transgender-led inclusive WASH programming under its Water for Women project.

The partnership began with a rapid assessment to identify the extent of exclusion/inclusion from basic services and social entitlements that transgender people faced. In response to the findings, CFAR and Sakha set up a mechanism called the Single Window Forum[8] aimed at paribartan (transformation). The Single Window Forum was managed entirely by transgender volunteers, supporting, amongst other things, household water connection and other WASH needs. By 2020, this had placed transgender people at the centre of WASH reforms, with transgender organisations setting up WASH-centred social enterprise across the state of Odisha.

Sakha is now shaping LGBTQI-friendly public WASH facilities and integration of transgender issues into urban planning by creating safe facilities for and skilling of highly vulnerable transgender people. The Odisha Government has recognised the CFAR–Sakha partnership model and is replicating it across 13 districts.

Benefits

WASH and SGM organisations reported that they enjoyed the experience of partnering to improve WASH outcomes, and identified the following benefits.

Improved inclusion and WASH outcomes

Better inclusion led to improved WASH access

- As mentioned above, partners reported wanting to come together to create more inclusive programs that meet SGM community needs. They found that this led to better WASH outcomes, such as improving access to safe, accessible WASH and reducing open defecation.

Strengthening the WASH system

- Partners found that a benefit of engagement to meet the needs of SGM communities was to strengthen the system around WASH services. This meant that instead of being left out or marginalised, SGM people were included in the WASH program and whole communities were supported to have safe, accessible WASH services with champions from the SGM organisations and communities supporting long-term WASH.

Social transformation

Increased household capacity through empowerment

- Partners noted that through partnership project activities, they could increase the overall capacity of households by empowering SGM family members and their family around them (e.g., supporting households to share roles and responsibilities for water collection and hygiene tasks).

[8] Single Window Forums are a consultative mechanism used by CFAR to strengthen collaboration between community, civil society networks, local authorities, service providers and stakeholders to support the delivery of inclusive WASH services for the most vulnerable and marginalised communities in the urban settlements of Bhubaneswar, Odisha and Jaipur, Rajasthan, India.

Empowerment of SGM community members

- Targeted activities and inclusion in WASH processes led to the empowerment of SGM community members.

Increased voice and improved understanding

- Through the WASH process, organisations helped change norms around voice and inclusion of SGM community members, including breaking taboos and fostering understanding.

Stronger organisational performance

Better understanding and more effective work with SGM communities

- WASH and SGM organisations found that partnerships increased their ability to reduce bias and build understanding (Box 15). They were able to do more with SGM communities and more quickly.

Strengthened WASH inclusion processes

- Through partnership, organisations were able to undertake inclusion in WASH processes more effectively due to increased awareness, skills and knowledge about SGM community needs.

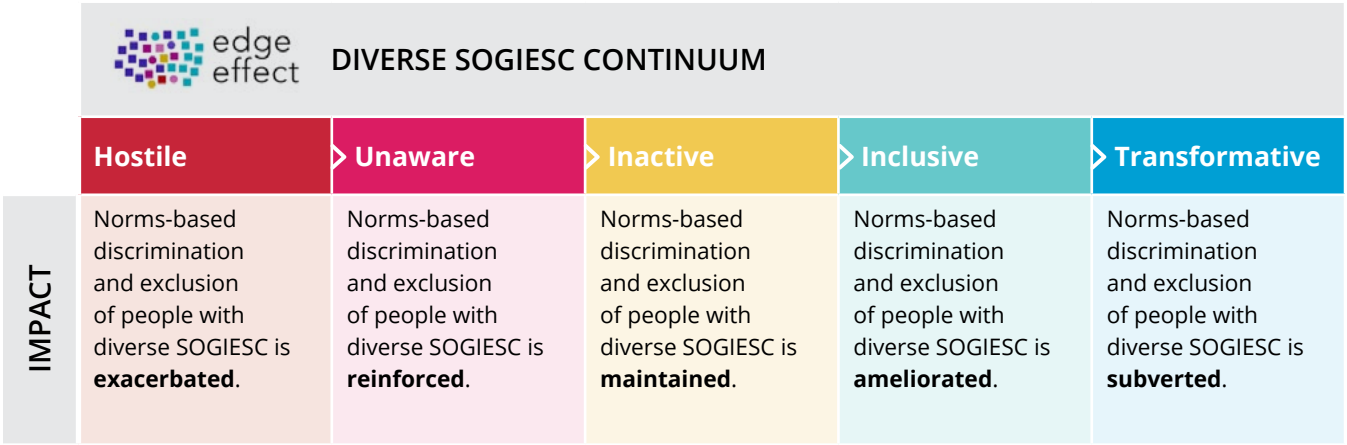


Figure 8. Adapted from Edge Effect's 'Diverse Sexual Orientation, Gender Identity, Gender Expression and Sex Characteristics (SOGIESC) Continuum.' Find the full version, including causes, at https://www.edgeeffect.org/tool-diverse-sogiesc-continuum/

Challenges

Despite evolving inclusive practices at the global level, partners found that some staff struggled to engage or work with SGM communities due to a lack of understanding or historical taboos. These challenges included the following.

Sensitive subject matters

Culturally, politically, socially taboo subjects

- Partners experienced difficulty in dealing with sensitive subjects in their organisations, government and in communities during WASH projects.

Government restrictions on approaches

- In some contexts, government policies and practice hindered partnerships with SGM organisations.

Organisational barriers

Different capacity to formalise partnerships

- Organisations can have different capacities to formalise partnerships that involve SGM communities, and it can be challenging when one partner has poorer access to resources or less organisational sustainability.

Difficulty with widespread SGM inclusion

- Despite broad support for SGM inclusion, or support for it in one thematic area, systemic challenges persist across organisations. Drivers include discrimination and stigma by staff themselves, lack of organisational leadership on SGM inclusion, and lack of resources to ensure that organisations "walk the talk". Box 16 offers a useful tool for combatting these problems.

Mismatched technical capacity

- Mismatched capacity can cause difficulties when trying to determine partnership goals and activities and understand the needs and priorities of SGM RHOs and communities.

Limited time and resources

- Time and resourcing are needed to establish and build trust and maintain partnerships.

Creating unsafe environments through data collection

- Some organisations reported difficulties with data collection from SGM communities, such as in understanding what data is relevant and suitable to collect. Outside HIV/AIDs programming, there is no precedent for collecting data on sexual orientation, and people may not want to share that information for a variety of reasons. Moreover, gender identity data collection has traditionally been binary (men and women); there has been some movement to attempt to include people with diverse gender identities, but this often leads organisations to include a 'other' column. Many gender identities exist, and working with SGM RHOs can ensure that questions about gender identity can be asked with respect and dignity. The safety of SGM community members during data collection can

Box 15. Creating safer spaces

In one Water for Women project, an SGM RHO decided it would be unsafe for a group of SGM people to participate in WASH consultation workshops at a partner organisation's office. Reasons included lack of inclusive bathroom facilities for transgender and non-binary gender participants, as well as the partner being unable to ensure that other staff and visitors to the offices would be accepting of SGM participants.

A different location was sourced with an inclusive set-up, and two workshops were undertaken to engage SGM stakeholders in consultation. This is an example of understanding needs and adapting to safeguard SGM organisations and communities using safe, comfortable and accessible spaces.

be threatened by criminalisation in some countries, gender backlash and discrimination if data is shared. Further, the issue of consent is linked to power. SGM people may feel unsafe or uncomfortable in sharing that sensitive information and may decide not to be involved in WASH programming or give answers that do not reflect their identities. Working closely with SGM organisations on data collection is essential.

Box 16. SGM RHO Partnership Accountability

Edge Effect, a key Water for Women partner, challenges WASH organisations to think about "reverse accountability", that is, the bottom-up accountability to SGM RHOs and SGM communities that partners need. This involves reviewing organisational policies, functions, systems and processes to ensure staff awareness and inclusive practices are developed, and that accountability flows two ways.

Supported by DFAT, Edge Effect has created an in-house Reverse Partnership Appraisal Tool. Edge Effect uses the Tool to assess whether organisations have the capacity to work with SGM RHOs and communities, in ways that mean those people will be safe, have access to relevant and effective programs, and feel dignified. The intention is that this Tool is used as part of bidirectional partner appraisal process. Most partner appraisal processes are unidirectional; larger international organisations ask questions about the capacity of potential sub-grant or subcontract partners, reproducing power relationships that are often at odds with sector commitments to localisation and accountability to affected people, and very much at odds with the demand for decolonisation. In contrast, the Tool enables SGM RHOs to ask questions about the capacity of international aid organisations. It is not a replacement or shortcut for change processes or programming reviews but may reveal issues or gaps that aid organisations wish to address.

A key use for this Tool is when an organisation and an SGM RHO are considering partnering for a new project. A related use could be during periodic partnership health check-ups part-way through a project to assess changes. This would be especially relevant if use of the Tool in early stages of partnering raised issues that the organisation agreed to address. The Tool supports mapping an organisation's readiness against the Diverse SOGEISC Continuum (Figure 7). Further information on the Tool can be sought from Edge Effect.

Resources

For resources and further reading related to partnerships between WASH organisations and SGM organisations please see the Resources section on page 49.

Resources

Key resources and further reading are listed below, grouped by organisation type.

Partnerships between WASH organisations and women's, gender equality and feminist organisations

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