



Intentional Efforts to Address Gender Parity in the WASH Workforce in UNICEF

SUMMARY

Achieving gender parity at 50/50 at all levels and functional areas across all staff categories remains an organizational priority for UNICEF. However, gender parity in the Water, Sanitation, and Hygiene (WASH) functional area within UNICEF remains a challenge, with statistics revealing a workforce imbalance of only 29 per cent females across all WASH job categories in UNICEF (220 female of a total of 754, 1 Jan, 2024). The issue of gender parity relates not only to recruitment, but also retention, representation and reputation of the organisation in ensuring balanced workforce to optimise a better working culture and outcome for the sector. Several factors and barriers were highlighted by UNICEF staff with recommendations for improvement. In response, WASH has undertaken a series of initiatives to enhance gender parity as listed below:

- The PG-WASH section launched the Women in WASH initiative in 2018 with a series of initial programmes including mentoring and conference shadowing which later merged into a wider mentoring programme under Talent Management Initiative (TMI).
- In collaboration with Human Resources, a Talent Management Initiative (TMI) was initiated by the WASH section in 2021, focusing on career progression, career cafes, and a broader mentorship programme aiming to empower female professionals.
- To address visibility and networking challenges, Career Pathways sessions, offering insights into management tracks, skills assessments, and development areas were provided. The WASH Women Profiles platform amplifies the voices of female professionals, providing opportunities for mentoring, stretch assignments, and other developmental avenues.

Despite progress, barriers to women's involvement in the WASH sector persist, tied to societal norms, occupational segregation, and limited female representation in STEM fields. UNICEF's ongoing initiatives, like research, mentorship, and collaboration, aims to overcome these challenges, ensuring gender parity and empowering women in the WASH sector. Recommendations include continued research, creating opportunities for women, and collaborative advocacy for gender parity in the sector. Recommendations include continued research, creating opportunities for women, and collaborative advocacy for gender parity in the sector.

Introduction

In UNICEF, recognizing and nurturing internal talent is crucial to maintaining a skilled and dedicated workforce that can effectively address the challenges faced by children worldwide. However, in WASH, gender parity has not been reached and current statistics show a total of 755 staff of which 220 are female and 535 males. The perceived barriers (from consultation with staff and consultants) highlight a number of issues for women working in UNICEF and the WASH sector more broadly as below:

- Recruitment processes of the organisations do not particularly attract talented women into WASH.
- Retention rates for female WASH staff is an issue as women staff are targeted first with any budgetary cuts.
- Advancement for women in their career development is limited due to outdated

perception that the sector requires hard skills related to engineering.

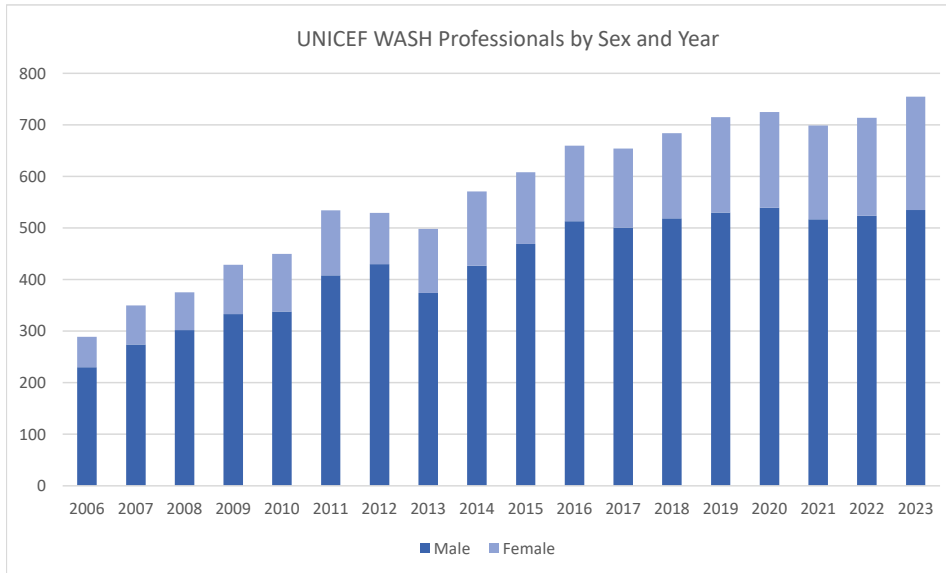
- Females are severely underrepresented in the WASH workforce, especially at the senior level to influence policies, decisions incentivizing women recruitment in WASH.
- Reputation of UNICEF as a gender-equal employer among its peers within the global WASH sector is challenged due to huge gender disparity, especially at the senior levels.

To address this imbalance and to strengthen its global position as a gender-equal employer, UNICEF WASH has created several initiatives to increase and empower women talents and enhance gender parity in the workforce. In 2021 the PG- WASH section implemented an internal talent management initiative focused on career progression as well as a series of career cafes, and a mentorship programme that includes the pairing of experienced WASH staff with less-

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 2021 - 699 staff of which 182 are female and 517 male
 2022 - 714 staff of which 190 are female and 524 male
 2023 - 755 staff of which 220 are female and 535 male

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Figure 1: Gradual change in gender parity within UNICEF WASH workforce



Sources: Women in WASH data, 2023

experienced team members over a period of six months. Regional initiatives have also been initiated and this case study will explore the key elements of these WASH talent management initiatives (TMI) for women and provide insights into their establishment, updates, and ongoing efforts to support employee career development and mentorship opportunities within UNICEF as well as in the sector more broadly.

Current statistics in UNICEF WASH workforce (end Dec 2023)

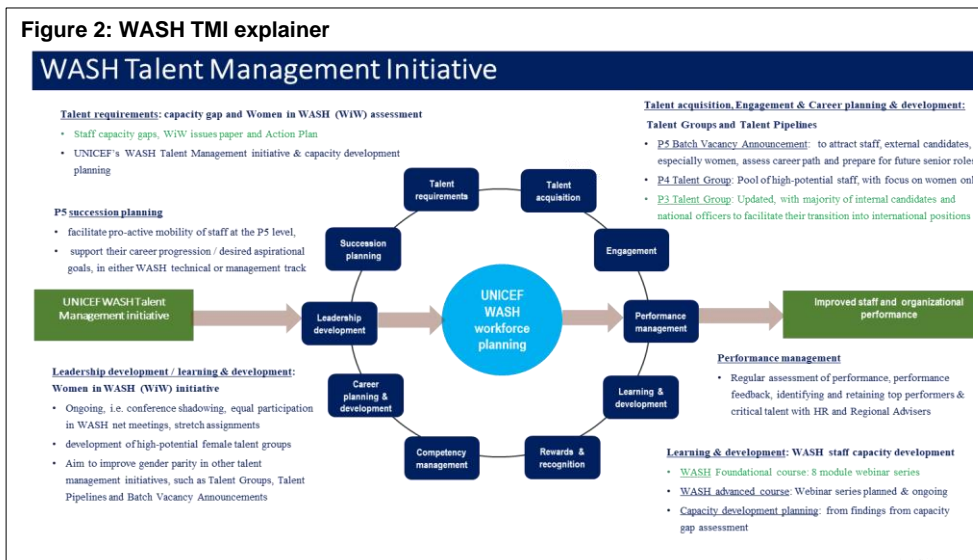
- Overall, per cent of women in WASH network is 220 out of 755 (29 per cent %) which is up from 19.5% in 2006, and 9 per cent up since 2020;
- 10 of 31 (32 per cent) are women in levels of D2-P5;
- 19 of 99 (19 per cent) P4s are women;
- 49 of 154 (32 per cent) NOCs are women;
- 11 of 52 (21 per cent) WASH Chiefs/Senior advisors are women;
- There are 62 female internationals (and 172 men in WASH network) of which 31 of these women are from programme countries.

- 139 of 234 WASH Internationals are from program countries (so 59 per cent, up from 50 per cent in 2012).

Discussion section 1: What has UNICEF WASH been doing internally and how is the progress?

Timeline of key initiatives undertaken so far:

- **An Issue paper was issued in 2018/2019** to set out the issues for women professionals working in the UNICEF WASH programme and make the case for increasing the number of women professionals as well as women senior leaders in WASH.
- The **Women in WASH Initiative** was launched in 2018 in line with the recommendations of the issue paper.
- **Conference shadowing** was initiated to empower young women talents in global events to enable them to demonstrate their leadership skills.



- **Coaching for women professionals** was launched in 2018-2019 to enable performance improvement and explore career pathways
- **Roster developed for women** professionals in WASH to share job advertisements, and outreach materials with HR
- **Temporary special measures for P5 2019/2020** was launched to address the historical underrepresentation of women as well as the ongoing gender disparities at the P5 level in UNICEF
- **WASH Talent Management Initiative (TMI)** launched in 2021 bringing about specific gender actions including the Career Cafes/Pathway sessions, mentoring and creating WASH women's profiles for job opportunities and priorities for women professionals.
- **Regionalization of Women in WASH initiative** since 2021 which is ongoing in many regions for continued internal advocacy and address persistent gender stereotypes in the WASH sector.

The following section describes these initiatives with key highlights for additional action:

Issue Paper on Women in WASH issued in 2018/2019

The paper set out the issues for women professionals working in the UNICEF WASH programme and makes the case for increasing the number of women professionals as well as senior leaders in WASH. The paper is informed by 87 key informant interviews from UNICEF staff and other key partners in the WASH sector, as well as a desk review. Key takeaways from the paper include:

- While UNICEF achieved overall gender parity in 2010, only 24% of professional WASH staff were women at the end of 2018.

- Interviews revealed a number of issues for women working in UNICEF and the WASH sector can be categorized around recruitment, retention, representation, advancement and reputational risks for UNICEF.

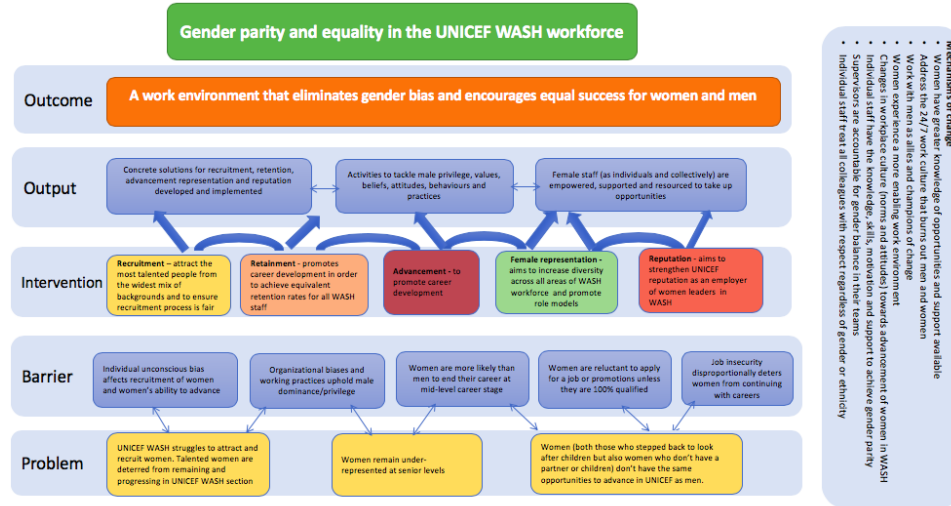
The data showed four critical gaps in gender parity in UNICEF WASH:

- **Workforce gap:** Inadequate numbers of women professional staff overall, at 24 per cent of WASH professional staff.
- **Leadership gap:** Systematic and chronic under-representation of women at senior levels in the field, with women making up only 12 per cent (5 of 40) of WASH Chiefs.
- **Distribution gap:** There are marked disparities in the number of women between different regions and country offices.
- **Specialist gap:** Women are underrepresented in some sub-specializations, such as humanitarian WASH coordination or water engineering.
- **Reputation Risks:** UNICEF's reputation as a gender-equal employer in the WASH sector is not as strong as some of its peer organizations.

The paper puts forward actions that might help provide equal opportunities for all and some of the practices identified by the key informants in the WASH sector and proposed theory of change on how gender parity and equality in the UNICEF WASH workforce could be achieved (see figure 3).

- The ToC calls for two key mechanisms to address the issues:
- Individuals change their behaviours and attitudes – especially female staff who perceive promotions to be extremely difficult and biased.
- Women experience a more enabling work environment, with improved access to advancement opportunities and have

Figure 3: Theory of Change for Gender Parity and Equality in the UNICEF WASH workforce



Women in WASH: An Issues Paper, April 2019

enhanced capacity to respond to the opportunities. The outcome is a work environment that would eliminate gender bias and enables equal success for women and men.

The mechanism of change are:

- Shifts in workplace culture (norms and attitudes) towards advancement of women in WASH;
- Managers/supervisors are accountable for gender balance in their teams; and
- Individual staff have knowledge, skills, motivation and support to achieve gender parity. The outputs envisaged in the Theory of Change are solutions for barriers in recruitment and retention of women, advancement of women into leadership roles, female representation within the WASH workforce and reputation of UNICEF as a gender-equal employer for WASH.

- Working with men as allies and champions of change (to tackle male privilege as well as unsupportive values, beliefs, attitudes, behaviours and practices);
- Female staff (as individuals and collectively) are empowered, supported and resourced to take up opportunities and promoting more flexible working culture in UNICEF WASH teams.

BOX 1.

CAREER PROGRESSION AND SHADOWING

Continuity of conference and events shadowing is essential to boost confidence of young Women WASH professions for exposure, learning, networking and showcasing their abilities to the global sector audience for any career shifts.

Launch of Women in WASH initiative

In response to staff recommendations, and within the broader framework of WASH Talent Management Initiative (figure 2 below, this initiative was launched in 2018 to achieve gender parity and gender equality amongst UNICEF professional WASH staff, as WASH remained to be one of the least gender- balanced functional areas across the organisation. The WASH section within Programme Division led a dedicated effort to reach gender parity amongst professional WASH staff, dedicating HQ financial and human resources for short, medium and longer-term activities that enabled professional development opportunities for women. The Women in WASH initiative was built on other global UNICEF commitments, such as the Gender Action Plan, the Global WASH Strategy (2016-2030), and initiatives by the Division of Human Resources.

Conference shadowing

The Women in WASH Conference Shadowing Opportunity provided P3 or NOC female staff with funding to attend one of two major WASH sector conferences and to shadow/accompany senior level UNICEF WASH staff to formal and informal events. Participants received first-hand insight and experience of the formal and informal networking which takes place at major sector events as well as the strategic discussions which shape the sector. The experience provided participants with the competencies required to be a leader, build her network and be better prepared to take up such a role in the future.

Coaching for women WASH Professionals 2018-2019

The Women in WASH Coaching Initiative offered female UNICEF staff the opportunity to explore career development with a senior UNICEF WASH colleague. P3 female WASH staff were matched with P4/P5 WASH staff to focus on one specific aspect (a task or objective) of career development over a six-month period. Guidance was provided by the Women in WASH initiative to maximize the impact of the opportunity for both the coach and coaches.

P5 Temporary Special Measures

Recognizing the historical underrepresentation of women as well as current gender disparities at the P5 level in UNICEF, P5 Temporary Special Measures for Gender Parity was initiated in October 2020 as number of P5 women was decreasing. In Aug 2020 there were 5 female P5s out of 26 total which in July 2023 increased to 8 female P5s out of 29 posts. This initiative is discontinued since mid 2022 and has been preceded by the Whole of Diversity Approach to take into account broader parity factors including gender, Geographic representation, age, disability factor as well a context specific factor that merits considerations in the work force planning and recruitment.

HQ Talent Management Initiative

Within UNICEF, the successful implementation of WASH programme requires a diverse and skilled workforce that reflects the communities it serves. Recognising the importance of promoting gender equity and harnessing the potential of a diverse range of professionals, WASH has developed a Talent Management Initiative (TMI) specifically for women within the WASH sector. This initiative aims to identify, nurture, and retain talented women, enabling them to contribute meaningfully to UNICEF's WASH programmes and advance their careers within the organisation.

The focus on female professionals in UNICEF's WASH TMI reflects a commitment to breaking down gender barriers, harnessing untapped talent, and creating opportunities for women to thrive within the organisation. In 2021, WASH launched a six-month programme offering mentoring opportunities to employees, enabling them to receive guidance, support, and career advice from experienced mentors. The first and second rounds, completed the program in 2022 and 2023 with 47 female participants out of 70 in total. The third round, consisting of 25 individuals, both male and female, is currently in the final stages of the programme.

Partnership with HR

The TMI operates as a joint initiative with UNICEF's Human Resources Business Partners to PG (HRBP), emphasizing the importance of collaboration and coordination in talent development. The initiative includes an orientation programme at the beginning, jointly conducted by WASH and HRBP, to provide participants with a clear understanding of the program's objectives, expectations, and available resources.

Recognizing the demand for mentoring opportunities, PG-WASH aims to continue and expand the TMI. though due to the large number of mentees there is a challenge in finding mentors available. If you are interested in becoming a mentor or a mentee in the next round of the TMI please contact Aidan Cronin, WASH Senior Adviser at HQ or visit the site [here](#) to find out more.

Career Café/Career Pathways

The WASH Talent Management Initiative (TMI) conducted surveys and interviews in 2021 across WASH staff (ranging from NO to P5 positions), revealing key issues related to career progression and pathways. Findings indicated that staff lacked visibility, networking opportunities, and exposure to senior decision makers. There was a perception amongst some staff of informal recruitment processes with little transparency, and a desire to learn from senior UNICEF staff about successful career pathways and essential skills. Additionally, information sources on opportunities and contacts were often unknown, and mentoring and career development guidance from supervisors were lacking. To address these concerns, the WASH TMI introduced Career Pathways or Career Café sessions focusing on management tracks, skills assessments, and areas of development such as climate resilience, urban WASH, fundraising, innovative financing, management and leadership skills, gaining specific experience, and sharing pathways into senior WASH roles. These sessions aim to address identified issues and support the career growth of WASH professionals within UNICEF. To

view the Career Pathway sessions visit here with ten sessions being held to the end of 2023.

WASH Women Profiles

UNICEF's WASH Women Profiles is a dedicated platform designed for women in the Water, Sanitation, and Hygiene (WASH) sector who are eager to advance their careers through mentoring, stretch assignments, shadowing, exchanges, and other development opportunities. This inclusive platform welcomes profiles from women working in various areas, including technical, management, humanitarian coordination, and information management roles within the WASH sector. It serves as a space for women to showcase their unique experiences, skills, and talents.

Participation in the WASH Women Profiles is entirely voluntary. It is important to note that this platform is publicly accessible, and profiles may be viewed by senior officials in the WASH sector and other functional areas. Individuals have the freedom to choose whether to share their profiles and are responsible for keeping them up-to-date. To contribute, participants can access the 1-page WASH Women Profile Instructions and Template, followed by sending the completed profile to Aidan Cronin (acronin@unicef.org) for uploading into the library.

The WASH Women Profiles initiative aims to provide visibility and recognition for women professionals within the WASH sector, empowering them to pursue career growth and showcasing their invaluable contributions. By sharing profiles and experiences, this platform facilitates networking and knowledge exchange among women working in the WASH sector, fostering a supportive and collaborative environment for their professional development.

Regional Focus: Addressing Gender Parity in the WASH Workforce

Latin America and Caribbean Region (LACRO)

In 2021, based on the below data, LAC WASH recognized the need to continue investing in the WASH workforce aimed at improving diversity and gender parity. LACRO HR and WASH-CEED section, invited staff to complete the LACR WASH Talent Management survey.

LAC WASH Staff Stats	IP	NO	UNV
# Staff	13	21	18
% female	7.7	28.6	27.8
# Female	1	6	5
% Male	92.3	71.4	72.2
# Male	12	15	13
# Donor	9		
# Prog-ramme	4		
# LAC	1		

The purpose of the survey was to:

- Understand UNICEF LAC WASH Staff with a focus of gender equality.
- Provide information on the career goals and aspiration of staff in the region, noting staff originally from LAC are under-represented.
- Prioritize the barriers and opportunities for individual career advancement and culture change amongst LAC WASH staff and ICs/consultants.

The survey reopened in March 2023 and can be completed [here](#).

To find out more, visit [UNICEF LACRO site](#).

East Asia and Pacific Region (EAPRO)¹

In order to identify key barriers and opportunities for a gender equal EAP WASH workforce, more

¹ <https://unicef.sharepoint.com/sites/EAPRO-WASH/SitePages/Talent-management.aspx>

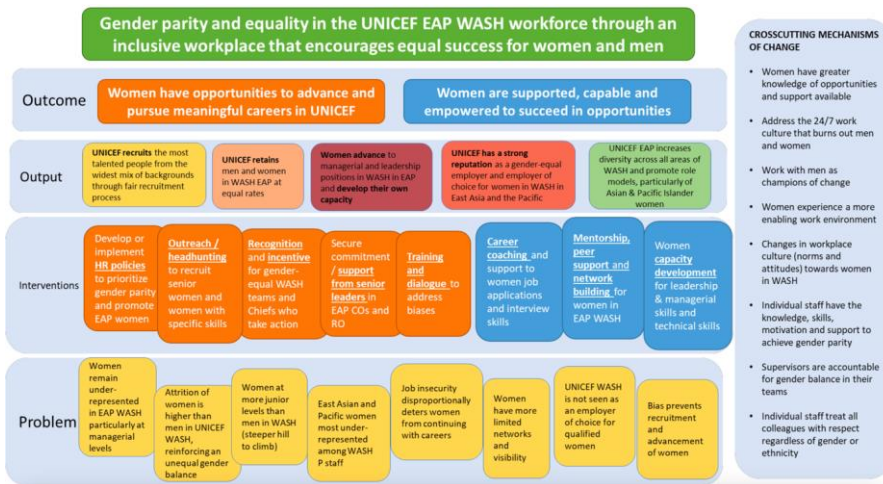
information was requested from women WASH staff in EAP. Therefore, a survey was developed in 2021 to gather experiences and feedback from women in the EAP region and the top 3 recommendations found were:

- Networking and peer support: Build relationships between women inside and outside of UNICEF
- Career planning and navigating advancement in UNICEF and leadership development
- Create supportive teams and workplaces with opportunities for all.

EAP responded to the 3 recommendations highlighted above through a variety of initiatives, including:

- Virtual event series with senior leaders internal and external to UNICEF to address priority issues from the survey and provide networking opportunity.
- Peer network of EAP Women in WASH (UNICEF) through email list and WhatsApp group with regular informal engagement and calls
- Encouraging career planning support
- Mentoring
- Team support and partnerships through Support for women's learning and training and CO Team Awards (see below)
- Leadership training and coaching for women.

Figure 4: EAP WASH Gender parity and equality theory of change



Source: UNICEF EAPRO

Given the specific context and issues of the East Asia and Pacific region, UNICEF EAPRO WASH team developed a ToC (Fig. 4) to derive at a causal analysis of the barriers, pathways and outcomes for attaining gender parity across the region. Some of the core issues identified related to individual behaviours while some of the structural barriers pertaining to recruitment bias make the region the most underrepresented in the WASH workforce globally.

Discussion section 2: Persistence of Gender parity issues in the sector and UNICEF efforts: Are they enough?

Several key obstacles to women's involvement in the water sector relate to overarching societal and national-level issues. These encompass gender norms and stereotypes, occupational segregation, and the limited proportion of women graduating

from science, technology, engineering, and mathematics (STEM) disciplines. These barriers initiate in the realm of education, where there is a scarcity of female graduates in STEM fields or from technical and vocational education and training (TVET) programs (Women in Water Utilities: Breaking Barriers, 1999)

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The Untapped Resource: Gender Diversity in the Water Workforce (IWA, 2016)² report produced a

Box 2. TMI REFLECTIONS

Emily Rand, Chief of WASH in Zambia talks about her experience as a Mentor:

"Being a Mentor in the TMI has been a really good experience. I've enjoyed getting to know someone in a different country office each year and learning about their programmes, struggles, and aspirations. It's great to learn and discuss a completely different context, such as an ongoing emergency, once a month. I think it also makes me a better manager because the discussion is very open and that helps me reflect on what assistance my own team members might need."

Julie Aubriot – WASH Manager, Maputo, Mozambique talks about her experience as a mentee:

"Being a mentee at UNICEF has been a great experience for me, especially considering the timing of my transition from my previous role in Kenya to Mozambique. This mentorship came at a crucial moment in my career, particularly in terms of team management. I faced challenges and through numerous discussions, I learned invaluable strategies on how to support individuals in my team. This aspect of the mentorship was truly eye-opening.

Additionally, I had the opportunity to engage in a thorough self-analysis process, using a questionnaire to assess my professional profile, strengths, and weaknesses. This was a new experience for me, and it proved to be an insightful exercise. It allowed me to reflect deeply on my professional journey and provided a solid foundation for me to position myself effectively in my new role.

Overall, my journey as a mentee at UNICEF has been positive. It has empowered me to navigate the complexities of team management, strengthen my self-awareness, and seize new opportunities for growth and development".

study highlighting women as a way to increase

² <https://iwa-network.org/publications/untapped-resource-gender-diversity-water-workforce/>

the number of professionals in the water & sanitation sector to reach the SDGs. (An earlier IWA report called An Avoidable Crisis found that in 10 countries there was a cumulative shortfall of 787,200 trained water and sanitation professionals in order to reach universal coverage). IWA found that on average, only 16.7% of the workforce in all 15 countries studied was reported to be female professionals. Some of the countries included in their study were Burkina, Ghana, Mali, Senegal, South Africa, Tanzania, Zambia. They also found that men and women reported positive impacts on utility performance from women's participation, but that women faced discriminatory attitudes and faced sexist behaviour working in the sector.

The World Bank report: Women in Water Utilities: Breaking Barriers (1999) identifies four stages in a career trajectory where barriers manifest for women seeking employment: attraction, recruitment, retention, and advancement:

- Attraction: women are not attracted to the water sector because of prevailing social norms that view technical jobs, such as engineering, as inappropriate for women.
- Recruitment, women often face a biased hiring process.
- Retention of women in water utilities is often hampered by a lack of gender-sensitive policies and a discriminatory workplace environment.
- For advancement, women often face the challenge that they are not offered the same opportunities in training and promotions as their male counterparts.

The increased involvement of women in water utilities brings advantages to women, the community, and the organization. Women gain by accessing a greater number of higher-quality job opportunities. Communities benefit from enhanced representation in bodies managing water resources, which research suggests can lead to improved community relations and other benefits.

Despite the low percentages of female representation, some data indicates a growth in the proportion of female water professionals in recent years. Statistics on participation in water utilities between 2011 and 2016 show a consistent rise in the percentage of female employees. This could be a promising indication of the sector gradually progressing towards better representation of women. Nonetheless, the rate of change remains slow (World Bank. 2019. Women in Water Utilities: Breaking Barriers).

What is UNICEF doing to influence the sector?

EAPRO launched the Women in WASH team awards in 2022 for CO WASH teams to work together to advance gender equality in their country office and/or their sector. The successful CO awarded 2022 were PNG, Timor-Leste, and Viet Nam.

CO Team Awards: Vietnam CO: mentoring for women in provincial WASH departments and creating women's networks

As part of a regional annual competition to advance gender equality in WASH, the UNICEF Vietnam Country Office was awarded a grant of US\$10,000. To increase opportunities for the advancement and career development of female employees in CERWASS at provincial and national levels, UNICEF Viet Nam implemented a women's leadership training, two women's empowerment events, and co-developed the Network for Women's Empowerment in WASH.

Objectives of the Network:

- The Network brought together 50 women from national and provincial governments, development agencies, non-governmental organizations, and professional associations.
- The Network's activities focus on two activities: (i) Strengthen professional capacity for females in the WASH sector, and (ii) Improve leadership skills, inspire

and motivate women to make positive changes for career development and improve self-confidence.

- The Network is a forum where female professionals can share their experiences and how to overcome difficulties and barriers to progress in work and life.

Results:

The government's National Centre for Rural Water Supply and Environmental Sanitation has committed to:

- Create an enabling environment across the country to have women in a quarter of leadership positions in five years.
- Implement an annual capacity-building plan for women, including training, coaching, mentoring and on-the-job training.

This initiative aimed to strengthen professional capacity, improve leadership skills, and create a supportive platform for female professionals to share experiences and overcome barriers. Going forward, UNICEF Viet Nam will continue to support the government – through the 2022-2026 Country Programme – to deliver evidence-based, quality, inclusive, gender-responsive and climate-resilient WASH services and to promote personal hygiene practices in communities and institutions.

Conclusion

Having a gender-balanced WASH workforce, both within UNICEF and within the sector, is not only important in terms of equality but also provides benefits to organizational outcomes such as greater innovation, more user-friendly design and improved customer satisfaction (GLASS report 2021/2022, p55). However according to the World Bank's Women in water utilities: breaking barriers report, only 18% of water utility workers are women and the GLAAS 2021/2022 report found that women hold less than half of WASH government jobs (79 of 109 responding countries)

and 23 countries reported that women hold less than 10% of WASH positions in government ministries and national institutions (GLAAS report 2021/2022). By focusing on empowering WASH female professionals, UNICEF aims to address the barriers and challenges they face in career advancement and ensure their representation and leadership within the sector. Global and regional initiatives such as TMI, Women in WASH has demonstrated some positive results in empowering women WASH professionals to explore and tap opportunities for self learning, growth and career development. However, much needs to be done as the statistics do not display optimal results.

Recommendations

In order to continue the efforts being made in achieving gender parity in the WASH sector and to enable a more inclusive and equitable sector that harnesses the full potential of talented professionals, the following recommendations are:

- UNICEF to continue to conduct research into the area of gender and WASH to understand the barriers women face in working in the sector and within UNICEF.
- UNICEF to provide dedicated core resources to WASH to create bespoke female focussed WASH trainings and to continue opportunities for women in the sector including mentorship opportunities, networking events and develop online training for all
- UNICEF to collaborate with partners to advocate for gender parity in the sector to share best practice, successful initiatives and lessons learned.
- In-house monitoring system to track results of successes and attribution of these initiatives in changing the ratios.

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World Bank. 2019. Women in Water Utilities: Breaking Barriers. © World Bank, Washington, DC. <http://hdl.handle.net/10986/32319> License: C C BY 3.0 IGO

[WASH Talent Management Initiative UNICEF intranet webpage:](#)

UNICEF Gender Action Plan 2022-2025, July 2021, NY

[Women in WASH An Issues Paper, 2 April 2019, NY,](#)

[Talent management & EAP Women in WASH initiative](#)

The untapped resource, Gender and Diversity in the water workforce, 2016, Published by the International Water Association.

About the Series

UNICEF's water, sanitation and hygiene (WASH) country teams work inclusively with governments, civil society partners and donors, to improve WASH services for children and adolescents, and the families and caregivers who support them. UNICEF works in over 100 countries worldwide to improve water and sanitation services, as well as basic hygiene practices. This publication is part of the UNICEF WASH Learning Series, designed to contribute to knowledge of good practice across UNICEF's WASH programming. In this series:

Discussion Papers explore the significance of new and emerging topics with limited evidence or understanding, and the options for action and further exploration.

Fact Sheets summarize the most important knowledge on a topic in few pages in the form of graphics, tables and bullet points, serving as a briefing for staff on a topical issue.

Field Notes share innovations in UNICEF's WASH programming, detailing its experiences implementing these innovations in the field.

Guidelines describe a specific methodology for WASH programming, research or evaluation, drawing on substantive evidence, and based on UNICEF's and partners' experiences in the field.

Reference Guides present systematic reviews on topics with a developed evidence base or they compile different case studies to indicate the range of experience associated with a specific topic.

Technical Papers present the result of more in-depth research and evaluations, advancing WASH knowledge and theory of change on a key topic.

WASH Diaries explore the personal dimensions of users of WASH services, and remind us why a good standard of water, sanitation and hygiene is important for all to enjoy. Through personal reflections, this series also offers an opportunity for tapping into the rich reservoir of tacit knowledge of UNICEF's WASH staff in bringing results for children.

WASH Results show with solid evidence how UNICEF is achieving the goals outlined in Country Programme Documents, Regional Organizational Management Plans, and the Global Strategic Plan or WASH Strategy, and contributes to our understanding of the WASH theory of change or theory of action.

COVID-19 WASH Responses compile lessons learned on UNICEF's COVID-19 response and how to ensure continuity of WASH services and supplies during and after the pandemic.

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