# Transforming the water and sanitation workforce: Diversity and Inclusion practices

**UTS** **IWA** the international water association **WEBINAR** 26 Oct 2022 10:00-11:30 BST

## EVENT INFORMATION

- This webinar is available in **Bahasa** and **English**.

- In your webinar controls, click **Interpretation** 🌐.

- Click the language that you would like to hear: <mark>TO HEAR BAHASA CLICK ON **JAPANESE**</mark>
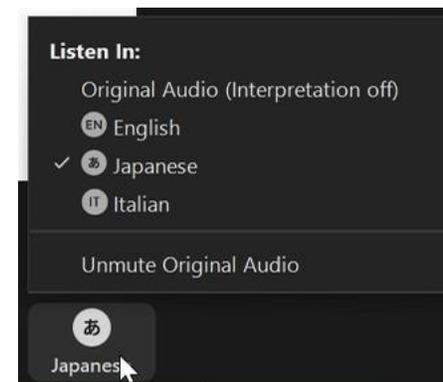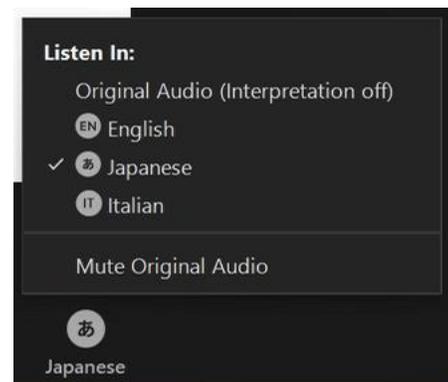


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# LEARN MORE ABOUT THE NEW IWA INITIATIVE



**https://iwa-network.org/projects/inclusive-sanitation/**
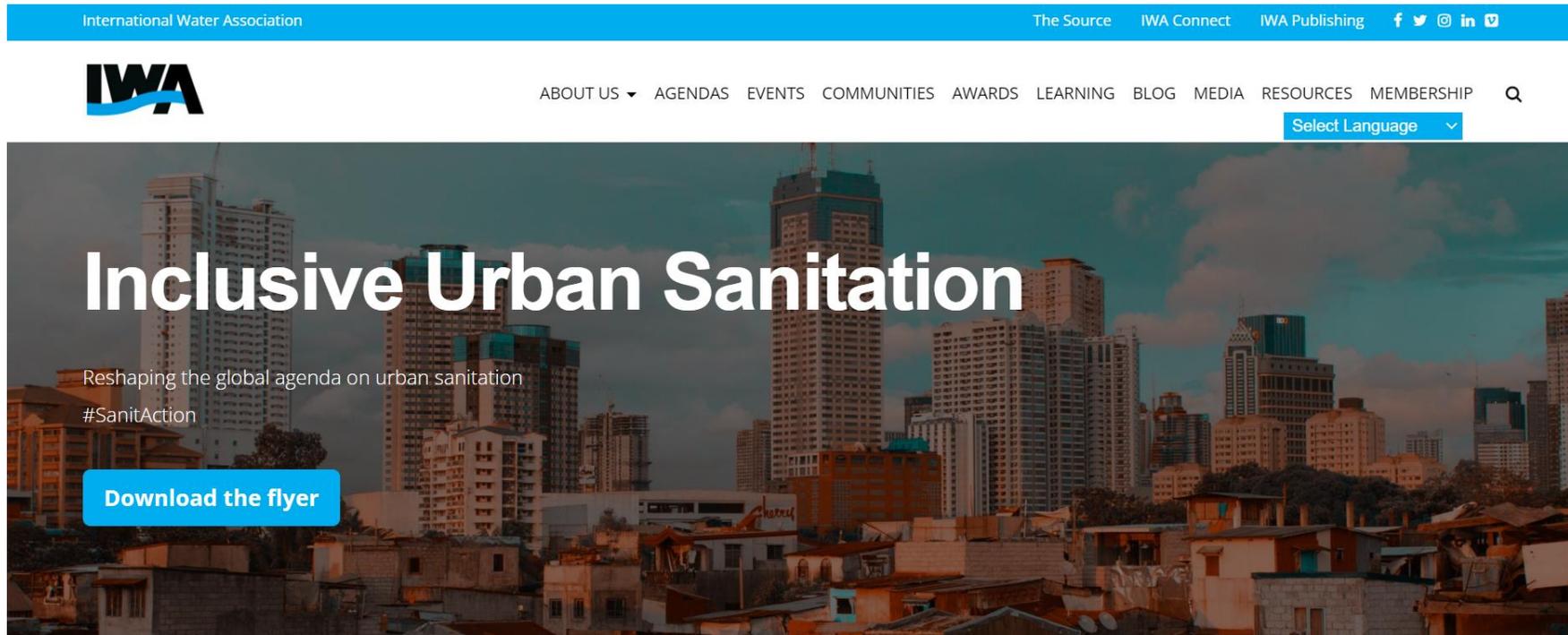
SCAN THE QR CODE

# WEBINAR INFORMATION

- This event will be **recorded and made available "on-demand"** on the IWA website, with presentation slides, and other information.

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- The opinions, hypothesis, conclusions or recommendations contained in the presentations and other materials are the **sole responsibility of the speaker(s)** and do not necessarily reflect IWA opinion.

# EVENT INFORMATION



- **'Chat' box**: please use this for general requests and for interactive activities.

- **'Q&A' box**: please use this to send questions to the panelists. (We will answer these during the discussions)

*Please Note: Attendees' microphones are muted. We cannot respond to 'Raise Hand'.*

# AGENDA

- Welcome, introduction, housekeeping rules, *Siyka Radilova*

- Why inclusion matters, *Siyka Radilova*

- Poll 1, *Siyka Radilova*

- Overcoming leadership barriers, *Annabell Wagithi Waititu*

- Making changes, *Juli Puspasari*

- Guidance and tools, *Juliet Willetts*

- Poll 2, *Juliet Willetts*

- Q&A Panel discussion, *Siyka Radilova*

- Poll 3 and conclusion, *Siyka Radilova*

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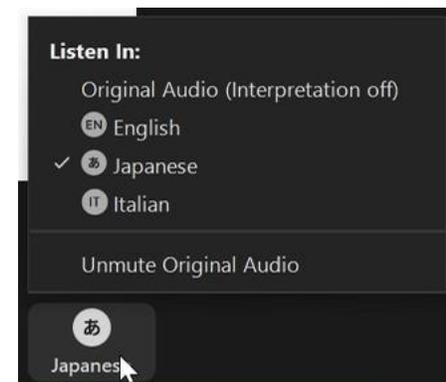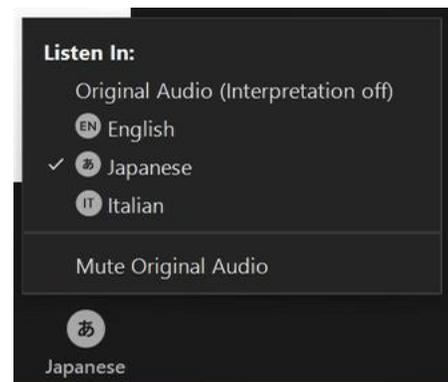


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# Poll 1

MODERATOR: SIYKA RADILOVA

# MODERATOR & PANELISTS

**Siyka Radilova**
IWA
United Kingdom

**Annabell Wagithi Waititu**
Big Five Africa Consulting Firm
Kenya

**Juli Puspasari**
Tirta Sanjiwani
Gianyar
Indonesia

**Juliet Willetts**
UTS-ISF
Australia

**Diana Makwaba**
Nkana Water Supply and Sanitation Company
Zambia

- Women face multiple barriers in getting to and performing leadership roles in the WASH sector. These barriers force women out of the 'race' and enable men to occupy most senior leadership or decision-making positions.

- In a study we conducted in 2019-2020 on behalf of WSUP to identify the barriers that women face in attaining and holding decision-making roles in the water and sanitation-related public bodies, we found that.

  - Women in technical and leadership roles globally face lower wages, gender-based discrimination and sexual harassment.
    - 29% have been treated as incompetent because of their gender.
    - 55% of women in senior leadership in STEM report sexual harassment.
    - 18% have received less support from senior leadership than men in the same job.
    - 29% of women in STEM earn less than men in the same job.

# SITUATION ANALYSIS: FIELD FINDINGS FROM INSTITUTIONAL MAPPING IN KENYA

Kenyan water and sanitation sector is male-dominated: Out of the 4,114 full-time workers employed at six organizations in the above WSUP study, only 1,468 (35.6%) are women. The study identified the following as key barriers:

- **Educational Barriers:** Perception of STEM as 'male' courses, lack of knowledge and exposure to STEM subjects.

- **Institutional Barriers:** Lack of gender policies, exclusion from social or informal networks, lack of transparency in recruitment and promotion processes.

- **Socio-Cultural Barriers:**
    - Traditional gender assigned roles, perceived lack of capability in technical and decision-making, cultural sanctions against females travelling at night.
    - Stereotype biases continue from STEM education to the workplace. individual mindsets or beliefs that certain jobs are 'suitable' only for men prevent women from taking up technical jobs.

# SITUATION ANALYSIS: FIELD FINDINGS FROM INSTITUTIONAL MAPPING IN KENYA

| Instituion | Job Title | Total Number of Staff in this Job Title | Total No. of Men in this Job Title | Total No. of Women in this Job Title | percentage of females |
|---|---|---|---|---|---|
| WSTF | Board of Directors | 7 | 4 | 3 | 43 |
| | Managers | 14 | 10 | 4 | 29 |
| WASREB | Board of Directors | 7 | 4 | 3 | 43 |
| | Top Management | 5 | 4 | 1 | 20 |
| NCWSC | CMT | 8 | 5 | 3 | 38 |
| Ministry | Top management | 3 | 2 | 1 | 33 |
| KEWI | Board of Directors | 9 | 4 | 5 | 56 |
| | Managers | 5 | 4 | 1 | 20 |
| Kiambu | County Water Top | 20 | 19 | 1 | 5 |

- **Negative attitudes** and **perceptions** - keep asserting yourself.
- **Biases and stereotypes: hindered my career growth and progression**– fear of facing a back lash.

- **Personal frames and limitations:** The beliefs and perceptions I held growing up kept haunting and holding me back.
- **Leadership style** –relational leadership (my experience as an Executive director and as a Chair of a Board of directors).

- **Familial Obligations** - Dual responsibilities at work and at home prevent women from advancing in their careers; *"I lost my job because I could not travel anymore"*.

- **Inadequate access to Female Leadership Networks**. Until recently, there was no women network for the sector in Kenya. We found only activist groups contending for gender equality (GWA, WOCAN).

- **Lack of mentors and female role models:** Very few women in technical career, who are struggling to find their space (GWA, WOCAN, a few others linked us with a few mentors and sponsors).

- **Sexual harassment:** especially with senior males. (Deliberate actions against sexual harassment).

# OVERCOMING THE BARRIERS AT INDIVIDUAL LEVEL

- **Self-awareness:** fear of back lash. Joined gender and leadership training.

- **Confronting cultural barriers – growing my confidence levels -** being very clear and firm on decisions.

- **Confronting sexual harassment – being deliberate.** Designed a capacity building training geared towards breaking the silence, advocating for programs and processes to deal with sexual harassment.

**Capacity building and transforming the mainstream.**

- **Changing Institutional Mindsets** – confronting the unconscious or hidden biases through awareness, trainings for women and men to transform mindsets.

- **Encouraging and mentoring** women in the workplaces.

- **Designing and implementing** targeted interventions.

**Networking and Communicating successes**

- **Influencing for Inclusion**: Principles of inclusion through targeted advocacy.

- **mobilizing female mentors and role models -** helps guide and advise someone to grow in her *current* position **(case of KEWI).**

- **Mobilizing male support for women leadership (sponsors)** to help women advance. their boss, leaders in their department or leaders in other departments. Sponsors advocate to help move towards *next* position.

- **Communicating good practices.**

# WHAT CAN BE IMPROVED TO HELP THE NEXT GENERATION OF WOMEN

- **Reframing leadership for gender equality:** promoting alternative 'relational' leadership which is suitable for both women and men, and support women's leadership and gender equality.

- **Recognizing and dealing with resistance.**

- **Creating inclusive /conducive work environment.**

- **Inclusive and gender responsive workplace policies** to support gender equality mainstreaming and confront gender-based discrimination/ harassment.

# WHAT CAN BE IMPROVED TO HELP THE NEXT GENERATION OF WOMEN

**The most important:**

- **Help them grow their self-image** through targeted trainings.
- **Provide Networks** to help them advance professionally, and for both personal and professional support.
- **Mentorship programs.**
- **Mobilize male support for their leadership** (to advocate for women leadership).

# Making changes

**JULI PUSPASARI**

Tirta Sanjiwani

**inspiring change**

# ABOUT US

- Responsible for producing, distributing and retailing clean water to household, social, commercial and industrial sectors as well as government agencies.

- Inclusively providing service offices for each sub-district to facilitate customer access for fast services.

**Om Swastiastu**
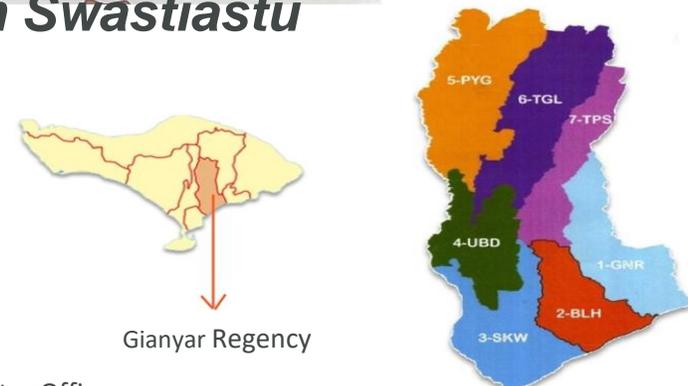


Gianyar Regency

Center Office

Kantor Pusat PAMTS    Wil.Pel Gianyar    Wil.Pel Tampaksiring    Wil.Pel Sukawati

Wil.Pel Blahbatuh    Wil.Pel Ubud    Wil.Pel Tegallalang    Wil.Pel Payangan

Tirta Sanjiwani adalah Badan Usaha Milik Daerah Kabupaten Gianyar. Kami bertanggung jawab memproduksi dan mendistribusikan air bersih kepada sektor rumah tangga, sosial, niaga dan industri serta instansi pemerintah di Kabupaten Gianyar.

Ketujuh kecamatan yaitu Kecamatan Gianyar, Tampaksiring, Blahbatuh, Sukawati, Ubud, Tegallalang, dan Payangan dengan cakupan perkotaan dan cukapan perdesaan menuju akses air minum 100% aman dan layak.

# LESSONS LEARNT

- Identify key gender and inclusion disparities in water sector workplaces (Case study @Tirta Sanjiwani).

- Key points of intervention to improve equality, inclusion and opportunity and typical challenges faced.

- GEDSI in action – some Real examples built database of strategies to take action in workplaces.

# SERVICE PROMISES

1. Serving the customer community with Smile, Greet, Polite, Good Communication and Serious.
2. Provide quality drinking water to Customer.
3. Provide a fast and appropriate response to any customer complaints, either directly or indirectly.
4. Improving the quality of Human Resources competence.
5. Attempt to produce drinking water in certain areas/ Prime Drinking Water Zones.
6. Always ready to coordinate with stake holders.

# VISION

Realization of comprehensive and sustainable drinking water services in a professional manner based on **TRI HITA KARANA**

**Government Company**

**3rd Position of Best Practices Drinking Water Company In Bali**

**Connection**
60.605 (2021)

**Employees : 222**
56 Women : 177 Men

| Practical Gender needs | → | Sensitive/ Accommodating | → | Transformative |
|---|---|---|---|---|
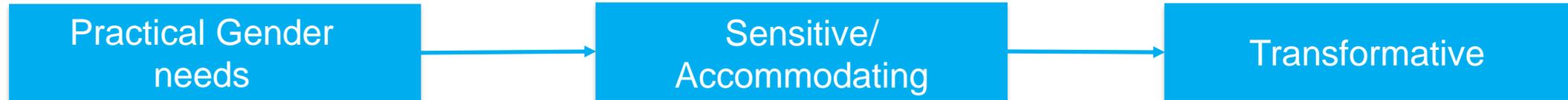
- Minimize GAP of numbers of men and women based on qualification and background.

- GAP between women with technical qualification with administration qualification.

- Equality and opportunity for promotion in middle and high level management.

- Equality for upskilling, reskilling, training, management and leadership.

- Increased safety, dignity and privacy also hygiene for workforce  - equally across age, gender, disability, origin, religion and economic status.

- Having equal access to bonding/gathering, communication with leader, knowledge and technology.

1. Affirmative actions for gender : recovery policy about mainstream in Business Plan (2024-2028).
2. Recruitment and up/re skilling Training accommodating GEDSI.
3. Transparency basic on qualification and test competency for promoted. Upgrade database by strategic mapping of Human Resources.
4. Survey of Employees Satisfaction with digital transformation (https://bit.ly/hasil_surveykepuasan pegawaiPAMTS2022)

5. Connected together between Executive Director and the employees with WA Group (sharing Information and digital literacy), steps to become paperless.
6. Internal Bonding: Together cleaning the office and production source area.
7. External bonding

Empathy with action:
Visiting employees that rest unwell over a long period or provide invitation for celebrations, care with friend who have disability (supported by internal rules).

Technical and Administration Employees involvement Training 2021-2022

## Tirta Sanjiwani critical area GEDSI for employees

| | 2022 | 2021 | 2020 | 2019 | 2018 |
|---|---|---|---|---|---|
| % Technical Staff | 20.45 | 12.24 | 10.42 | 18.42 | 11.43 |
| % Women as Manager | 7.14 | 6.67 | 20.00 | 13.33 | 6.67 |
| % Women as Head Division | 31.43 | 33.33 | 33.33 | 30.56 | 27.78 |
| % Women | 24.03 | 27.48 | 27.04 | 22.27 | 20.72 |

**Focus Area**

**01**

Service conditions are fast response and integrated into the Public Relations section. Information always using attractive content and continuously publish with social media and often radio and newspaper. Accessibility to information and inclusion to customers is a major concern

**05**

**CORPORATE SOCIAL RESPONSIBILITY**

**02** Accessibility for Clean Water for all Community of Gianyar Regency (eg: public faucet , water for lower income community, water tank truck for emergency case)

**06** Survey of Customer Satisfaction periodiclly

**03** Production of Drinking Water in Bottles

**07** MOU with External Organization

**04** **HOME VISIT REGULARLY**

**08** Mentoring water sector utility on east Bali and become comparative study from many others

Conservation/Rewilding activity


Job Training for students


Religious Social Activities

- Handling priority scale based on internal budget through this critical situation (after Pandemic).

- Engagement with others always upgrade, commitment from top management are the most.

- Affirmative action Plan for GEDSI mainstream could be successfully if added into the company's business plan.

- Performance Basic Grant and Capacity Building for GEDSI mainstream  for Small and Medium-level Water Supply Companies continuously followed.

- Do a Right Act every day, Make Innovation for Better Workplaces whatever your job.

# Om Santhi Santhi Santhi Om

# Thank You

# Terima kasih

# Guidance and tools

**PROFESSOR JULIET WILLETTS**
**INSTITUTE FOR SUSTAINABLE FUTURES, UNIVERSITY OF TECHNOLOGY SYDNEY, AUSTRALIA**

*inspiring change*

# Acknowledgments

*This work was produced as a collaborative effort under the Australian Government's Water for Women fund in partnership with World Bank Equal Aqua.*

Melita Grant

Avni Kumar

Juliet Willetts

Inspiring change

# Why address inclusion in the water and sanitation workforce?

- Women are under-represented, as are sexual and gender minorities and other groups such as people with a disability
- Water and sanitation organisations set the standards and policies for water and sanitation services and systems, which need to serve all
- "Walk the talk" and transform the sector
- Promote SDG 5 (gender quality) & SDG 6 (water and sanitation for all) together

**Everyone** has a responsibility to make change - leaders, managers, technical staff, human resources personnel and other practitioners.

# Inclusion means addressing diversity, gender diversity and intersectionality
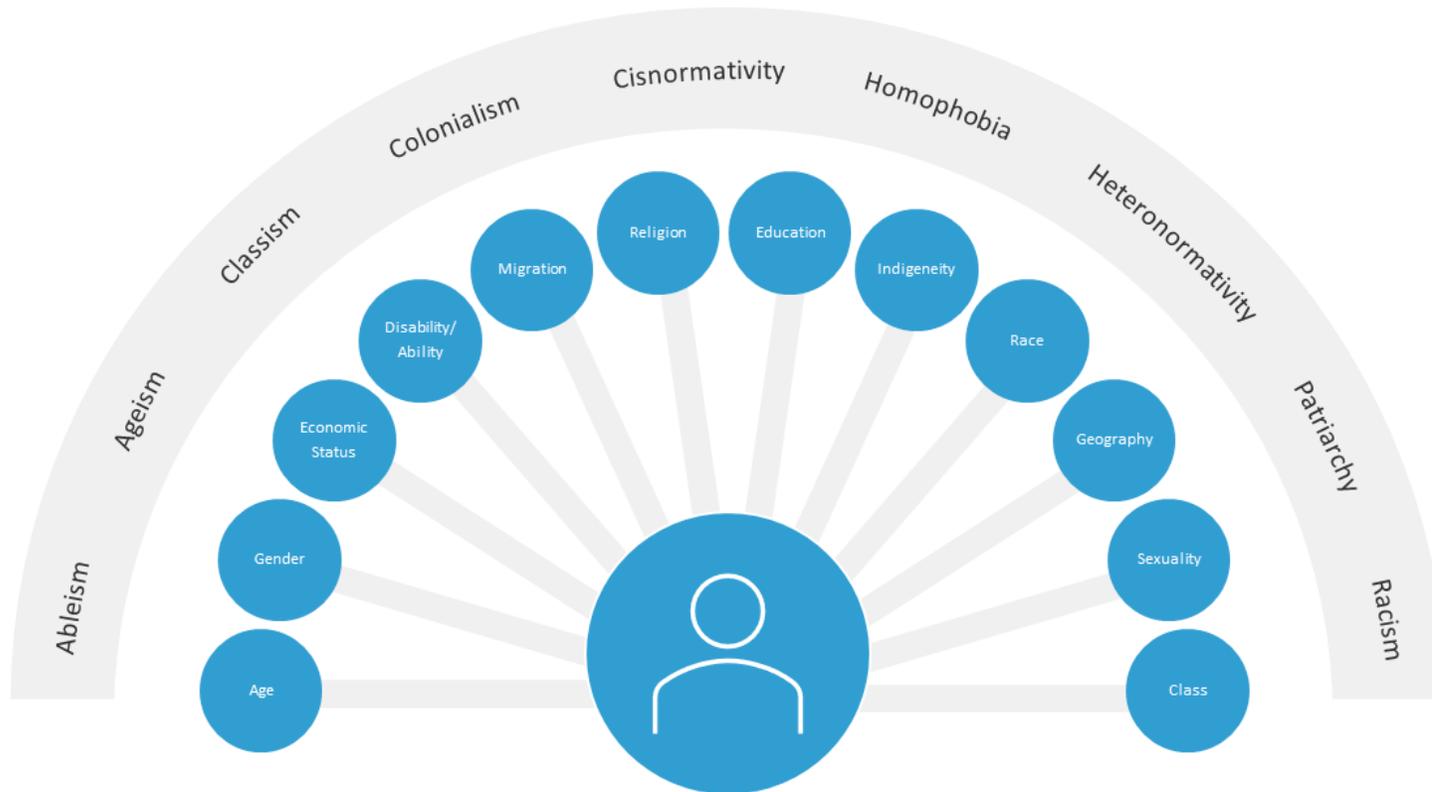


- Interaction of individual characteristics and societal structures

- Guidance and database include a focus on people with a disability, and non-binary, transgender and other diverse gender people

Source: Authors, adapted from Soeters, S., Grant, M., Carrard, N. and Willetts, J., (2019) [2]

# Research in Cambodia and Indonesia

- *How can women (in all their diversity) better **participate in** and **benefit from** being part of the WASH workforce including **government** and **private sector**?*
  - *Indonesia: 52 sub-district, district and national government employees (M/F) and 11 female entrepreneurs including one with a disability*
  - *Cambodia: 41 commune and district staff (M/F)*



Individual

Consciousness and capabilities

Resources

Informal

Formal

Social norms and deep structure

Rules and policies

Systemic
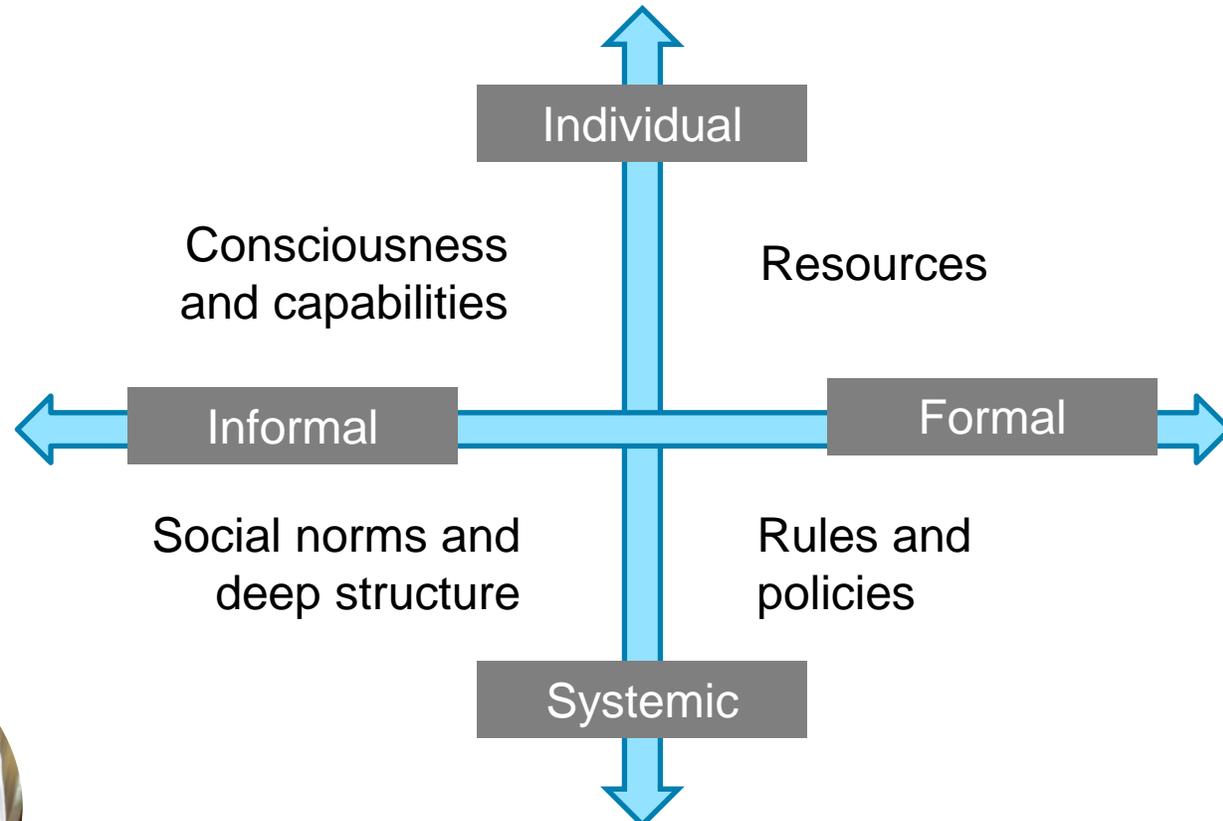
Gender at Work framework
Rao et al. 2016

# Findings in Indonesia

"Women still feel fear of showing their performance, [there is a] stigma of culture that females should be humble, not assert themselves or show their skills - bad stigma for her family if women is performing well, bad reputation for her husband" (male civil servant)

"I assigned two females to be head of sections in the past as well. Women have equal competencies to men" (male civil servant)

- Women's career progression restricted due to recruitment/rotation decisions, inability to attend training and prioritisation of care responsibilities

- Whilst improving acceptance of idea gender equality in the workplace, no formal policies to support it

- Familial support on household and care roles was critical for women to progress professionally

- Limited attention to gender based violence (GBV) and safety in the workplace

- People with a disability and sexual and gender minorities remain discriminated against however small steps forward are occuring





UTS Institute for Sustainable Futures

# Research in Cambodia and Indonesia

"When I first came here, everyone was older, they drink wine, they smoke. So I fear I'm not getting close to them, because I am a woman. Sometimes they use bad words and treat me like a child. So not harassment, they tease me, it is fun. Not treating me badly, but I had to get used to this, now I understand." - *CCWC Chair Interviewee*

| | UTS-ISF study (2021) – top five barriers to women's leadership in Cambodia (female respondents) | ILO Study (2015) – top five barriers to women's leadership |
|---|---|---|
| 1 | Lack of leadership training for women | Women have more family responsibilities than men |
| 2 | Women have more family and household responsibilities than men | Roles assigned by society to men and women |
| 3 | Women have less management experience than men | Masculine corporate culture |
| 4 | Few role models for women | Women with less general or line management experience than men |
| 5 | Management is viewed as a man's job | Few role models for women |

# Research outputs



**Cambodia research outputs**

**Indonesia research outputs**

# A framework to consider inclusion at every stage



Diagnosis

Attraction

Recruitment

Retention

Advancement

Societal Expectations
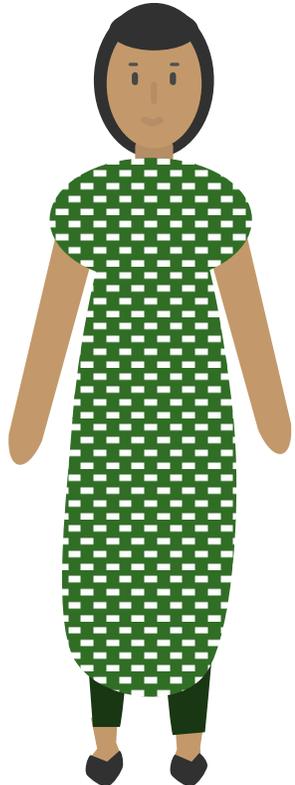
- Understand the values and dynamics within an organisation in relation to gender equality, disability and social inclusion (GEDSI), prior to choosing what activities to use to advance GEDSI

- Ensures strategies are well-targeted to the particular challenges relevant to that organisation and its context

**Examples of activities**

→ GEDSI audits

→ GEDSI pay gap assessments

→ International standards on GEDSI transparency

→ Scorecards on gender equality, disability and social inclusion

- Attract a diversity of people from diverse disciplines to WASH roles
- Understand the factors that shape a person's decision to pursue technical, policy, research and other professional roles in the WASH sector

*Barriers include:*
- Societal stereotypes and prevailing norms
- Limited role models

**Examples of activities**

→ Outreach programs

→ Gender-sensitive curriculum

→ Apprenticeship programs

→ Scholarships and subsidies

→ Youth networks

→ Mentor programs

- Eliminate discrimination in recruitment processes and encourage diverse participants

*Barriers include:*
- Biased language in job advertisements
- Prejudiced questions at the interview stage
- Attitudinal bias and assumptions towards people with disabilities
- Inaccessible environments at interviews

**Example of activities**

→ Rephrasing job advertisements

→ Training on anonymous recruitment procedures

→ Inclusive hiring policies

→ Quotas or hiring incentives

- **Informal dynamics** that foster safe and equal workplaces by shaping who are the decision-makers, who has voice and influence and whether there is support and acceptance of diverse leadership styles

- **Formal policies** that support all individuals to have an equitable balance of work-life demands, accessible facilities and eliminate sexual harassment and discrimination

**Examples of activities**

→ Equality, diversity and inclusion strategy, endorsed by the Executive level

→ Partnering with a Disability Employment Service and/or Organisations of People with Disabilities (DPOs/OPDs)

→ Policies and initiatives to redistribute care responsibilities

→ Formal and informal networks of women WASH professionals

- Training, mentorship, networking opportunities, supporting leadership, promotion and career advancement for all staff

*Barriers include:*
- Gendered social and reproductive roles that lead to a 'double burden'
- Deeply ingrained stereotypes about leadership styles and qualities
- Lack of leadership training

**Examples of activities**

→ Formal and informal networks

→ Training and professional development opportunities

→ Training staff on gender mainstreaming

→ Role models

→ Flexible working hours and options

# Societal expectations

- Taking a systems approach requires moving beyond seeing the issue as an **individual** or **organisational** problem, to seeing it as a **societal** and **structural** issue

- The 'invisible' realm that permeates culture and organisations and influences decision-making subtly and in a generally socially accepted way

**Examples of activities**

→ Engage men to take the lead as agents of change

→ Partner with community groups to draw on their experience in shifting norms

→ Adopt trans-inclusive policies in the workplace

→ Partner with rights holder organisations, such as women's organisations, Organisations of People with Disabilities (OPDs), organisations representing sexual and gender minorities (SGM)

# Guidance and a database of over 180 activities to support inclusive workplaces



**Access the resources, via the link or QR code below**

waterforwomen.uts.edu.au/inclusive-workplaces/

# Your turn to interact with the database – please visit
## [waterforwomen.uts.edu.au/inclusive-workplaces/](waterforwomen.uts.edu.au/inclusive-workplaces/)

**Inclusive Water and Sanitation Workplaces Database**

**Step 1: Framework Stage**
- 1_Diagnosis
- 2_Attraction
- 3_Recruitment
- 4_Retention
- 5_Advancement
- 6_Society expectations

**Step 2: Area of Inclusion**
- All
- Disability Inclusion
- Gender Equality
- Indigenous peoples
- Intersectionality
- Race, religion, cultural diversity
- Sexual and Gender Minorities

| Framework Stage | Area of Inclusion | Sub-category | Type of activity | Description of activity | Organisation implementing the activity |
|---|---|---|---|---|---|
| 1_Diagnosis | Gender Equality | Data collection | Assess organisation against established and well researched indicators, to get an understanding of gender parity within the organisation | Develop a Gender Parity Score (GPS) using 15 indicators of gender equality in work and society to measure countries progress towards parity. | McKinsey & Company |
| 1_Diagnosis | Gender Equality | Data collection | Conduct gender audits | Gender audits fall in the category of social audits. There are many variations of gender audits and some include the notion of diversity based on other characteristics. Gender audit methodologies started to spread in the late 1990s as many civil society and UN organisations developed their own specific methods. In the UN the most widely used approach is the ILO Participatory Gender Audit (ILO, 2011, 2012). The ILO has a set of three manuals on the gender audit: | International Labor Organisation (ILO) |
| 1_Diagnosis | Gender Equality | Data collection | Advocate for partner organisations to conduct gender audits | Advocate for government partners to do gender equality and inclusion audits and analysis to measure current gender mainstreaming integration across the organisation. | WaterAid Cambodia |
| 1_Diagnosis | Gender Equality | Data collection | Evaluate empowerment outcomes with rights holder organisations | WASH NGO's to partner and collaborate with women's groups to promote and raise awareness of gender stereotypes in WASH. This could include engaging more with women's empowerment groups who are focused on improving education, or groups focusing on promoting women's economic empowerment. | WaterAid Cambodia |
| 1_Diagnosis | Intersectionality | Data and research | Conduct intersectionality research within the organisation to get a better understanding of the range of factors that support or hinder people (beyond gender) | Doing intersectionality research in workplace using the approach of inequality regimes: It can also be used to help answer research questions such as, for example, how is a particular pattern of sex/race/segregation reproduced in a particular organisation or why did a policy to increase equality fail? Or succeed? | Various |
| 1_Diagnosis | Race, religion, cultural diversity | Data and research | Measures put in place to track cultural diversity | Develop principles for measuring cultural diversity of the workplace. Provides guidance on how to measure and report on the cultural background of your employees – in a way that is respectful, accurate, and inclusive, and well suited to the contemporary multicultural business context. | Diversity Council Australia and Sydney |

**STEP 1: Click on the link in the Chat box**

# Scroll to the bottom of the web page
## waterforwomen.uts.edu.au/inclusive-workplaces/
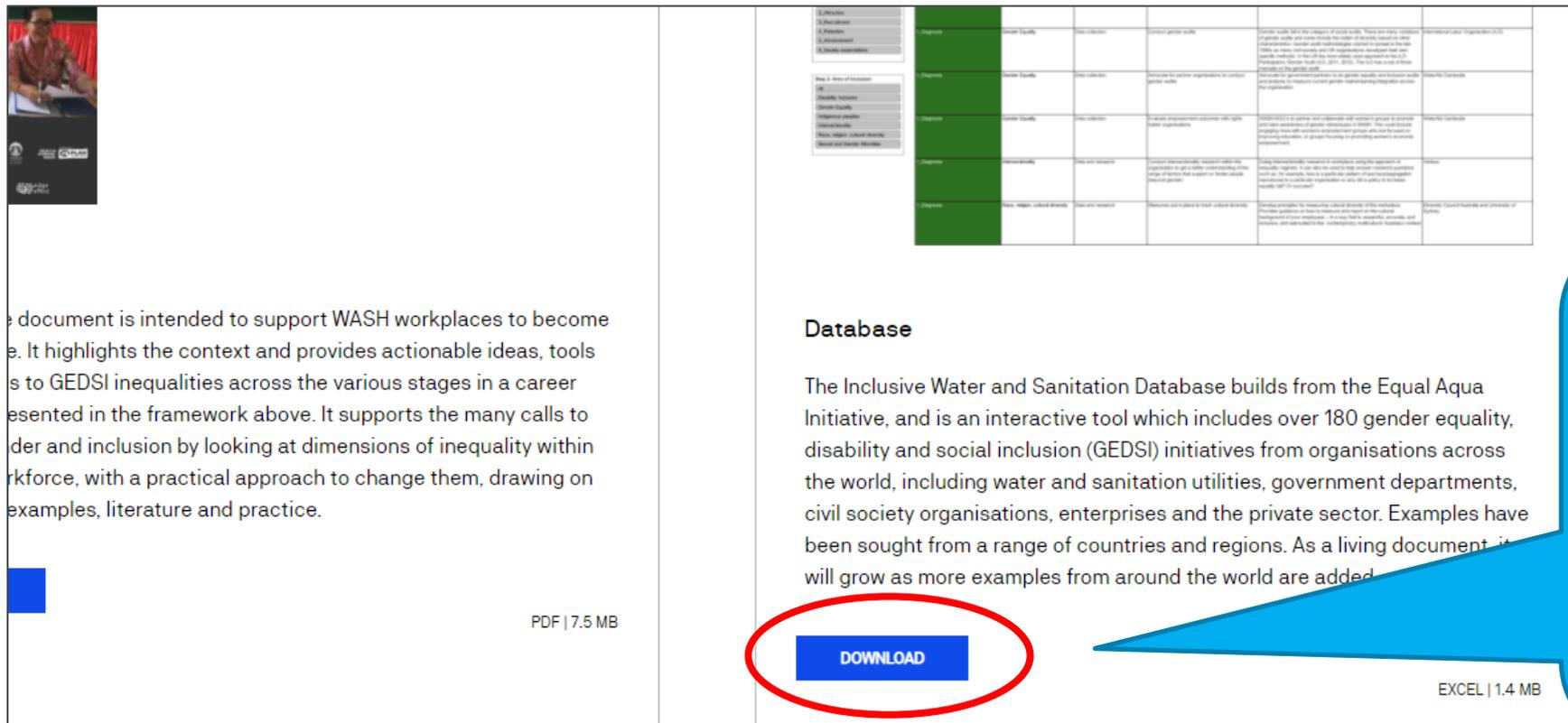
e document is intended to support WASH workplaces to become
e. It highlights the context and provides actionable ideas, tools
s to GEDSI inequalities across the various stages in a career
esented in the framework above. It supports the many calls to
der and inclusion by looking at dimensions of inequality within
rkforce, with a practical approach to change them, drawing on
examples, literature and practice.

PDF | 7.5 MB

## Database

The Inclusive Water and Sanitation Database builds from the Equal Aqua
Initiative, and is an interactive tool which includes over 180 gender equality,
disability and social inclusion (GEDSI) initiatives from organisations across
the world, including water and sanitation utilities, government departments,
civil society organisations, enterprises and the private sector. Examples have
been sought from a range of countries and regions. As a living document, it
will grow as more examples from around the world are added.

DOWNLOAD

EXCEL | 1.4 MB

**STEP 2: Click on "Download" here**

# You can search by '**framework stage**' or by '**area of inclusion**'



The database has two filters - the framework stage and the area of inclusion.

**Step 1**
Choose the Framework Stage

| Step 1: Framework St... |
|---|
| 1_Diagnosis |
| 2_Attraction |
| 3_Recruitment |
| 4_Retention |
| 5_Advancement |
| 6_Society expectations |

**Step 2**
Choose the Area of Inclusion

| Step 2: Area of Inclusi... |
|---|
| All |
| Disability Inclusion |
| Gender Equality |
| Indigenous peoples |
| Intersectionality |
| Race, religion, cultural diversity |
| Sexual and Gender Minorities |

**Hint!**
Click on the filters to select the stage and types of inclusion you would like to include.

Click on this *clear filter* button to show the whole list of activities across all categories.

STEP 3: Click on a filter to select what you'd like to look at

# Please type an activity you found in the database in the chat – what challenge will it address in your organisation?

| Framework Stage | Area of Inclusion | Sub-category | Type of activity | Description of activity |
|---|---|---|---|---|
| 4_Retention | Intersectionality | Mentoring | Twinning programs | Matching professional women across different context developing contexts) can support women to build their knowledge. |
| 4_Retention | Gender Equality | Facilities | Toilets addressing safey issues for women | Bathrooms: Separate sanitation facilities for men, wom facilities provide menstrual hygiene management for w bins, handwashing facilities. |
| 4_Retention | Sexual and Gender Minorities | Facilities | Trans-inclusive bathroom facilities | |

STEP 4: inclusive activity did you find? Please add to the Zoom chat

# Thank you

Melita Grant     Avni Kumar     Juliet Willetts

Contact:juliet.willetts@uts.edu.au

# Poll 2

MODERATOR: JULIET WILLETTS

**inspiring change**

# Q&A and Panel Discussion

MODERATOR: SIYKA RADILOVA

inspiring change

**Siyka Radilova**
IWA
United Kingdom

**Annabell Wagithi Waititu**
Big Five Africa Consulting Firm
Kenya

**Juli Puspasari**
Tirta Sanjiwani Gianyar
Indonesia

**Juliet Willetts**
UTS-ISF
Australia

**Diana Makwaba**
Nkana Water Supply and Sanitation Company
Zambia

# Poll 3

MODERATOR: SIYKA RADILOVA

**inspiring change**

# Final remarks & conclusion

MODERATOR: SIYKA RADILOVA

**inspiring change**

SAVE THE DATE

IWA Digital Water Summit

BILBAO **SPAIN**

29 Nov - 02 Dec 2022

The Latest in Digital Developments

www.digitalwatersummit.org

The future of disinfection in drinking water & wastewater

IWA WEBINAR

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