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**DOCUMENT OF THE EUROPEAN BANK  
FOR RECONSTRUCTION AND DEVELOPMENT**

**STRATEGY FOR THE PROMOTION OF  
GENDER EQUALITY 2016-2020**

PUBLIC

# Strategy for the Promotion of Gender Equality 2016-2020

## Making Business Transformative: Creating Opportunities for All

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## Abbreviations

CIF	Climate Investment Fund
CoOs	Countries of Operation
CSE	Country and Sector Economics
CRM	Concept Review Memorandum
CSRF	Country Strategy Results Framework
CTF	Clean Technology Fund
DFID	Department for International Development
DTM	Deal Tracking Module
EBRD	European Bank for Reconstruction and Development
EMD	Environmental Management Database
ESAP	Environmental and Social Action Plan
ESD	Environmental Sustainability Department
ESP	Environmental & Social Policy 2014
EU	European Union
FRM	Final Review Memorandum
GDP	Gross Domestic Product
ICT	Information, Communication & Technology
IFI	International Financial Institution
ILO	International Labour Organisation
KPI	Key Performance Indicator
LFPR	Labour Force Participation Rate
MEI	Municipal and Environmental Infrastructure Department
MSME	Micro, Small and Medium Sized Enterprise
OECD	Organisation for Economic Cooperation and Development
PFI	Partner Financial Institution
RLC	Risk-loss Cover
SCF	Strategic & Capital Framework 2016-2020
SDG	Sustainable Development Goals
SEMED	Southern and Eastern Mediterranean
SGI	Strategic Gender Initiative
SIGI	OECD Social Institutions and Gender Index
SME	Small and Medium Sized Enterprise
TC	Technical Cooperation
TCRM	Technical Cooperation Results Matrix
TIMS	Transition Impact Monitoring Systems
UN	United Nations
WIB	Women In Business

## FOREWORD

This year marks the twentieth anniversary of the Fourth World Conference on Women, held in Beijing in September, 1995. At that Conference, the U.N. member states unanimously endorsed a Platform for Action to promote gender equality and empower women. In the twenty years since Beijing, much progress has been made in closing gender gaps: both because of its intrinsic value and as a means to accelerate economic growth and reduce disproportionate disadvantages. In 2015, the Heads of the Multilateral Development Banks and the International Monetary Fund signed a joint declaration and reaffirmed their commitment to support member states in continuing to implement the Beijing Platform for Action in the current, challenging post-crisis context.

Whilst women make up over half of the population in the EBRD's Countries of Operation, they do not have equal access to opportunities for formal employment, finance or services. Labour markets and decision making abilities are still divided along gender lines. Women still face significant wage differentials with respect to their male peers and there is still discrimination in the labour market. Furthermore, legal frameworks in many countries reflect and reinforce inequalities between men and women; with many of the EBRD's Countries of Operation having laws that either restrict women from participating in certain occupations, having access to assets or allow husbands to legally prevent their wives from working. In order to effectively promote gender equality, this Strategy ensures that there is no disproportionate advantage for either men or women, and importantly recognises that engaging men will be a key requirement to ensure success.

This Strategy forms part of the EBRD's response to such inequalities and inequities. It mandates the Bank to promote behaviours, through its operations, which contribute to building equitable and sustainable economies. It promotes a vision for a future in which women and men in the Bank's Countries of Operation, regardless of socio-economic status, have the same rights and opportunities to access finance and assets, lead businesses, participate in decision-making processes affecting their lives and have equal and safe access to public services.

The Strategy for the Promotion of Gender Equality seeks to increase women's economic empowerment and equality of opportunities in EBRD's Countries of Operation by focusing on three specific objectives: i) access to finance and business support for women-led businesses, ii) increasing access to employment opportunities and skills for women, and iii) improving access to services. The Strategy also supports the commitment made under the Strategic & Capital Framework 2016-2020 to mainstream gender equality into EBRD operations by 2020.

This Strategy provides for a more formal expression of engagement – both operationally and internationally – of the Bank’s commitment to promoting gender equality and equality of opportunities as a goal in, and of, itself and as a key element for transition. It marks a deepening and broadening of the Bank’s commitment, which will now be tracked through the Bank’s Corporate Scorecard as from 2016.

Whilst this Strategy relates to the Bank’s operations only, EBRD management is committed to furthering gender equality internally and to making progress towards realising the aspiration of having women in half of all Corporate Leadership Group<sup>1</sup> (CLG) roles by aiming for a 50/50 gender balance on succession plans by the end of the Strategic Implementation Plan period.

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<sup>1</sup> The Corporate Leadership Group is made up of senior and middle management of the Bank.

## Executive Summary

This document is the EBRD's Strategy for the Promotion of Gender Equality 2016-2020. It mandates the Bank to promote behaviours, through its operations, which contribute to building equitable and sustainable economies. It aims to increase women's economic empowerment and equality of opportunities in the countries where the EBRD invests, as an important contributor to well-functioning market economies and inclusive societies – a core component of sustainable and equitable transition. The Strategy articulates the Bank's view that gender equality is a principal element in the promotion of sound business management and critical to the advancement of transition.

Persisting gender inequalities continue to constrain equality of opportunities both globally and in the EBRD's Countries of Operation (CoOs). As of 2015, women's labour force participation rate is still lower than that of men in every EBRD CoO and women are significantly more likely than men to be unemployed (particularly when younger), to face difficulty obtaining a loan or opening a bank account, to be under-represented in corporate and public decision-making positions and face greater discrimination in economic and social life because of their gender.

This Strategy promotes a vision for a future of the Bank's CoOs in which women and men, regardless of socio-economic status, have the same rights and opportunities to access finance and assets, establish and lead business, participate in decision-making processes affecting their lives and have equal and safe access to public services. It provides for a more formal expression of its commitment to promoting gender equality and equality of opportunities as a goal in, and of, itself and as a key element for transition. It therefore raises the Bank's commitment to the Corporate Scorecard as from 2016, thereby enshrining the commitment whilst providing for adequate institutional incentives.

The Strategy builds on the experience of implementing the Strategic Gender Initiative 2013 (SGI) and feedback received from consultations<sup>2</sup> with key stakeholders including: the EBRD's Working Group on Gender<sup>3</sup>, shareholders, clients, partner IFIs and civil society. While designed to address the context of EBRD's CoOs the EBRD's engagement will also contribute to the broader global agenda on the promotion of gender equality, within the remit of the Bank's mandate.

The Strategy focusses on three specific objectives:

- i) To increase access to finance and business support for women-led businesses;
- ii) To increase access to employment opportunities and skills for women; and
- iii) To improve access to services.

These will be achieved by:

- Enhancing the EBRD's performance through increasing operations and improving delivery, with the aim of mainstreaming gender equality into EBRD operations by 2020<sup>4</sup>; and
- Contributing to the creation of an enabling environment that can address the constraints which gender inequality places on transition.

<sup>2</sup> A formal consultation process took place in line with the EBRD's Public Information Policy, from August to October 2015 as detailed under the Report on Public Consultation BDS15-264 Rev 1.

<sup>3</sup> A Working Group consisting of some 35 participants, representing all internal stakeholder departments was created to support the development of the Strategy.

<sup>4</sup> Set out in EBRD's Strategic and Capital Framework ("SCF") 2016-2020.

Finally, the Strategy recognises that in order to successfully and sustainably deliver on its objectives the Bank will need to build on the lessons of the SGI, focus on leveraging its partnerships where possible and introduce an important element to the reporting and evaluation of progress. This is, therefore, a results-oriented Strategy which will aim to assess and incorporate lessons, stimulate innovation and respond to changing environments during its implementation period.

The document comprises an introduction providing context, the strategy and the performance monitoring framework. To ensure readability, each section has an introductory paragraph which focuses on the specific points covered. Throughout this document, we have used **boldface** to indicate headings and key concepts. Footnotes are used only when additional information or clarification is considered necessary. Empirical research supporting the strategy is cited within endnotes (referenced in roman numerals). Additional supporting data, including background information, complex tables, or study results, are contained within the Annexes. Specifically omitted from this strategy are detailed operational plans, technical guidelines and budget. These will be addressed in separate documents, pending approval of the Gender Strategy.

## 1. Introduction

This section provides the rationale and context for the Strategy. It builds the economic case by showing that reducing gender inequality can contribute to reinvigorating the economy. It identifies critical gender inequalities in EBRD CoOs and the relevant areas in the global gender agenda to which the Bank can contribute, with its specific expertise, and through its actions and partnerships. It also reflects on the lessons identified during the implementation of the Strategic Gender Initiative (SGI), which have informed the development of the Strategy.

### 1.1 Considering the Case for Equal Economic Opportunities

Gender relations impact on the effective functioning of both society and the economy. As such, gender inequalities present ongoing obstacles to the sustainability and effectiveness of EBRD investments and inclusive, resilient transition in particular.

Gender-informed economic analysis is important for reasons of efficiency and equality. It can be argued that the failure to share the costs and opportunities of the transition process more evenly is costly for several reasons:

- The legitimacy of the market and political system as reflected in laws, institutions and outcomes can be questioned on the grounds of inequality;
- A major part of the skilled and well-educated human resources will be untapped; and
- Unequal economic opportunities may have strong spill-over effects on social cohesion and stability.

Gender unequal laws and policies further hinder economic growth by limiting women's ability to access assets and services, credit or employment opportunities<sup>5</sup>. In addition, where gaps exist between the law and its implementation:

- Women have limited economic rights (including to land and property);
- Women's decision making ability and their ability to speak up and be heard in the household, at the workplace, and in public spaces are constrained; and
- Women are more likely to be inhibited from making strategic choices and pursuing those things that they value.

In response, this Strategy has been designed to take into account key factors for long-term economic growth<sup>6</sup>. These factors – competitive markets, physical capital/financial development, human capital, rule of law, and openness to trade – are some of the conditions considered most likely to ensure that a strong sustainable economic performance will be established. Table 1 (overleaf) summarises both key growth factors and the ways in which the promotion of gender equality can augment and expand their impact, drawing on peer-reviewed evidence.

<sup>5</sup> Not all women or men in a particular country or context may have equal access to opportunity and services. Inequalities can be created or accentuated by other dimensions such as ethnicity, socioeconomic status, sexual orientation, place of residence, level of education, age, disabilities and other factors within the same country or region or across regions (e.g. Roma women in Europe or Syrian refugee women in Turkey). In that sense gender inequalities need to be assessed taking into account the context and these other dimensions (see Annex 4 for more information).

<sup>6</sup> See also Department for International Development. (2008). *Growth: Building Jobs and Prosperity in Developing Countries*. Retrieved from <http://www.eldis.org/go/country-profiles&id=37900&type=Document#.Vi5XqP7MU5g>



**Table 1: Gender equality and economic growth: a summary of findings<sup>7</sup>**

Key growth factor	Gender Assumption	Evidence
<b>Competitive markets</b>	<ul style="list-style-type: none"> <li>Improving gender equality (i.e., access to services, employment &amp; skills, and finance) can make labour markets more competitive</li> <li>Increasing the entrepreneurial opportunities for women increases the competitiveness of product markets</li> </ul>	<ul style="list-style-type: none"> <li>Often inequality in employment has a larger effect on growth than does inequality in education<sup>i</sup></li> <li>There is well-documented evidence on legal barriers in some countries but no empirical link made with growth<sup>ii</sup></li> </ul>
<b>Physical capital/financial development</b>	<ul style="list-style-type: none"> <li>Higher household savings rates are possible through increased women's employment and entrepreneurship, and through more equal distribution of income allowing greater investment</li> <li>Women may sometimes make more productive investments than men</li> </ul>	<ul style="list-style-type: none"> <li>Evidence focused on semi-industrialised countries.<sup>iii</sup></li> <li>Mixed evidence. Women may focus on using profits to purchase household goods rather than reinvest in business, especially during child-bearing years<sup>iv</sup></li> </ul>
<b>Human Capital</b>	<ul style="list-style-type: none"> <li>Greater control for women in the domestic sphere (household resources and family size) augments the human capital of the next generation</li> <li>Women suffering violence are less able to participate in the labour force</li> </ul>	<ul style="list-style-type: none"> <li>Women are more likely to spend income on children, though this may be because of discrimination in the household<sup>v</sup></li> <li>Initial studies suggest a potentially important impact<sup>vi</sup></li> </ul>
<b>Rule of law</b>	<ul style="list-style-type: none"> <li>Strengthened rule of law correlates with greater security for women; when women participate more fully in society, countries are safer and more prosperous for all citizens</li> </ul>	<ul style="list-style-type: none"> <li>Small but statistically significant relationship between rising female political and workforce participation and lower levels of corruption<sup>vii</sup></li> </ul>
<b>Openness to trade</b>	<ul style="list-style-type: none"> <li>Discrimination prevents women from engaging in trade and entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>Significant localised evidence but no attempt to assess overall impact<sup>viii</sup></li> </ul>

It is a principal assumption of this Strategy that addressing gender inequality in each of these growth factors will support and extend the durability of economic performance, particularly by supporting women's access to employment and skills, finance and services.

## 1.2 Gender Equality & Equality of Opportunities in the EBRD's Countries of Operation

A 2015<sup>8</sup> study commissioned by the EBRD on the 'Status of Gender Equality in the EBRD's Countries of Operation' revealed that several key variables contribute to persisting unequal economic opportunities between women and men in EBRD CoOs. These variables include:

- Access to employment and skills;
- Entrepreneurship and financial inclusion;
- Access to, and usage of, infrastructure and utilities;
- Decision-making;
- Women's leadership and public participation; and
- Social norms and legal regulations.

<sup>7</sup> Table adapted from: Ward, J., Lee B., Baptist, S. & Jackson H. (2010). Evidence for Action: Gender equality and economic growth. *The Royal Institute of International Affairs*, 1-51. Retrieved from <https://www.chathamhouse.org/sites/files/chathamhouse/public/Research/Energy,%20Environment%20and%20Development/0910gender.pdf>

As of 2015, women's labour force participation rate is still lower than that of men in every EBRD CoO. Women are significantly more likely than men to be unemployed, (particularly when younger), to face difficulty obtaining a loan or opening a bank account, to be underrepresented in corporate and public decision-making positions and face greater discrimination in economic and social life because of their gender. Table 2 below summarises specific findings from the study:

**Table 2 - Gender equality & equality of opportunities in EBRD CoOs: summary of findings<sup>9</sup>**

Key Inequality Variable	Description	Current Situation
<b>Access to Employment &amp; Skills</b>	<ul style="list-style-type: none"> <li>Women's access to employment, including ability to enter and remain in the paid workforce and the flexibility to exit and re-enter it are fundamental to their participation in the labour force</li> <li>A simple focus on access to jobs does not fully explain gender related obstacles to employment. The quality of employment available to women and men also determines how transition gains are created, shared and consolidated</li> <li>Subject segregation in fields of study at tertiary level means that women are concentrated in areas that do not lead to technical or higher-wage occupations</li> </ul>	<ul style="list-style-type: none"> <li><b>Employment:</b> women's labour force participation rate is lower than that of men in every EBRD CoO</li> <li>In many CoOs, women are significantly more likely than men to be unemployed, particularly among youth</li> <li><b>Gender Pay Gap:</b> the gender pay gap favours men in all CoOs, ranging from 5.1% in Slovenia to 53.2% in Azerbaijan.</li> <li><b>Activities:</b> women are concentrated in less lucrative economic activities in particular sectors and sub-sectors.</li> <li><b>Tertiary education:</b> in at least 25 EBRD CoOs, women make up more than 70% of graduates from Education programmes and less than half of the graduates from Engineering programmes.</li> </ul>
<b>Entrepreneurship &amp; financial inclusion</b>	<ul style="list-style-type: none"> <li>Women's entrepreneurship can provide an alternative avenue for income generation and economic empowerment, whilst simultaneously expanding job creation and private sector development more generally</li> </ul>	<ul style="list-style-type: none"> <li><b>Financial inclusion:</b> across all EBRD sub-regions, women are less likely than men to have a bank account at a formal financial institution and lag behind men in terms of access to savings accounts and loans.</li> <li><b>Women's entrepreneurship:</b> there are low rates of female business ownership, particularly for South-eastern Europe and SEMED (both 28%).</li> </ul>
<b>Access to &amp; usage of infrastructures and utilities</b>	<ul style="list-style-type: none"> <li>Access to infrastructure and utilities is an important determinant of productive economic opportunities, both by directly facilitating access to income-earning activities (e.g. through transportation and ICT) and by reducing the burden of unpaid work</li> </ul>	<ul style="list-style-type: none"> <li><b>Water, waste and energy:</b> many EBRD CoOs face challenges in providing universal access to reliable household utilities, particularly in rural areas.</li> <li><b>Transportation:</b> as women generally have lower income and less decision-making control over financial resources in the household they typically rely more on public transport than men.</li> <li><b>ICT:</b> a 'digital gender gap' means that men are more likely than women to use the internet in 21 of 22 EBRD CoOs for which data is available.</li> </ul>
<b>Decision-making &amp; access to information</b>	<ul style="list-style-type: none"> <li>Women's perspectives are not always adequately represented in decision-making processes at the household, local or national level, resulting in decisions which do not equally benefit men and women</li> <li>Women face difficulties in accessing information important to economic opportunity, such as on legal rights (employment, inheritance, etc), value chain opportunities, and local infrastructure planning &amp; delivery because their behaviour patterns/ information preferences are not taken into account</li> </ul>	<ul style="list-style-type: none"> <li><b>Private sphere:</b> particularly in SEMED, Turkey and Central Asia there is a cultural expectation that men as the 'head of household' are responsible for all household decision-making including over utilities and infrastructure.</li> <li><b>Public sphere:</b> the different needs and concerns of women and men tend to be left out of 'technical' planning for infrastructure and services and related policies.</li> </ul>

<sup>9</sup> Extended discussion of the study is available in Annex 4. The entire report which contains all relevant references to source materials is available upon request.

Key Inequality Variable	Description	Current Situation
<b>Women's leadership &amp; public participation</b>	<ul style="list-style-type: none"> <li>Women in top-level positions bring a diversity of perspectives, experiences and knowledge to decision-making processes</li> </ul>	<ul style="list-style-type: none"> <li><b>Management:</b> across all EBRD CoOs, the majority of firms have men as top managers; women are under-represented on corporate boards.</li> <li><b>Government:</b> women are underrepresented in national and local governments.</li> </ul>
<b>Social norms &amp; legal regulations</b>	<ul style="list-style-type: none"> <li>Interactions between legal and social norms impact on women's abilities to exercise their autonomy and make important decisions about their lives for themselves; pursue economic and other opportunities; and, have their voices heard in all spheres, including in the family, community and society. This directly underpins many of the inequalities identified above</li> </ul>	<ul style="list-style-type: none"> <li><b>Legal:</b> in Morocco, Tunisia, Jordan and Egypt, religious sources of law ascribe men and women different and unequal rights, status and roles in marriage, inheritance, filiation and nationality. In rural Albania, Kyrgyz Republic and Tajikistan, customary law and forms of traditional justice are sometimes used to resolve family matters and issues related to property and finances.</li> <li><b>Early marriage</b> remains an issue in SEMED, Central Asia and the Caucasus, but also among Roma communities in Europe.</li> <li><b>Gender based violence:</b> high prevalence of gender-based violence, including domestic and sexual violence and harassment is present in all CoOs.</li> </ul>

The above table illustrates that gender equality encompasses diverse and pressing challenges. As the EBRD is guided by its transition mandate its role in addressing gender equality is principally through the promotion of equality of opportunity between men and women. It will do this to further support the commitments made by many of its CoOs towards ensuring the equal rights of men and women and the prohibition of discrimination<sup>10</sup>. Further information on how the EBRD will promote equal opportunities between men and women and address gender inequalities within its mandate can be found under Section 2.2.1.

### 1.3 The International Agenda

Within its mandate, the EBRD can play a role in contributing to the international agenda on the promotion of gender equality, particularly in the context of the 2030 Agenda for Sustainable Development ("2030 Agenda"). The area of specific relevance to the EBRD relates to encouraging, and where possible, supporting, its clients to contribute to the achievement of Goal Five ("Achieve gender equality and empower all women and girls"), in particular with regards to:

- "Ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life" (Target 5.5): assessing where the Bank can contribute to further exploring and developing approaches which promote women's voice, participation and leadership within the private sector;
- Promoting "reforms to give women equal rights to economic resources, including land and financial services" (Target 5.a): assessing where the Bank can contribute to the development and implementation of projects and products which promote the economic empowerment of women in particular with regards to access to assets; and
- "Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of women and girls at all levels" (Target 5c):

<sup>10</sup> International Covenant on Economic, Social and Cultural Rights. Adopted and opened for signature, ratification and accession by General Assembly resolution 2200A (XXI) of 16 December 1966, entry into force 3 January 1976, in accordance with article 27. Retrieved from <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CESCR.aspx>  
The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), adopted in 1979 by the UN General Assembly, often described as an international bill of rights for women. Retrieved from <http://www.un.org/womenwatch/daw/cedaw/cedaw.htm>

assessing where the Bank could contribute as part of policy dialogue, advocacy and capacity building.

In addition, more generally, the Bank's operations can also contribute to promoting gender equality under other elements of the 2030 Agenda. A brief overview of these is provided under Annex 6.

#### 1.4 The Bank's Experience & Lessons Learned

Since the adoption of the SGI in 2013 a more structured approach to promoting gender equality in the Bank's operations has been in place. Annex 1 presents a summary of progress to end December 2015. It shows that over the SGI implementation period, 75% of projects have been in Turkey, SEMED and Central Asia. Of those projects developed 56% have supported women's access to finance, 33% access to employment and skills, and 10% access to services.

Lessons indicate that while progress has been achieved, a more systematic approach is required to scale up operations. These relate to a) the operational performance and delivery; and b) the operating environment and the international agenda.

##### a) Operational Performance & Delivery

- **Capacity building** - Building the capacity of EBRD staff to identify opportunities for promoting gender equality and structuring gender dialogue with clients in the context of the Bank's investments and policy dialogue is a key requirement for successful and sustainable implementation. Individual and institutional capacity building will address technical gaps *and* work towards providing a sense of shared ownership and accountability across the Bank, essential for mainstreaming by 2020. Experience has shown that relationship management with our clients, with a specific focus on engagement with key decision makers, delivers long term sustainability. However, this takes time and requires a robust presentation of the business case alongside delicate management of the change in mind-sets and corporate practice.
- **Gender Transition Gaps** - In 2013, as part of the development of the SGI, the EBRD Department of Country and Sector Economics (CSE) developed the gender transition gaps. Experience over the past two years has led CSE to undertake a detailed literature review of newly available or improved data so as to continue to enhance the analysis. This has resulted in the integration of additional indicators to (i) better reflect the way legal regulations as well as social norms impact on women's agency (ii) strengthen the focus on women's political rights, decision making in employment and government administrations, and (iii) integrate a focus on the numbers of female graduates in engineering and technology<sup>11</sup>.
- **Expanding Sector Coverage** - An analysis of the portfolio shows that in a number of Banking sectors, such as Financial Institutions (FI) and Municipal Environmental Infrastructure (MEI), progress has been faster than in other sectors in which the Bank operates. This difference in pace may reflect: i) the more complex nature of mainstreaming gender equality in certain sectors caused by competitive elements, such as assessing the cost-benefit to the business and identifying champions who understand the business case for equality of opportunities, versus ii) the possible traction on issues related to gender equality in those sectors where there is a clear

<sup>11</sup> See Annex 2 for additional information on Gender Gaps.

need to address market failure (FI) or wider considerations when providing public sector services (MEI).

- **Product Innovation-** Experience shows the need to continue to adapt and develop new products to deliver the Bank’s gender equality mandate in a way that meets market needs while addressing emerging gender issues. The development of a comprehensive ‘Women in Business’ Programme is one such product.
- **Awareness of the social and cultural context** - Given the diversity of the EBRD’s region, and specifically in the context of those countries with the largest gaps, it has been shown that it is important that the Bank takes into account both social and cultural norms, as well as institutions, when designing projects. Furthermore, it is necessary to pay particular attention to understanding and addressing, where possible, the multiple inequalities that women face to varying degrees in different countries and social contexts.
- **Engaging men for gender equality** - Engaging men when designing applicable EBRD projects is particularly important when addressing stereotypical views or perceptions of men and women’s roles, and the relations between them. This importance stems from the fact that certain practices and norms (that assume women as subordinate) hinder progress towards efficient market economies. Awareness raising and capacity building for male policy makers and business leaders can contribute effectively to demonstrating the importance of gender equality and equal opportunities. Engaging men for gender equality will also allow EBRD to support the transformation of social and economic norms which have significant negative impact on the lives of women and men. For example, pervasive masculinist norms which discriminate against women also commonly harm men: resulting in men taking part in a variety of high-risk, negative and violent practices. Further, although men as a group typically hold greater power than women, not all men are powerful: poor men and minority men are often marginalised and left out of economic opportunity and social power structures.
- **Data availability** - It is widely recognised that the availability of data worldwide on gender equality indicators is poor. The Bank has faced challenges when devising the gender transition gaps and when developing the baselines for its investments. The lack of robust data disaggregated on the basis of sex and gender, sexual orientation, age, location etc., makes the business case negotiation complex through the need to use proxies or approaches which are still to be tested by the Bank (such as the appropriate use of data related to perceptions).

## b) Operating Environment & the International Agenda

- **The Enabling Environment** - The lack of an enabling environment is probably one of the most significant barriers to achieving gender equality across countries and sectors. The experience of the Bank shows that while access to assets is critical in reversing many of the structural and social barriers that perpetuate inequality, barriers remain and will continue to perpetuate. Gender equality requires that institutions, laws, policies and social norms allow women to access and benefit from opportunities on the same footing as men. The EBRD report “Enhancing Women’s Voice, Agency and Participation in the Economy” points to the importance of such an enabling approach in SEMED and Turkey in order to achieve gender equality and women’s

empowerment. EBRD's experience in Central Asia also shows how gender discriminatory labour legislation and regulations limit women's access to specific employment; further widening gender gaps in the labour market.

- **The EBRD & the International Agenda** - EBRD can contribute to the international agenda for gender equality in several ways: via its investments and the specific product approaches it adopts, as well as through policy dialogue. To date where the EBRD has not been directly influential through its investments, it has often been in a position to indirectly influence the changes and conditions needed to improve market performance while also addressing some of the global challenges faced by women. Some recent examples of this have been the Bank's involvement at the Pre-Conference event of the High Level Conference on Water for Life (Dushanbe, June 2015) and the EBRD/UNDP Joint Workshop on Gender & Sustainable Transport (Almaty, September 2015).



## 2. The Strategy for the Promotion of Gender Equality

The vision for our Countries of Operations is one where women and men of any socio-economic status will have the same rights and opportunities to access finance and assets, establish and lead business, participate fully and effectively in decision-making processes affecting their lives and have equal and safe access to all public services and shared resources. The Bank, through financial investments, technical cooperation, business services and policy dialogue, will promote equal economic opportunities so as to support well-functioning market economies. It will do this by using three operational approaches - access to finance, access to employment and skills and access to services - targeting those countries, regions or sectors which display the largest gender gaps.

Addressing key inequalities between men and women will lead to better functioning market economies and more inclusive societies - core components of sustainable and equitable transition. The recognition that the effective use of the potential and talent of women and men (both human capital and economic potential) in our CoOs can lead to important social, political and economic benefits will be of key importance as the Bank continues to promote transition. Due to importance that gender equality can play in “re-energising transition” and in line with the Bank’s strategic aim for the period 2016-2020 (Strategic and Capital Framework BDS15-013) the Bank intends to mainstream gender into its operations by 2020 and is committed to tracking the delivery of this through its Corporate Scorecard.

### 2.1 Objectives

The overall objective of this Strategy is to increase women’s economic empowerment and equality of opportunities in the EBRD CoOs.

During the Strategy period, the Bank will focus on three specific objectives:

- Increased access to finance and business support for women-led businesses
- Increased access to employment opportunities and skills for women
- Improved access to services

These will be achieved by: i) increasing the number of projects which support the promotion of gender equality; and ii) promoting through policy dialogue an enabling environment in its countries of operation that is conducive to greater equality of economic opportunity.

To effectively deliver on its commitments this Strategy has been designed to align with the Bank’s business model (the Strategic Fit). It is based on the application of traditional EBRD tools and approaches (investments, technical cooperation and policy dialogue) and is supported by a theory of change which has been designed using the lessons of the SGI and consultations with, and guidance from, the Bank’s internal and external stakeholders. Annex 3 provides detailed information on the Strategy’s theory of change. Further information on the monitoring framework which relates to the objectives of the Strategy can be found under Section 3.

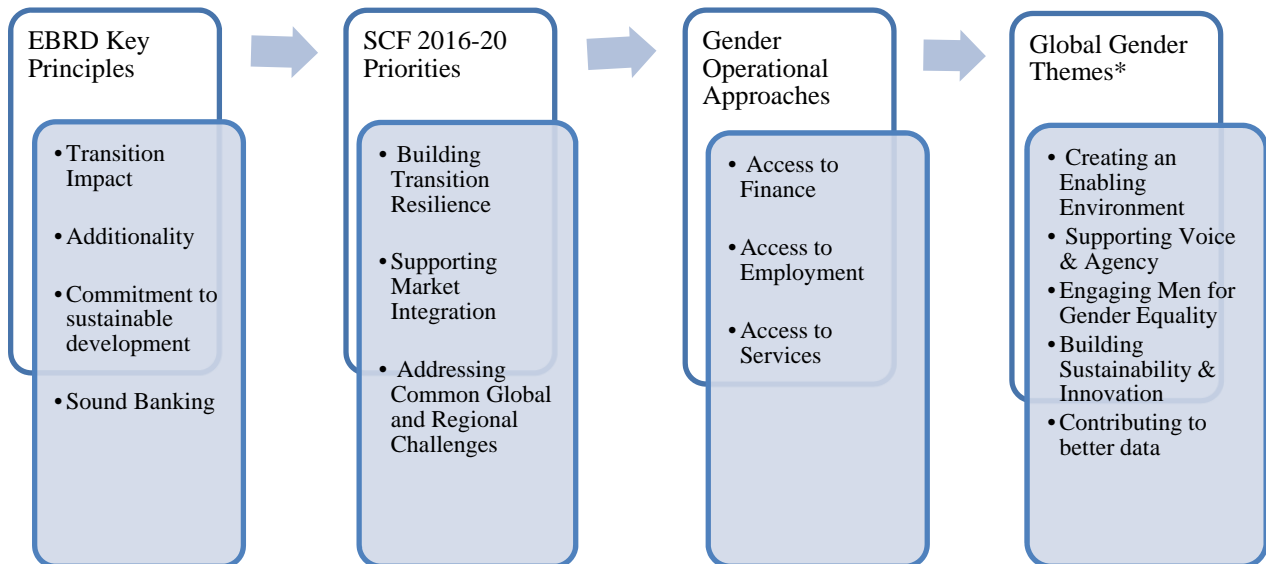
### 2.2 The Strategic Fit

The promotion of equal opportunities between men and women is aligned with the EBRD’s key principles of transition impact, additionality and sustainability. The following section provides information on how promoting equality of opportunity for men and women, in support of broader gender equality, fits within the Bank’s key principles and responds to its

strategic priorities for the period 2016-2020. Finally, the Bank will contribute to promote behaviours that facilitate global themes such as those set out in the 2030 Agenda.

Figure 1 below shows how building on the key principles, the Strategy responds to the Bank's priorities over the forthcoming period using three operational approaches to contribute in turn to wider global themes.

Figure 1- The Strategic Fit



\* This is a specific subset of the much wider Global Themes affecting gender equality, which the Bank has identified as those to which it can best lend agency

### 2.2.1 Transition Impact

Economic inclusion – the opening up of economic opportunities to those previously underserved social groups – is integral to transition. If people are given a chance to succeed, they are more likely to participate in the workforce, pursue higher skills and education, and/or engage in activities that lead to economic growth. This helps address unintended consequences of market reforms that leave certain groups behind and, in turn, strengthens wider public support for economic reforms and the transition process.

On this basis, in July 2013, the Board endorsed economic inclusion (BDS13-155) to be formally integrated into the assessment of country level transition challenges and transition impact at project level. Since then, CSE has been measuring the extent to which economic institutions, markets, legal frameworks, labour policies (and their application), as well as health and education systems extend economic opportunities to individuals regardless of their gender<sup>12</sup>. The resulting gender gap assessments, which are based on the Bank's 'Assessment of Transition Challenges' (ATC) approach, guide the identification of projects that are either already set to narrow these gaps or that could be developed further to do so.

The inclusion methodology has, therefore, created a mechanism for the Bank to integrate into the routine project screening process for transition impact (TI) an assessment of demonstrable

<sup>12</sup> By focusing on economic parity between men and women (the 'benchmark') the gender gaps measure differences in opportunities – between women and men – rather than opportunity levels. If both men and women do poorly, there is no gender gap, even though there may be large gaps in terms of transition or development. For example, a small gap in access to finance does not necessarily mean that women have easy access, only that they do not have significantly greater difficulties than men. It should be noted that in those instances where parity is high (and the gender gap therefore small) in a specific dimension, but a transition challenge exists for both men and women in equal measure, this would still be addressed by the Bank.



improvements in economic opportunities for women that may result from its investments. Projects where such improvements can be verified and measured have seen an increase of their overall transition score based on the strength of the impact (from the baseline) as well as an ex-ante risk assessment. Benchmarks are developed to measure and monitor this gender transition impact in line with the Bank's Transition Impact Monitoring System (TIMS). This has created an incentive framework for the Bank to identify – and maximise in partnership with interested clients – the potential gender impact of their projects.

The gender gap analysis<sup>13</sup> undertaken for the SGI in 2013 focused on seven structural dimensions: legal and social regulations, health, education, labour policy, labour practices, employment and firm ownership, and access to finance. In addition, in 2014 'women in business' gender gaps were developed. They assess the barriers women entrepreneurs face in terms of accessing finance, creating and growing their businesses and other challenges that exist within the wider business environment.

To build on the lessons of the SGI, CSE commissioned an expert study<sup>14</sup> and undertook a detailed literature review of newly available or improved data sets in partnership with the Gender Team and ESD. This resulted in the integration of additional indicators to (i) better reflect the ways legal and social regulation as well as norms affect women's agency, (ii) strengthen a focus on women's political, economic and social rights, full and effective decision making in employment and administrations, and (iii) integrate a focus on the numbers of female graduates in engineering and technology. The updated gender gaps are included in Annex 2.

The review also explored the development of gender gaps for infrastructure and access to municipal services to account for the different roles played by women and men both on the demand and supply sides. Given severe data limitations and challenges related to assessing attribution, as well as the low coverage of countries across the Bank's region, further development of the gender gaps will be required. This will be a gradual process which will require that indicators be added and updated as more data become available over time.

Of note are the large variations in gaps across institutional and market dimensions. Gender gaps range from negligible to medium with respect to institutional dimensions (legal regulations and social norms, health services, education and training and labour policy) for nearly all of the CoO, with the exception of Egypt and Jordan which display large gaps with regards to legal regulations and social norms and Morocco, which displays large gaps with respect to health services and education and training. Only two countries demonstrate small gaps over all four dimensions, Poland and Serbia. Gender gaps are large or medium for most countries with respect to market dimensions (access to finance, employment and business, and labour practices). This is especially true for Azerbaijan, Egypt, Jordan, Morocco, Tajikistan and Turkey which all display large gaps in the three market dimensions.

Additionally, gender gaps intersect with other barriers to economic inclusion. These include youth unemployment and the higher barriers faced when seeking employment by those that live in rural, economically less-developed regions compared to those living in the more

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<sup>13</sup> Gender gaps are intended to capture distance from a desired "end state" – in this case, equality of economic opportunity for women with respect to men. For each of the seven dimensions, the assessed gap size – ranging from negligible to large – reflects an assessment of the difference between the prevailing state of institutions and markets compared to the ideal of equality of economic opportunity between men and women. Variables underlying gender gaps intend to characterise both current institutions and market outcomes, and were selected based on existing research, relevance for the Bank's work on gender, country knowledge, the availability of data covering all or most EBRD countries and the ability to regularly update variables.

<sup>14</sup> Francavilla, Francesca, *Exploring Additional Dimensions to EBRD's Gender Inclusion Gap Assessments*. 2015.

developed, urban areas – even within the same country. For example, while women make a significant contribution to the rural economy in all EBRD CoOs, their triple work burden when compared to men (in the productive, reproductive and social spheres) often limits their ability to take advantage of new economic opportunities. While young labour market entrants in general face large barriers across many parts of the EBRD’s region, young women labour market entrants are considerably more likely than young men to a) be unemployed, b) face difficulty obtaining a loan or opening a bank account; c) receive lower pay for work of equal value<sup>15</sup>; and d) face greater discrimination in economic and social life due to their gender.

### 2.2.1.1 Geographic Considerations

Whilst this Strategy will apply to all EBRD countries, it will prioritise those countries with the largest gaps. Similarly, where the country gap may not be so large but where the demonstration effect of reducing a gap within a specific sector or company is deemed significant (for example, a non-traditional employment sector or a sector where gender representation is significantly biased or segregated) the Bank will also seek to engage.

The Bank recognises that the level of challenge and focus will vary across and within regions, and will be affected by whether the location or population is urban or rural and by the stage of transition. These nuanced approaches will be articulated through the Bank’s Country Strategies.

In addition, the Bank will need to respond to trends or risks that might arise (for example from geo-political instability, conflict, banking and economic crises, migration flows, political and security instabilities; and general demographic trends or potential reversal of transition).

### 2.2.2 Additionality (Non-Financial)

Transition impact assesses the effect of a project on the economy or society and as such requires scale and the potential to achieve systemic impact. In addition, the Bank through its engagement can also have an impact on the design and implementation of the projects it finances and on the skills, practices and standards of its clients, i.e. these may differ in crucial ways as a result of the Bank’s engagement compared with financing provided by alternative sources (non-financial “additionality”). The Bank recognises that with respect to the promotion of gender equality it can exert an important influence, or a ‘gender transformative additionality’, on corporate governance, project design, standards of business conduct, and innovation which by its nature can lead to corporate change and enhanced business conduct. In this way resilience is built and sustainability more likely. Given the impact that this can have on promoting the goals of gender equality, even in the absence of “systemic impact” or where such impact is hard to demonstrate, this is an important element of the Bank’s engagement. Cumulatively and over time, such individual standard-bearers would be expected to contribute to a learning process and influence the debate in their sector and society more broadly.

Examples of these elements of additionality include the Bank’s engagements with the providers of public sector service which require systematic gender assessments<sup>16</sup> within the

<sup>15</sup> The gender pay gap (GPG) generally tends to increase with age, which is often due to career interruptions that women experience during their working life, such as full breaks in career or part-time work due to childbearing or the fact that women often prefer to move from the private sector to the public sector, which pays less, in order to better balance their family and work life. However, gender pay gaps exist even at early entry level. Also, different age-based patterns can be observed in countries such as Bulgaria, Croatia or Lithuania where the increase in GPG along with the increase in age is not that significant or is even reversed. Eurostat Statistics Explained. (2015). *Gender Pay Gap Statistics*. Retrieved from [http://ec.europa.eu/eurostat/statistics-explained/index.php/Gender\\_pay\\_gap\\_statistics](http://ec.europa.eu/eurostat/statistics-explained/index.php/Gender_pay_gap_statistics)

<sup>16</sup> Gender assessment or gender analysis may be conducted through different methodologies and approaches. However the final objective is the systematic gathering and examination of information on gender differences and social relations in order to identify understand and redress potential inequalities based on gender.

donor-funded Feasibility Studies so as to better inform design; the requirement that all Stakeholder Engagement Plans be gender-responsive<sup>17</sup> to better inform delivery; and that Corporate Development Plans address the needs of men and women for enhanced sustainability.

### 2.2.3 Commitment to Sustainable Development

Under the Environmental and Social Policy (ESP) 2014, the Bank addresses gender inequalities as part of the assessment of projects, ensuring that projects will not have disproportionate social and/or environmental impacts on either men or women. Performance Requirement 2 (Labour and Working Conditions), in particular is of note as it aims to mitigate against all forms of discrimination in line with ILO Conventions 100<sup>18</sup> and 111<sup>19</sup>.

## 2.3 Policy Dialogue

In line with the development of the EBRD's new policy platform, the Bank anticipates that it will undertake dialogue beyond the transaction level with clients and partners to contribute to an enabling environment for gender equality in its CoOs<sup>20</sup>. Policy dialogue approaches will be country specific, according to predefined country priorities and formulated within the country strategies as these are developed. Engagements will be coordinated with all internal stakeholders in the Bank so as to ensure consistency of approach and adequate resourcing, including of technical expertise to be provided by the Gender Team. The Bank's policy dialogue with respect to the promotion of gender equality will be undertaken in three key ways:

- **Reform advocacy** – Where the Bank can promote reform in areas where there is legislation or policy that acts as a constraint to women's access to employment, finance and/or services and which if changed, could enable women to benefit from the Bank's investments. This may be carried out alone but is more likely to be carried out in partnership with the Bank's clients (as a result of an active investment) and other IFIs or UN agencies. This could include analysing and building responses to mitigate any negative impacts of austerity measures on women; the promotion of trade policies that do not disproportionately negatively impact women; and the promotion of decent work, as important objectives of macroeconomic policy.
- **Policy advice** – Where the Bank is requested for advice in areas where there are constraints to women's access to employment, finance and/or services. In this case it is likely that the Bank, based on its own experience and/or research, can provide advice. Depending on the issue this is likely to be with the ILO, UN Women, IFIs and bilateral donor agencies.
- **Capacity building** – This will be undertaken in a variety of ways including (i) facilitation of exchange visits between national and regional government agencies, clients and /or business associations; (ii) training for the judiciary and lawyers (undertaken by EBRD's Legal Transition Team) and/or business associations and /or trade unions. This will sometimes be done alone but more often in partnership with other IFIs working on the same issues and bilateral donors and UN agencies with already established programmes in these issues.

<sup>17</sup> Ensuring that women and men have the same access to information and that projects account for the specific needs of women in terms of meaningful participation.

<sup>18</sup> C100 - Equal Remuneration Convention, 1951 (No. 100) (Entry into force: 23 May 1953).

<sup>19</sup> C111 - Discrimination (Employment and Occupation) Convention, 1958 (No. 111) Convention concerning Discrimination in Respect of Employment and Occupation (Entry into force: 15 Jun 1960).

<sup>20</sup> Information on investment-led policy dialogue can be found under Section 2.4.

When the environment is not favourable for change the Bank will endeavour to initiate discussions with relevant partners in order to contribute to preparing an environment conducive to future reforms. The approach to policy dialogue will also be adapted as the context in which the Bank operates changes so as to address emerging global challenges such as climate change, migration and conflict.

Case Study 1 below provides examples of policy dialogue on promoting gender equality

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### ***Case Study 1- Policy Dialogue on Promoting Gender Equality***

***Supporting women's entrepreneurship in Tajikistan.*** Women entrepreneurs play an important role in the economy in Tajikistan, in the light of significant male migration. However, women face many challenges to operate their businesses. Since 2014, EBRD has engaged with the Government of Tajikistan and women entrepreneurs' associations in a process of advocacy and dialogue to identify the needs of women entrepreneurs and discuss initiatives to support them. Following a Symposium on Central Asian Business Women held in Dushanbe in 2014, a Taskforce to Support Women Entrepreneurship in Tajikistan, led by the State Committee on Investment, was created. This Task Force brings together representatives from the private sector, government and the donor community and serves as a forum for discussion of policies and reforms to support women's entrepreneurship. EBRD is providing technical support, via the TaiwanBusiness – EBRD TC Fund component of its Gender Advisory Services Programme to establish the Task Force Secretariat.

***Lifting barriers to women's participation in the labour force in the Kyrgyz Republic.*** Female labour force participation in the Kyrgyz Republic is low (52% compared to 77% for men,). This is due to many factors, including gender discrimination in labour legislation, which includes a long and outdated list of jobs and tasks that women are not allowed to do (e.g. cutting trees, working underground, all types of carpentry work, working with glass, leather, etc.). The Bank has finalised a study to identify such legal restrictions with a view to engage in dialogue with the Government to change such legislation. To make the business case stronger for such legislative reform, the study also assessed the economic costs of the legislation and estimated that there would be a gain of 0.4 GDP points annually if the gender gap in labour force participation were to be closed. The study was funded via the TaiwanBusiness – EBRD TC Fund component of EBRD's Gender Advisory Services Programme.

***Addressing social norms and barriers to women's participation in the economy in SEMED and Turkey.*** The SEMED countries and Turkey have some of the lowest rates of female participation in the economy, globally despite high education levels. In 2014, EBRD undertook research to identify the ways in which social and-cultural norms and plural legal frameworks play a role in limiting women's empowerment and participation in the economy and society in the region. Recommendations resulting from the research will be used to inform EBRD's policy dialogue with the region's governments in the context of EBRD investments. This study was funded by the EBRD's Shareholder Special Fund.

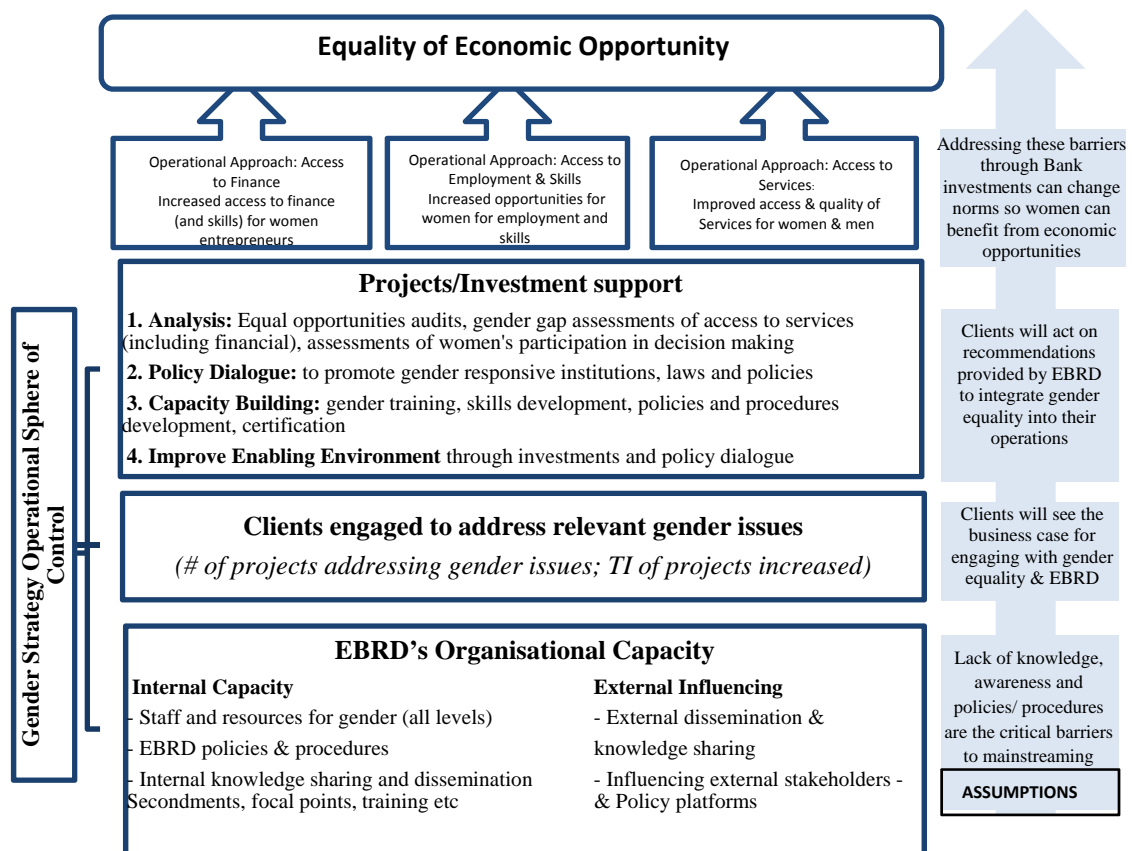
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## 2.4 The Operational Approach

The Bank's operational response focusses on three key approaches or "accesses": (i) to finance and entrepreneurship, (ii) to employment and skills and (iii) to services. These reflect those key operational activities of the Bank that best lend themselves to the promotion of gender equality. The following section provides information on the **business case**, intended **response** and potential **policy dialogue** related to operations under each "access".

The below figure illustrates the EBRD's planned theory of change which demonstrates how the Bank, through its operational approach will contribute to improved equal economic opportunities for men and women.

Figure 2- The Theory of Change



The successful implementation of the theory of change will be a significant contributor to the success of this Strategy, and will require that key elements of the lessons from the SGI be incorporated over the implementing period. These will provide for an enhanced operational performance and delivery whilst also putting in place measures that will contribute to improving the operating environment. They include, amongst others:

- Capacity building;
- Expanding sector coverage and identifying new gender entry points;
- Further developing the Bank's Gender Gap analysis; and
- Enhancing data collection

For more detailed information on the above please refer to Annex 3 which also includes information on how the Bank's investment cycle incorporates the gender-related elements of the operational approaches.



### 2.4.1 Access to Finance including Support of Entrepreneurship

Across the world, women-led businesses<sup>21</sup> continue to grow and contribute to the economy. However, the majority of them do not have access to the finance that they need to operate. The global gender credit gap is estimated at US\$ 285 billion<sup>ix</sup>, and over 70 per cent of women-led Small and Medium Enterprises (SMEs) across every region are believed to be unserved or underserved financially.<sup>x</sup>

Gender gaps in access to finance vary amongst CoOs, and are highest across the SEMED region, Turkey and parts of the Western Balkans and Central Asia. They are the result of many factors. Women-led businesses tend to be smaller than those of men, and concentrated in low value-added, less capital-intensive sectors<sup>xi</sup>. This may be the result of limited access to finance, but could also be explained by the selection of certain sectors which better accommodate family responsibilities caused by disproportionate burden placed on women in care-giving responsibilities which, in turn, can limit their financial independence and full realisation of their economic potential<sup>xii</sup>. Alternatively it could be the consequence of fewer opportunities occurring for women to accumulate managerial experience<sup>xiii</sup>. Regardless of the reason, the profiles of women-led business make them less attractive to banks which often perceive them as riskier. Social factors also play a role in limiting women's access to finance, from discriminatory gender blind and gender biased legislation which limits women's ability to accumulate assets and mobilise collateral, to social perceptions about female entrepreneurship, by both men and women, which can influence women's demand for bank finance and the banks' response to women's applications.

**Business Case:** There is a clear business case for addressing the structural barriers women face in accessing finance in those countries that display the largest gender gaps in this respect. Reducing gender gaps in access to finance and supporting women's entrepreneurship will not only contribute to women's financial independence and empowerment, but will revitalise economies and reinvigorate transition: research shows that if the gender credit gap were to be closed by 2020 in just 15 countries, per capita incomes could, on average, be 12 per cent higher by 2030<sup>xiv</sup>. Support to women's entrepreneurship specifically contributes to the economy through:

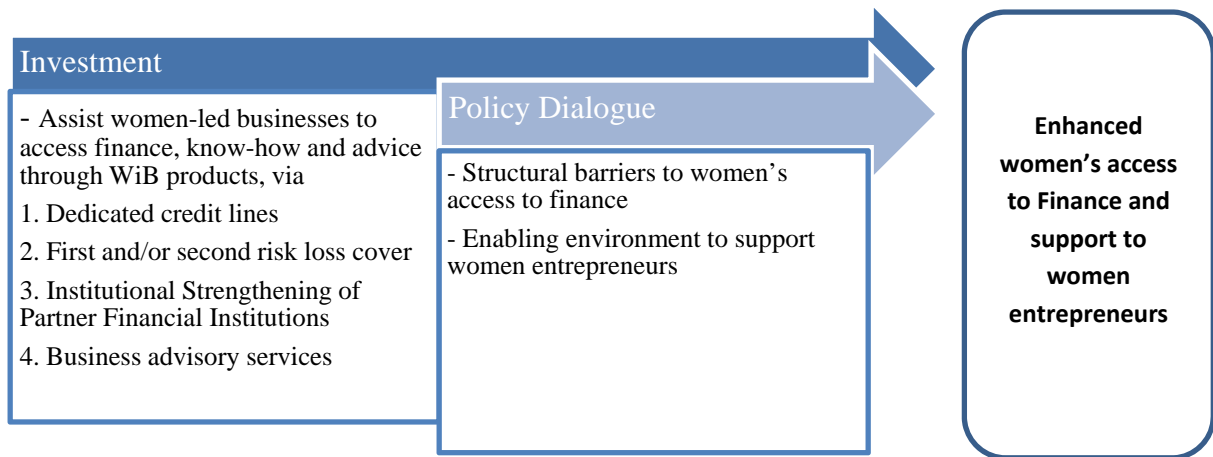
- *Job creation:* Women-led businesses, like the rest of the SME sector, are an important source of job creation. An estimated 48 million women entrepreneurs and 64 million women business owners currently employ one or more people in their businesses<sup>xv</sup>.
- *Improved female labour force participation:* The GDP gains associated with closing gender gaps in the labour market have been estimated in double digits for OECD countries (e.g. 10 per cent for the United States or 11 per cent for Germany by closing the gender gaps in the next 15 years) with an even larger effect in emerging economies<sup>xvi</sup>.
- *Improved productivity:* Adequate support to women-led businesses, through access to finance and quality advisory services, can help improve women's productivity by shifting women's employment from low-quality, low productivity jobs to high-value added sectors. Access to the appropriate type of finance can help women-led businesses grow and invest in capital intensive sectors (as opposed to the labour intensive service sector where many of them operate<sup>xvii</sup>) and in doing so shift women

<sup>21</sup> Women-led businesses in the context of EBRD WiBs are defined as an individual or entity where: (i) overall operational management responsibility is held by a woman (or women); or (ii) overall operational management responsibility is held by a woman (or women) and a woman (or women) also owns all or part of the equity.

from labour intensive, low productivity jobs to employment in capital intensive, higher value-added sectors<sup>22</sup>.

**Response:** The Bank will contribute to closing the gender credit gap by addressing a number of structural problems that women-led businesses find in accessing finance and operating their businesses. This will be done through investments and policy dialogue based on the model developed under the Women in Business (WiB) programmes, which support women-led SMEs<sup>23</sup> to access finance, know-how and advice. The Bank will deliver its response to the need for more equal access to finance and support for entrepreneurship via investments and policy dialogue as represented in Figure 3 below.

**Figure 3 - Access to Finance including support of entrepreneurship: Operational Approach**



### *Investment*

Through its investments the Bank will seek to achieve transition impact and additionality via:

- **WiB products.** During the Strategy implementation period these will continue to be the main instrument used by the Bank to contribute to closing gender gaps in access to finance as they offer a comprehensive response to demand and supply obstacles that women-led SMEs encounter to access finance and operate their businesses. They do this by bringing together four key components: i) WiB financing via dedicated credit lines, (ii) first and/or second risk loss cover (“RLC”) schemes to encourage Partner Financial Institutions (“PFI”) lending to this segment, (iii) technical support to PFIs to help them adjust their products and delivery mechanisms to address the financial needs of women-led SMEs; and (iv) business advisory services directly provided to women-led SMEs to build their capacity to manage and grow their businesses (via the EBRD’s Small Business Support unit). The Bank will build on the experience of the WiB programmes already under implementation, by adjusting the design to integrate lessons from the “first generation” of WiB, specifically in relation to the impact achieved to improve access to finance for under-served women entrepreneurs, increasing access to business advice and training and build the capacity of the PFIs to

<sup>22</sup> Improving women’s productivity by allowing and supporting women to realize their full productive potential in the economy, by enabling them to move freely from low-productivity, low-skilled and low-paid sectors and jobs to high productivity, high-skilled and high paid sectors and jobs (Crebo-Rediker, et al., 2015, Women in the Economy: Global Growth Generators. City Global Perspectives and Solutions). This is what for example, EBRD WiBs strive to do by supporting women-led businesses with appropriate financial products/access to finance and business advisory services.

<sup>23</sup> SMEs are, as per the EU definition, enterprises with fewer than 250 employees and either with annual turnover of less than EUR 50 million or with a balance sheet size not exceeding EUR 43 million. In some regions, the Bank would extend support to MSME such as in the Western Balkans or Central Asia

better target this market segment. This will be particularly relevant in the context of expanding the model to areas where large or medium access to finance gaps exist and market conditions allow for roll-out, potentially starting with SEMED, and by focusing on women-led SMEs outside the main urban conurbations, increasingly emphasising sub-urban, regional and rural locations. Technical support will also be enhanced, as necessary, to provide women clients with more rounded and comprehensive information on products as well as legal rights, specifically as these impact on their financial status. Equally, capacity building will also extend to PFIs to increase understanding of the barriers to access to finance that stem from legal frameworks, in particular inheritance rights and their application in a given country.

- **Other gender-responsive financial products.** In countries with gender gaps in access to finance and entrepreneurship but where market conditions do not allow for the launch of WiB initiatives, the Bank will strive to adapt WiB tools and products to address the needs of men and women, including in rural areas, through SME lending, savings and insurance, including for agribusiness as well as new risks such as climate change. It will also seek opportunities to make other EBRD financial products more gender-responsive, providing additionality and potentially innovation within the market. One such example is the Bank’s Residential Energy Efficiency Frameworks which aim to improve access to finance for building level energy efficiency improvements and household appliances. In cases such as these, the starting point for promoting gender equality would be to improve the understanding of those supply and demand factors which influence household access to finance and tailoring as necessary the approaches to both supply and demand. Based on lessons identified during the implementation of the WiBs, and other relevant market data, the Bank will undertake analytical work with a view to “fine tuning” existing financial products and/or developing new ones to address a wider range of the structural barriers to finance faced by women.
- **Business advisory services to support women-led SMEs’ growth.** In the context of this Strategy, and in support of the Small Business Initiative, the Bank will continue providing business advisory services through SBS to women-led SMEs in order to increase the proportion of women-led businesses which can access EBRD lending directly over the medium term. Through SBS, the Bank will contribute to building women entrepreneurs’ financial literacy and capabilities by providing basic information on legal and business administrative aspects of how to access finance. These types of activities can also be conducted alongside or as part of the EBRDs Legal Transition Team’s work.

### *Policy Dialogue*

The Bank will support advocacy and policy dialogue to address policy and regulatory restrictions which contribute to gender gaps in access to finance and entrepreneurship. It will undertake this in the context of the WiBs Programmes and other relevant investments, and will promote stand-alone policy dialogue on specific gender dimensions of the investment climate in the context of wider financial sector reform in countries where relevant investments are not underway but where the Bank aims to engage. While the Bank may have limited resources within the financial sector (and in WiB specifically) the Bank has, and continues to build, a unique data set. It is the only IFI in the region offering a comprehensive approach to accessing finance, addressing both the demand and supply side. It is therefore in this context that the Bank will aim to leverage this unique position to promote policy dialogue.



Themes for policy dialogue related to this “access” during the Strategy period will be guided by the Bank’s investment pipeline and relevant strategies and are anticipated to include:

- **Structural barriers to women’s access to finance in EBRD CoOs.** The Bank will build its policy dialogue based on the knowledge generated in the context of the WiB programmes. Baseline assessments at the outset of WiB implementation identify critical bottlenecks and structural barriers which women-led businesses face in accessing finance in a particular market. The Bank will conduct dialogue with authorities and sector operators around the relevant findings of baselines and studies undertaken. Legal reform to address women’s collateral problems, together with other determinants of women’s access to finance identified by the baselines will inform this policy dialogue during.
- **Enabling environment to support women entrepreneurs.** The investment climate has different impacts on men and women-led businesses as a result of the differences in businesses themselves (in terms of size, sector and other characteristics). Bureaucracy and red tape, for example, might be more damaging for women-led businesses as the businesses tend to be smaller than those led by men, and their capacity to navigate a complex system can therefore be more limited. Studies show that corruption, for example, is an element where business women are more frequently the target of bribe-seeking. During the Strategy period, the Bank will undertake targeted research to support gender responsive investment climate reforms and discuss with authorities specific policies which are important to support women entrepreneurs in EBRD CoOs.

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*Case Study 2: Supporting Women’s Access to Finance including support of entrepreneurship:*

*EBRD Women in Business Programmes*

*WiB programmes are being implemented in Turkey, the Western Balkans Egypt, Croatia and Kazakhstan and are under preparation in the countries of the Eastern Partnership. Additional Frameworks such as MSME Jordan and the Financial Intermediaries Framework also offer WiB financing.*

***Turkey** – Launched in 2014, the Turkey WiB Programme (TURWIB) will provide Euros 300 millions of finance to commercial banks in Turkey for on-lending to women-led SMEs. The investment includes a donor-funded technical assistance package of Euros 38 million to support women entrepreneurs through advisory services and to strengthen the capacity of banks to deliver financial products to the segment. TURWIB aims to reach over 15,000 women entrepreneurs through 10 to 12 banks.*

***The Western Balkans** – Launched in 2014, the Western Balkans WiB Programme will provide Euros 20 millions of finance to banks in 6 countries in the Western Balkans for on-lending to women-led MSMEs. The programme includes Euros 5.1 millions of technical support for participating banks and women-led MSMEs.*

***Egypt** – The first WiB launched by EBRD in SEMED, the WiB Programme with the National Bank of Egypt will provide USD 20 million of credit lines for women-led SMEs, and a technical support package of over Euro 100,000.*

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### 2.4.2 Access to Employment & Skills

Economic transition has changed the nature of men's and women's participation in the economies of EBRD CoOs. Both have generally experienced greater job insecurity, reduction of state employment and the need for new skills and ways of generating income. Women, however, have experienced even higher unemployment rates than men and lower wage levels. Significant differences between men's and women's work by sector, occupation and type, (vertical and horizontal gender segregation) have also emerged. Women are more commonly involved in sectors where there is less opportunity to receive training that would enable a change in employment sector and type.

Moreover challenging obstacles such as sector and organisational cultures and practices often dominated by values, beliefs, and styles of behaviour (that are either promoted or reinforced by social norms and institutions) discourage women's work and advancement. Exacerbating these challenges are working women's isolation and lack of support from a peer network and unequal recruitment and selection processes. Another factor limiting women's employment opportunities during transition has been the reduction in the social services provided which previously enabled women to work, such as state funded and private nurseries, child-care and elderly care in both urban and rural areas. The result is that for many women these double burdens create role conflicts which then translate into lower career mobility as women attempt to balance the different demands placed on them<sup>24</sup>.

Finally, transition to a market economy has also created needs for new kinds of education and training, formal and non-formal, for adults. Women who lack these relevant skills may not have had information about training opportunities, or may have been unable to take advantage of training opportunities due to male bias in educational provision, priorities and delivery systems. This phenomenon ultimately leads to a situation where women cannot compete in the job market with men on an equal footing.

**Business Case:** There is a firmly established business and economic case for enhancing women's access to employment and skills. Evidence from companies and economies around the world, including EBRD CoOs, indicate that increasing women's access to employment and skills correlates with:

- **Improved company performance:** Companies with a higher share of women at top levels deliver strong organisational and financial performance, have higher stock price growth, and typically out-perform rivals in sales, return on invested capital and return on equity<sup>xviiiixxxx</sup>;
- **Higher customer focus:** The more an organisation mirrors the demographic it serves, the better equipped it is to meet stakeholder needs. Recent estimates suggest that women control approximately 70% of global consumer spending<sup>xxi</sup>. More women in management can provide a broader insight into economic behaviour and consumers' choices, leading to gains in market share through the creation of products and services which are more responsive to consumer needs and preferences;
- **Enhanced quality of decision-making:** Research has indicated that gender-balanced teams have greater potential for innovation and creativity, and contribute to better decision outcomes by adding complementary knowledge, skills and experience. Strong board diversity is shown to lead to more objective and active boards, greater participation in decision-making and stronger management oversight<sup>xxii</sup>;

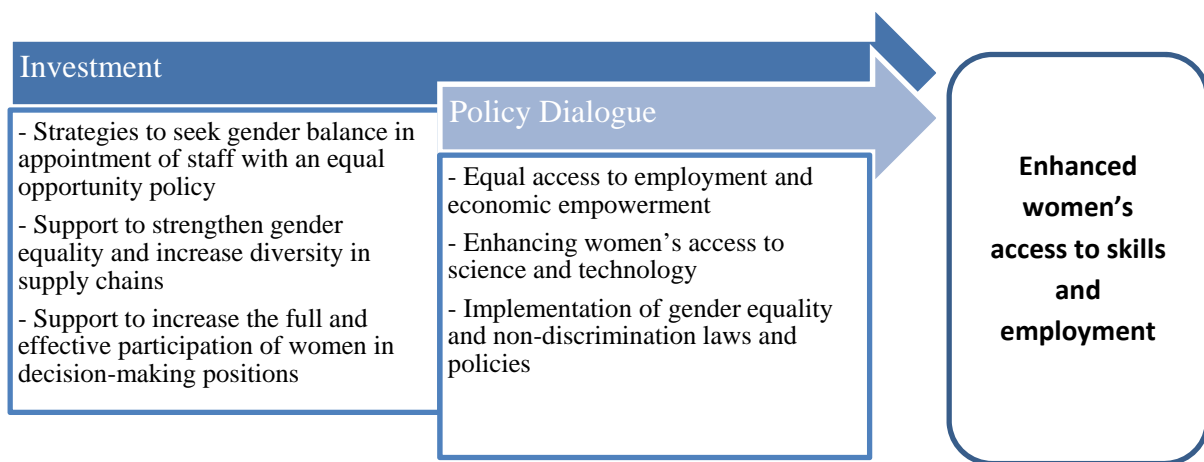
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<sup>24</sup> Within these trends some gender differences are visible though their extent varies according to country-specific factors, such as the strength or weaknesses of women's political organisations, the employment structure, levels of wages, the nature of government-financed social infrastructure and services, and particular cultural value systems and attitudes in relation to gender.

- **Better use of the talent pool:** More than half of all students graduating from EBRD CoO universities are women. By not including them in decision-making positions, female talent is underutilised and the quality of appointments compromised. Moreover, under tight labour market conditions, gender-based barriers can further reduce the supply of needed talent and resources. For example, with the boom of certain sectors in EBRD countries, companies may prefer cheaper labour options such as foreign male workers rather than draw from the local female labour force.

**Response:** On the basis of the above business case, EBRD will identify opportunities aimed at promoting equal access to employment and skills, through investments, policy dialogue and support as represented in Figure 4.

**Figure 4 - Access to Employment & Skills: Approach**



### *Investment*

Through its investments the Bank will also seek to achieve transition impact (in addition to the “additionality” the engagement brings to the project) by enhancing investment design to support Equal Opportunity (EO) initiatives for women and men to access employment and relevant skills training. This approach will take into consideration that sometimes women require additional resources in order to have access to the same opportunities for employment as men. Gender entry points that contribute to additionality and could contribute to transition impact include:

- Strategies for clients to seek gender balance in the appointment of staff through an EO policy. Actions to improve HR policies and practices regarding equal opportunities may include:
  - Ways to attract women into sectors where they are under-represented (‘Non-Traditional Areas’), for example, by supporting equal learning opportunities for women in non-traditional courses, provision of role models and programmes using women staff, students from more advanced levels or even women professionals as mentors, and support for women in male-heavy teams;
  - Provision of support to increase the number and proportion of women in senior-level (decision-making) positions;
  - Setting target percentages for women’s involvement in training;
  - Establishment of ‘gender champions’ within senior and middle management, with sufficient power to (a) support and influence the implementation of

- gender mainstreaming policy by technical staff; and (b) ensure that partners receive the necessary assistance;
  - Provision of child care, family care, work and life balance provisions in place to allow women access to programmes, trainings and meetings which contribute to promoting change of traditional gender roles (i.e. paternity leave); and
  - Establishing policies and training to prevent and address any forms of harassment.
- Support for clients to strengthen gender equality and increase diversity in supply chain and production networks, particularly in export-oriented, labour intensive industries like the garment, electronics and agriculture sectors which are characterised by a large gender segregation, and where women form the dominant labour force in lower tiers of the supply chain. This can have a particular application for rural populations and women's cooperatives or joint-ventures. Actions to improve gender equality within supply chains may include:
  - Building technical capacity in Supply Chain Management Systems to address informal employment (e.g., women working outside the formal, regulated sphere of the economy) and to support women-led businesses to collaborate so as to create economies of scale and increase their bargaining power in the market;
  - Advisory support for improvements with respect to the freedom of association and forms of gender-responsive collective bargaining on a factory level;
  - Advisory support for awareness-raising to inform workers about their rights regarding gender equality; and
  - Support for clients to promote supply chain opportunities to women-led businesses in regional and rural locations, for example by using different ICT channels and strengthening access to producer organisations, technical support and capacity building.
- Encourage targeted support to raise women's participation in the supply chain through more gender sensitive practices (for instance, by ensuring child care or family care provisions are in place to allow women access to procurement programmes, trainings and meetings by promoting employment opportunities and information through media that is accessible to women, including rural women, such as radio or printed publications popular within the target group; and by reaching out to relevant women's groups and networks to widen notification possibilities and information dissemination).
- Support for companies that express an interest to address gender equality by increasing the presence of women among non-executive directors on boards and in senior management:
  - Appointments to positions on the basis of a comparative analysis of the qualifications of each candidate, by applying clear, gender-neutral and unambiguous criteria. Given equal qualification, priority shall be given to the under-represented sex.

### *Policy Dialogue*

In response to its business pipeline, the Bank will assist clients to implement gender equality and non-discrimination strategies that specifically increase equal access to employment and skills for women. Policy dialogue may also be conducted with civil society organisations focused on women's rights which play an important role in systematically reviewing laws for

signs of gender-based discrimination and holding governments and companies accountable for commitments they have made. Furthermore, civil society represents a wide range of women's interests and can therefore be important to the EBRD's policy dialogue and stakeholder engagement at all levels, including in the area of project design. The involvement of women's business associations as partners, will also be important in policy dialogue.

Policy issues that create impediments to equality of employment opportunity and skill transfer are numerous and include:

- Discriminatory laws and discriminatory norms which adversely affect women's ability to participate in the economy. Many EBRD CoOs have adopted sophisticated rights-based legislation with explicit reference to gender equality and non-discrimination in employment and skills training/education. An important challenge remains in making these rights accessible to all women;
- Legal restrictions relating to women's working hours and the professions women can pursue so as to enable their active participation in the labour force, particularly in those sectors with potential for professional development and/or with good working conditions;
- The absence of legislation which penalises all forms of harassment and gender-based violence in the work place and public spaces and which affect women's rights and capabilities;
- Unequal access to employment: Although women, at least in theory, currently have more access to a broader range of positions in the labour market than previously, these new opportunities are generally only accessible to a narrow pool of women who have had access to skills development, education and training. In large measure, women's employment remains either within the occupations traditionally labelled as 'female' or within the domestic and farming sectors, often as casual workers, unpaid workers or family workers (with no access to social benefits). They are concentrated within positions which are low paying and have high rates of turnover. Women are also more likely than men to be unemployed or underemployed and thus constitute the poorest group;
- Gender segregation in education: Science and technology, as fundamental components of development, are transforming patterns of production, contributing to the creation of jobs and new ways of working. Given the large number of women in the workforce, mechanisms need to be devised to further engage women with science and technology in order to enhance their productivity and thus increase the quality of national production. The Bank will work with the other IFIs and agencies who might lead dialogue on these issues, where appropriate.

Policy dialogue within this Operational Approach reflects the Bank's current and anticipated pipeline where a growth in sectors with a significant focus on research and development and new technologies would provide leverage. The Bank's investments into industries that have traditionally been male dominated – such as the extractive industries – but where corporates are now seeking to diversify their workforce will also provide further leverage. As such, the Bank's approach will be influenced by its investment pipeline. It is anticipated that policy dialogue which will be conducted either independently or by leveraging on partnerships with other institutions will focus on the following:

- **Strengthening the institutional capacity of the private sector** to integrate gender-responsive policies in the recruitment, training, promotion and retention of women. This might involve introducing innovative approaches such as flexible

working schemes for both men and women and other best practices that aim to facilitate equal engagement in the workforce and an equal role at the household level such as supporting the introduction of paternity leave in order to retain women in the workforce and in turn foster equal care-giving responsibilities;

- **Encouraging clients to join certification schemes** and endorsement of the principles and/or participation in equality platform initiatives (including those for safe transport) such as EDGE<sup>25</sup>, UN Women’s “Women’s Empowerment Principles – Equality Means Business”. Turkey already has such initiatives, including the Equality at Work Platform and the certification scheme launched by KAGIDER, the women’s entrepreneurs association;
- **Working with the EBRD’s Legal Transition Team (LTT)** to ensure that where the Bank engages, for example, in the training of judiciary/mediators and that sufficient attention is paid, where possible, to the provision of information and the development of the knowledge and skills that women require to have recourse to legal remedies;
- **Supporting key partners** such as the ILO, with advocacy activities related to the removal for example of laws on early retirement for women.

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### *Case Study 3: Equal Opportunities in Agribusiness in SEMED*

*A leading producer of dairy products across Africa and the Middle East, Juhayna became a client of EBRD in December 2013. The company, based in Egypt, has a workforce of 4,610 employees, out of which only 3 per cent are women.*

*As part of the loan signed with EBRD, Juhayna committed under the Environmental and Social Action Plan (ESAP) to work towards reducing gender gaps in its workforce, through the development of Equal Opportunities (EO) policies and practices. Using donor funds under the Gender Advisory Services Framework, the Bank supported the client to review human resources policies and practices, adapt elements of international good practice on equal opportunities relevant for the agribusiness industry, as well as offer training to selected staff in the company.*

*As a result, Juhayna has created an internal committee on gender and EO, and developed a gender action plan. In March 2015, a new policy and the Committee on Gender and Equal Opportunities were endorsed by Juhayna’s Deputy CEO, and budget was allocated for its activities.*

*The technical support provided by the EBRD, the first on EO in the SEMED region by EBRD, was also structured to identify lessons and recommendations to be applied with other Bank’s clients in the future. Some of the lessons drawn from the Juhayna case include the importance of constant dialogue and engagement with the client’s senior management and the HR department. They also refer to the need to conduct a realistic, culturally-aware gender audit at the beginning of the process to identify practices, gaps, challenges and opportunities in EO policies and programmes. Finally, they highlighted the importance for establishing a resourced, cross-departmental, internal working group of women and men to ensure accountability for the implementation of EO initiatives and the sustainability of these initiatives after EBRD’s technical support has ended.*

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<sup>25</sup> EDGE is a leading global assessment methodology and business certification standard for gender equality, developed by the EDGE Certified Foundation and launched at the World Economic Forum 2011. [www.edge-cert.org](http://www.edge-cert.org)



### 2.4.3 Access to Services<sup>26</sup>

Although infrastructure sector projects may at first appear to benefit everyone equally in a community, men and women may have different needs and priorities in terms of how a service should be designed and delivered, especially where these needs relate to their different economic activities and care responsibilities. Applying a gender perspective to infrastructure projects, such as transport, water, solid waste and/or district heating, can positively benefit both the service providers and their customers who include women and men, as well as girls and boys, and society in general. This approach reflects the ambitions of the Municipal & Environmental Infrastructure (MEI) Sector Strategy approved in June 2012. It also responds to the Bank's strategic priority to address sub-standard infrastructure throughout our region, where sub-standard can relate to not only the physical infrastructure but also from a sustainability and commercially responsive base.

Women and men often experience gender-differentiated barriers both to access and use of public services with respect to issues such as availability, safety, reliability and/or affordability as documented in numerous studies worldwide<sup>xxiii xxiv xxv</sup>. These barriers, more often than not, disproportionately affect women's lives, have an impact on their perception of usability, and may in turn restrict their mobility, employability and freedom of movement. Women and girls living with disabilities often face additional forms of discrimination due to their gender, their condition of living with disability and their economic status and are, therefore, over-represented among the socially excluded and those living in poverty.

Studies looking at the interaction between access to infrastructure services, women's time allocation and economic growth in developing countries show that when women lack access to some core infrastructure services such as transport, water and electricity, they allocate a greater proportion of their time to household chores than men do<sup>xxvi xxvii</sup>. For example, surveys from 45 developing countries show that women and children bear the primary responsibility for water collection in the vast majority of households<sup>xxviii</sup>. Gender differentiated impacts on time-use resulting from the lack of access to basic infrastructure services primarily affect women's ability to devote more time to market activities, which would in turn help reduce the gender gap in the labour force participation and promote economic growth.

**Business Case:** Although the benefits of customer-focussed service have been increasingly recognised by many service providers, companies do not often accommodate the needs of all their customers, which potentially could have negative economic and social consequences for all the stakeholders concerned including the operators<sup>xxix xxx</sup>. In fact, experience from companies around the world, including the EBRD CoOs, indicates that there is a strong business case for providing customer-focussed service, which is endorsed by above-quoted research and recognised in the EBRD's 2012 MEI Strategy as a challenge within the sector and where the Bank's goal is to assist its clients to create a "demand-responsive service

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<sup>26</sup> The recent Gender Gaps review (Annex 2) introduced a new gap dimension on infrastructure and municipal services that assesses the extent to which access to water, non-solid fuel, mobile phone or computer use can have disproportionate impacts on the economic opportunities of women. Given the severely restricted country coverage in terms of data for these indicators, this new dimension was not added to the overall set of gender gaps but it will be a gradual process whereby indicators are updated and integrated as more reliable data become available over time. Indicators on transportation were also explored but could not be included into the new dimension on infrastructure and municipal services due to quality concerns as well as interpretation and attribution issues. Going forward, given that investing in infrastructure is a priority under the SCF and that the pipeline offers a significant opportunity to promote gender equality and enhanced business conduct, the Bank will endeavour to undertake further study to assess the extent to which access to and use of infrastructure and municipal services in general but with a specific focus on transportation can disproportionately affect the economic opportunities of women, with the aim of assessing the need for a new dimension as an integral part of the gender gaps framework.

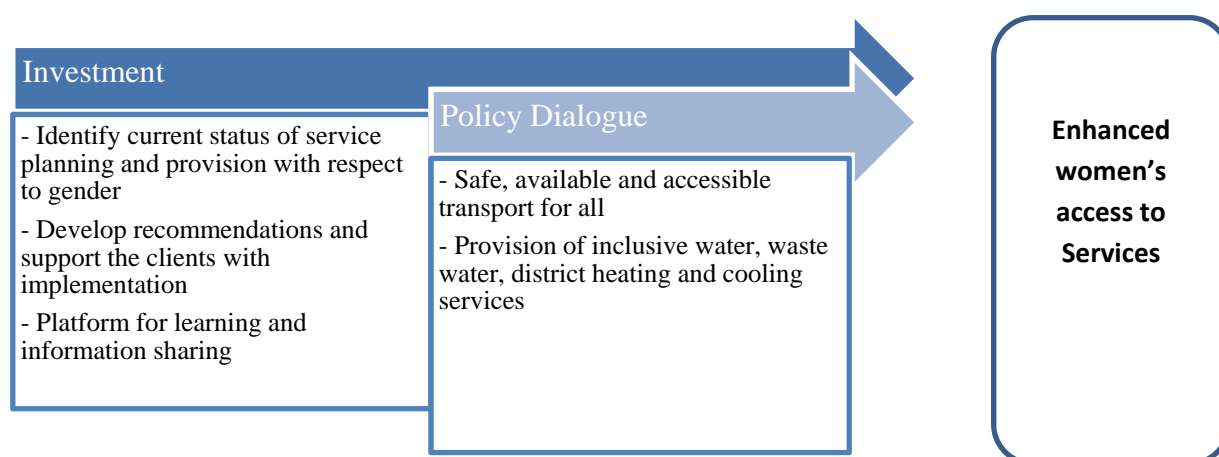
delivery in the MEI sector”. Using the passenger transport sector as an example, addressing the needs of all service users can broadly correlate with:

- **Improved Company Performance:** Service providers can record benefits in terms of revenue generation and operational efficiency when they provide a customer-focussed service, which is gender-sensitive. For example, public transport is most efficient and produces full environmental and economic benefits when operating at near capacity and is least efficient when there is low usage. High usage can be achieved if a service provider adopts a customer-focussed approach by accommodating the needs of its diverse passenger base. As a consequence, this approach increases the use of its public transport service. A rise in passenger flow enables operators to increase their revenue and efficiency and as such, within its MEI Strategy the Bank commits to investing in effective, affordable, customer-oriented services that place environmental, social and low-carbon imperatives at the core of its operations.
- **Positive staff engagement:** Service providers also gain benefits from a customer-focussed approach in terms of positive staff engagement<sup>xxxii</sup>. A focus on customer service can provide employees with a better understanding of the vision of their companies and a clear objective of their work. This can result in the improvement of the motivation of the staff and outcomes, such as fewer accidents, higher productivity, more innovation and higher levels of customer satisfaction leading to corresponding increase in use of their public transport service, which of course adds value to the business
- **Public value of inclusive service provision:** Finally, the public value of gender-sensitive services cannot be underestimated. Societal benefits arising from providing better access to employment opportunities and other services for women and men and to different socio-demographic groups such as the elderly, youth, those in rural areas or people living with disabilities is self-evident. Enhanced customer service in the transport sector also results in less private (cars, unofficial services) and more public transport usage, which contributes to reducing traffic congestion, enhanced safety and improved environmental outcomes (such as the reduction of emissions). Increasing access to services and the built environment, which is important to maximising women’s economic opportunities, will also promote the social and economic participation of people living with disabilities.

**Response:** As detailed previously in this document, data limitations make the assessment of transition impact related gender gaps with regard to access to services particularly challenging. The Bank will continue to work to address this. On the basis of the above business case, the EBRD shall identify appropriate actions under its investments and undertake policy dialogue, as represented in Figure 5, overleaf:



Figure 5 - Access to Services: Approach



### *Investment*

Through its investments the Bank will provide additionality and where data and attribution issues allow will seek to achieve transition impact in the following areas:

- **Identify current status of service planning and provision with respect to gender:** The assessment may capture issues such as:
  - Accessibility, availability, reliability and quality of service for both urban and rural populations;
  - Safety and security issues associated with using the service;
  - Number and proportion of women in relevant decision-making positions (with sufficient seniority to influence service planning and provision);
  - Service affordability; and
  - Any other gender-specific concerns about the existing service as well as suggestions for improvements.
- **Develop recommendations** for the client to incorporate gender issues and perspectives into the planning, provision and resourcing of the services so that benefits are more equally distributed between men and women; identify training and capacity needs; and, deliver staff training. The training will be context specific and may cover various issues from basic gender awareness of staff to more tailored ones aimed at enhancing gender responsiveness of staff in planning and delivery of services in those specific areas in which they operate.
- **Platform for learning, capitalising and information sharing:** The Bank may facilitate, as and when relevant, networking and learning opportunities for its clients to allow for the sharing of experiences, ensuring sustainability and systemic impact of the approaches taken by them. This is proposed with a view that bringing together service providers to share their experiences and lessons may enhance their capacity to provide better service.

### *Policy Dialogue*

In order to be effective in achieving and sustaining gender equality, the Bank will engage in policy dialogue with relevant stakeholders at national, regional and municipal level as appropriate and in line with its anticipated pipeline. The Bank, through its MEI Team (Banking Department), plays a significant role in particular in the ETC in providing financing to municipalities and operators, an area in which the Bank has a defined niche within the IFI

architecture. This provides the Bank with a unique platform to engage with authorities and clients to promote reform.

Key themes for policy dialogue, in line with the EBRD's anticipated pipeline, might include:

- **Safe transport for all:** In many countries around the world, including the Bank's CoOs, women, girls and boys often suffer harassment on public transport as a result of inadequate lighting, poor security, crowded carriages or unsuitable infrastructure. The Bank will engage in policy dialogue with its clients and national governments in order to address these issues. The dialogue will aim to broaden the knowledge base of all concerned stakeholders with regard to: the importance of incorporating gender concerns into the design and delivery of transport services; increasing their awareness of gender-specific needs in transport; and encouraging positive approaches to promoting safety and security of all the passengers.
- **Provision of inclusive water, waste water services and district heating and cooling systems:** The Bank will engage in policy dialogue with national governments and clients operating in other sub-sectors of infrastructure, such as water, waste water or district heating in order to support them in making these services customer-focussed and gender sensitive. For example, the Bank has an active and continuing relationship with water and wastewater sector stakeholders throughout its region and particularly in Central Asia because of its strong MEI pipeline there. The EBRD works with utilities, city administrations, relevant ministries and regulators to build operational and financially sustainable public services and operations. The investment programmes are complemented by corporate development support, which frequently incorporates gender responsive elements, and policy dialogue for sector reform, as well as gender responsive stakeholder participation programmes and women's participation in the governance structures of municipal services for increased awareness of related issues among the population. The Bank will continue to build upon and extend these efforts for sustained results.

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**Case Study 4: Egyptian National Railways Restructuring – Safe Transport for All**

*Egyptian National Railways (ENR) is the sole provider of rail services in the Egyptian market and is predominantly a passenger railway, delivering 1.2 million passenger journeys per day, including significant commuter traffic in Cairo. It is an essential mode of transport for low-income Egyptians. Since 2014, EBRD has been supporting ENR's modernisation efforts through a sovereign loan of EUR75 million to renew its rolling stock alongside a Technical Cooperation package.*

*Over recent years, studies have shown a high prevalence of sexual harassment in Egypt, including in public transport. A UN Women survey puts at 82% the proportion of women frequently harassed in public transport in Egypt. To respond to this challenge, since July 2014, EBRD has supported ENR in identifying opportunities to improve its service delivery in a safe and gender responsive manner. The technical assistance, funded by donor resources under the Gender Advisory Services Framework, has consisted of a comprehensive gender assessment of ENR services comprising a review of international best practices in gender responsive transport services; a survey of 2,000 railway users; a number of focus groups with railway users; and a validation workshop with ENR staff to discuss findings and validate recommendations of the technical support.*

*The assessment found that 70% of the women interviewed are dissuaded from using the train to commute to work because of safety concerns. It also pointed to the crucial importance of safe transport for women's access to education and economic opportunities given that they have less access to other means of transport (e.g. private car) than male members of the family. According to the study findings, safe transport becomes even more important for the economic inclusion of low income women as the train is often the only option available to them to travel to work.*

*As a result of the technical support, ENR is changing its operations and service delivery and has started implementing recommendations of the assessment. The company has established a hotline, and is procuring surveillance cameras, increasing security personnel and upgrading lighting in the most crowded stations. As an initiative with a potentially large demonstration effect in the region, EBRD will continue supporting ENR in the implementation of other measures to make transport services safer for all, including the design of communications and awareness raising campaigns and training to ENR staff amongst others.*

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## 2.5 Technical Cooperation and Donor Funding

The Bank's ability to mobilise technical cooperation will be important to ensure the effective and sustainable delivery of the Strategy. Accessing sound international and national expertise, with relevant practical experience, to support operations has proven to be highly effective when supporting the interests of Bank clients to promote gender equality. Therefore the provision of technical cooperation through donor funding is a fundamental requirement of the Strategy. The Bank in turn commits to quantifying commitments on gender results at entry as well as exit. It will also provide qualitative impact information and documentation and well as ensure the adequate dissemination of results and appropriate visibility for its partner Donors.

The Bank will seek support from donors to:

- Design and support the implementation of the gender components/focus of its investments;
- Support and contribute towards policy dialogue that will contribute to an enabling environment which facilitates gender equality;
- Build the capacity of clients and other stakeholders; and
- Conduct stand-alone studies that will support policy dialogue, baseline data collection and further assess gender gaps.

This will be done through a combination of TC frameworks and stand-alone TC projects, based on a three year rolling programmes in line with Donor Co-financing (DCF) programming.

During the Strategy implementation period, the Bank will seek to extend its donor community outreach to those donors with strategic priorities that best match those of the EBRD with respect to the promotion of gender equality. It also anticipates continuing the use of its Gender Advisory Services Programme, which was replenished in 2015 by a further EUR0.5million (bringing total funding to EUR2m). Further replenishment of the Programme (EUR5m for the period 2016-2018) will be sought to support the implementation of the Strategy. In addition, the Bank will continue to build on its engagement with the Global Environment Facility ("GEF") and the Clean Technology Fund ("CTF") of the Climate Investment Fund ("CIF"), where funding and partnership engagement are contributing to assessing and improving the gender impact of those projects funded via CTF. Substantial funding is also secured via the Bank's SBS unit and its FI team to support access to finance and skills.

## 2.6 Partnerships

The Bank is the key financial institution operating in its region with a private sector mandate, which differentiates it from the other IFIs. It is also the only institution that directs its gender expertise exclusively to enhancing women's economic opportunities in access to finance, employment and skills and services as guided by its transition mandate (the gender gaps). As a predominantly project-finance based institution, the Bank's role in supporting transition to an open-market economy, while recognising the need to support the full and efficient use of economic resources, is unique in the field of IFIs.

Attached as Annex 5 is a mapping of the Multilateral Development Banks, which details the differing approaches to mainstreaming gender and which is further supplemented by the Bank's Evaluation Department's Synthesis Note: Survey of IFI experience in mainstreaming gender.

The Bank will leverage the work of critical partners to support its efforts to close gender gaps, concentrating on areas of work which are aligned with the EBRD's priorities. The EBRD intends to work with partners in order to build on the demonstration effect of investments, promote market expansion and augment their impact. Additionally, the Bank will disseminate lessons and approaches and try to establish synergies for the promotion of gender equality. It will build on existing institutional relationships as well as seek to foster new ones.

To enable the replication and scaling up of good practice results-based initiatives and projects, the Bank will work with national governments, other IFIs, the ILO and private foundations. With respect to advocacy and policy dialogue, the Bank is expected to continue to work closely with relevant IFIs, governments, EU institutions, UN agencies, the World Economic Forum, trade unions and women's business associations, key women Non-Governmental Organisations, the OECD and private foundations, as relevant and appropriate.

It will also continue as a member of the Multilateral Development Banks Working Group on Gender (MDB WGG) which it currently chairs to ensure coordination, create synergies and avoid overlapping with the other IFIs. It will also continue to engage with key agencies involved in the 2030 Agenda and the SDGs: for example, the EU Commission, UN WOMEN and other relevant UN agencies, the ILO, OECD-DAC Gendernet, key bilateral agencies (such as DFID and SIDA), other partners (such as UFM) and initiatives such as G20 100 Million Jobs for Women and WEConnect. The Bank will, as appropriate, engage with civil society organisations which support and promote gender equality, in particular women business associations and associations promoting economic empowerment. It will continue to interact and develop partnerships with institutions engaged in knowledge management for gender equality and the preparation/development of studies and/or statistics such as the OECD SIGI<sup>27</sup>, the EU Commission and academia, amongst others.

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<sup>27</sup> OECD Development Centre (2014). Social Institutions and Gender Index Synthesis Report (SIGI). Retrieved from <http://www.genderindex.org/sites/default/files/docs/brochuresSIGI2015.pdf>

### 3. Results and Evaluation

Assessing the Bank's progress toward the objectives of this Strategy will require ongoing monitoring and evaluation of operational parameters as well as the policy and institutional development aspects of the Bank's mandate and operations. Three appropriate parameters have been indicated for tracking progress at the EBRD Corporate Scorecard level (see below). In many situations, however, activities undertaken toward equalising opportunity within the Bank's operations will fall outside the scope of corporate level scorecard reporting. Additional indicators have therefore been developed to supplement the data collected by the Corporate Scorecard and will be captured through a Gender Strategy 'Performance Monitoring Framework'. Data collection, analysis and usage will be conducted in accordance with existing Bank systems. The Strategy will enhance reporting and evaluation by aiming to both quantify corporate commitments on gender results based upon investment entry and exit, as well as to provide qualitative impact stories, documentation and dissemination of results.

#### 3.1 Aligning Institutional Incentives – The Corporate Scorecard

The Bank has chosen to further reflect the importance it places on the promotion of gender equality by tracking it at an institutional level via its Corporate Scorecard as from 2016 using the following parameter:

- The annual number and/or value of investments with either a gender component or focus as an indicator of the Bank's investment activity to promote gender equality.

Other measures which may be used in the future could include the parameters detailed below which would allow the Bank to reflect a range of activities and impacts, allowing it therefore to measure not only the operational parameters but also the policy and institutional development aspects of the Bank's mandate and operations.

- A report on progress taking into account the relevant project transition benchmarks from the Transition Impact Monitoring System (TIMS). This progress report will also include a success ratio for relevant non-transaction Technical Cooperation (TC), building upon the TC results framework where possible (or an adapted version if the TC forms part of a wider framework TC). In addition, the report will include a summary of non-transactional policy dialogue and advocacy.
- The ratio of “fully compliant” or “on track” Key Performance Indicators related to gender under the Environmental and Social Action Plans (ESAPs) for projects undertaken under ESP2014.

These corporate-level measures, or similar, would supplement the more granular Performance Monitoring Framework detailed overleaf, which will be used to assess the success of the initiative at the relevant country level (under the Economic Inclusion and Gender Equality theme) and the Bank's progress mainstreaming gender equality. In common with other Corporate Scorecard indicators, some of these indicators will rely on judgement, but together, they provide a basis for assessing the overall progress.

### 3.2 The Performance Monitoring Framework<sup>28</sup>

The Performance Monitoring Framework has been designed to align with the Bank's approach to results measurement<sup>29</sup> and sets out the measures of success and a logical, conceptual link on how activities will lead to specific results (including intermediate results at output and outcome levels). It also outlines how these will contribute to promoting gender equality through the three operational approaches (improvements in access to finance, employment and skills and services). In addition, the Framework serves to:

- Reflect the Bank's overall contribution to the promotion of gender equality in its CoOs, within the remit of its mandate;
- Assist management by promoting "learning through implementation" on how we are achieving transition objectives and providing opportunities for review; and
- Demonstrate accountability for internal and external stakeholders including donors, ensuring EBRD resources have been used in a way which increases the durability of transition by supporting the promotion of equal economic opportunities between women and men.

The Framework outlines:

- **Specific objectives:** Reflecting the desired changes to be targeted by the Bank's activities that would lead to achieving the overall objective of promoting equality of opportunity between men and women.
- **Activities:** The type of activities, including projects, capacity building TCs and advocacy activities that would target and support the specified results.
- **Tracking indicators of Results:**
  - *Outputs:* Measures of what is directly delivered through activities that help to track the strategy's performance in achieving the identified specific objectives.
  - *Outcomes:* Measurable indicators of short-and longer term changes triggered by the Bank's activities that help to monitor whether the Bank achieves the desired changes for each identified objective and ultimately progress in effectively achieving economic equality of opportunity between men and women. ***The outcome tracking indicators would be tracked through Country Strategy Results Framework under the theme "Promoting Economic Inclusion" for relevant countries only, and will be used in reporting to illustrate results.***

The Bank will be accountable for delivering the outputs stated above and in more detail overleaf. These outputs are expected to lead to results which will contribute to the overall objective of increasing equal economic opportunities and addressing gender inequalities in the EBRD CoOs. The Bank will seek to test these links through a learning-oriented approach.

The Framework will allow for the evaluation of the dual-track delivery of gender results: to reflect the Bank's overall contribution to the promotion of gender equality in its CoOs, by tracking activities, outputs and outcomes; and, to track Bank progress mainstreaming gender throughout operations by 2020, in particular internal capacity building on gender equality and gender mainstreaming into the project cycle.

<sup>28</sup> This framework benchmarks IFI best practice, which has been shown by EBRD Evaluation Department to include lessons on: i) the importance of building the evidence base showing that closing principal gaps between men and women and enhancing women's voice and agency is central to shared prosperity; ii) the need to move to a results-based approach; iii) the need to have more and better country sex-disaggregated data; iv) the value of metrics and monitoring; and v) the importance of being more selective and focused in the approach. For further reading, see *EBRD EVD (2015), Survey of IFI experience in mainstreaming gender – synthesis note*.

<sup>29</sup> Country Strategy Results Framework: Design Implementation and Reporting (EBRD September 2014), p12; and The Architecture of Transition Impact Results Frameworks in the Bank (EBRD September 2014: CSFO1427): page 5.



Table 3: The Performance Monitoring Framework

Overall Objective: Increase Women's Economic Empowerment & Equality of Opportunity for Men & Women in our CoOs			
Specific Objectives	Activities	Tracking Indicators	
		Outputs	Outcome <sup>30</sup>
<b>1.1 Increased access to finance and business support for women-led SMEs</b>  <i>“access to finance and entrepreneurship”</i>	<ul style="list-style-type: none"> <li>Investments</li> <li>TCs designed and funded</li> <li>Specialised financing to PFIs for on-lending to women-led SMEs</li> <li>Capacity building</li> <li>Analysis of barriers to finance and recommendations</li> <li>Advocacy activities</li> </ul>	<ul style="list-style-type: none"> <li>Number/volume of the Bank's investment to PFI for on-lending to women-led SMEs</li> <li>Number of capacity building activities with clients</li> <li>Number of people trained disaggregated by sex, age and position</li> <li>Number of analytical diagnostics/assessments</li> <li>Number of policy dialogue activities</li> </ul>	<ul style="list-style-type: none"> <li>Number/volume of loans extended to women-led SMEs by PFIs</li> <li>Evidence of change in PFIs' practices to target women-led SMEs so as to address the constraints and increase their access to finance</li> </ul>
<b>1.2 Increased access to employment opportunities for women</b>  <i>“access to employment and skills”</i>	<ul style="list-style-type: none"> <li>Investments</li> <li>TCs designed and funded</li> <li>Equal Opportunities Audits</li> <li>Capacity building</li> <li>Advocacy activities on policy and legal environment for women's employment and skills development</li> </ul>	<ul style="list-style-type: none"> <li>Number/volume of the Bank's investment projects</li> <li>Number of capacity building activities with clients</li> <li>Number of people trained disaggregated by sex, age and position</li> <li>Number of analytical diagnostics/assessments</li> <li>Number of policy dialogue activities</li> </ul>	<ul style="list-style-type: none"> <li>Number of companies establishing equal opportunity systems/standards/practices (e.g. specialised Management Information Systems, HR practices, etc.)</li> <li>Evidence of expansion of opportunities for women provided by clients as a result of the Bank's activities</li> </ul>
<b>1.3 Improved access to services</b>  <i>“access to services”</i>	<ul style="list-style-type: none"> <li>Investments</li> <li>TCs designed and funded</li> <li>Capacity building to deliver gender responsive services</li> <li>Gender Analysis of services and recommendations</li> <li>Advocacy activities to promote women's participation in design and provision of services</li> </ul>	<ul style="list-style-type: none"> <li>Number/volume of the Bank's investment addressing introduction or extension of gender responsive services</li> <li>Number of capacity building activities with clients</li> <li>Number of people trained by sex, age and position</li> <li>Number of analytical diagnostics/assessments</li> <li>Number of policy dialogue activities</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of expansion of gender-sensitive services by clients as a result of the Bank's activities</li> </ul>
Overall Objective: Mainstream gender in EBRD by 2020			
Specific Objectives	Activities	Tracking Indicators	
		Outputs	Outcome
<b>1.4 Institutional Capacity strengthened for Gender Mainstreaming</b>	<ul style="list-style-type: none"> <li>Training and capacity building of EBRD staff</li> <li>Knowledge management for gender mainstreaming</li> <li>Organisational changes for gender mainstreaming (e.g. gender in institutional scorecard)</li> </ul>	<ul style="list-style-type: none"> <li>Number of capacity building activities (in room or on line, training, workshops, seminars) delivered to EBRD staff in banking and other critical departments/positions</li> <li>Number of knowledge management products produced and disseminated internally and externally</li> <li>Number of changes to organisational processes and procedures to facilitate gender mainstreaming in EBRD operations (e.g. Scorecard, sex-disaggregated internal IT systems, gender integrated in ToRs and operational tools for investments, TC etc.)</li> <li>Number of internal gender focal points</li> </ul>	<ul style="list-style-type: none"> <li>Increased capacity by EBRD staff to address the promotion of gender equality and equal opportunity in their operations</li> <li>Country strategies in countries with medium to large gender gaps identify gender as a priority and establish interventions to address it in at least one theme.</li> </ul>

<sup>30</sup> Outcomes tracked through Country Strategy Results Framework under “Promoting Economic Inclusion” theme for relevant countries only.



## Annex 1: A Brief Summary of the Delivery of the Strategic Gender Initiative (SGI)

**For the Period April 2013 to December 2015**

### Background

The Strategic Gender Initiative (SGI) was launched in 2013 to initiate a more structured approach to promote gender equality in the Bank's operations. It states that gender equality matters not only as a key driver of economic growth but also in its own right. The SGI marked the EBRD's commitment to leveraging the "untapped potential of women" in the countries where it works. The priorities of the SGI supported the promotion of economic opportunity through the financing of operations that increase women's access to finance, employment and services. Under the SGI, the Bank identified those countries and areas where significant gender gaps exist, and targeted its operational responses more explicitly to ensure added value by reducing gender gaps and contributing to transition impact. As such, the Bank focused the majority of its support on projects in Turkey, Central Asia and SEMED where current available data shows the gender gaps to be the largest. The SGI adopted a targeted product offer focussed on three channels promoting Access to Finance, Access to Employment and Skills and Access to Services.

Key highlights of the SGI period, in line with the commitments made, include:

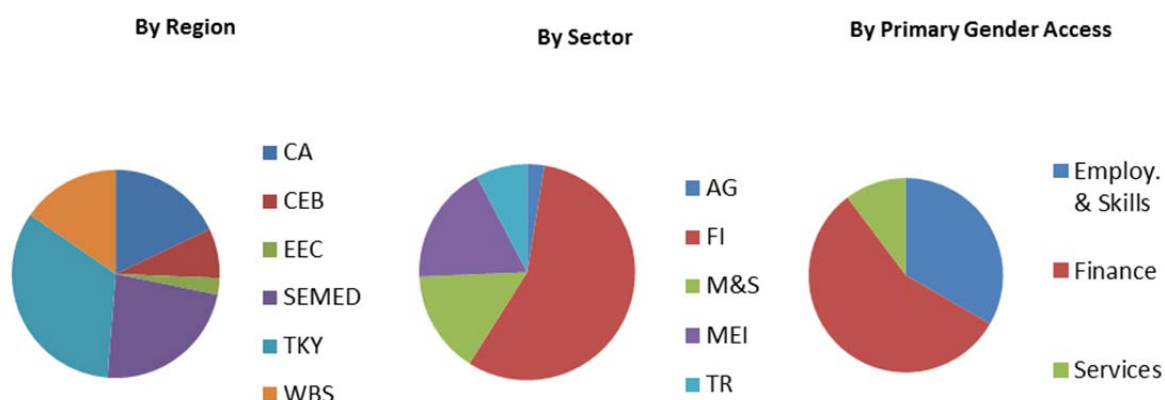
- The establishment of an operational Gender Team and the creation of several related systems and processes;
- The introduction of an EBRD Concept Review Memoranda review process facilitating the identification of gender mitigation needs and/or potential gender entry points;
- The endorsement in July 2013 by the EBRD's Board of the inclusion methodology, incorporating the assessment of gender impacts within the Bank's transition mandate. This was a significant step as it demonstrated recognition of the role that gender equality plays in the transition process;
- Mainstreaming of gender equality into country and sector strategies;
- The launch of a EUR1.5m Gender Advisory Services TC Programme which became operational in 2014 and was further replenished by EUR0.5m in 2015; and
- The introduction of a capacity building programme including the development of Guidance Notes to better structure approaches and training sessions with Banking departments, including Resident Office staff.

### 1 Project Portfolio

Since the adoption of the SGI, progress has been made in delivering projects incorporating a gender focus or component. Over the period April 2013 to December 2015, 39 investments were signed which incorporated a gender components or gender focus:

- 75% are in the SGI target regions;
- 56% develop measures to improve women's access to finance, 33% develop measures to improve women's access to employment and skills, and 10% develop measures to improve women's access to services;
- By sector, FI is the sector comprising the highest number of gender projects with 56%, followed by MEI with 18% of the projects, then Manufacturing & Services with 15% of projects respectively. Agribusiness (3%) and Transport (8%) makeup the remainder.

## Signed Investments April 2013- December 2015



A third of the signed investments 11 have Technical Cooperation (“TC”) funds allocated to them under the Gender Advisory Services Programme totalling EUR 880,000. This is in addition to funds provided under various FI TC Frameworks to support the Women in Business Programmes or under SBS advisory services. The Gender Team applies a “cost sharing” approach for TCs when working with non-public sector clients in line with the Bank’s cost sharing requirements.

All the signed investments over the reporting period, which have included a gender component or focus, have these reflected in their loan documentation (including ESAP) with most (68%) expected to deliver transition<sup>31</sup> impact.

The Bank’s portfolio of projects with a gender component or focus now stands at 55 projects (some of which were processed under the Gender Action Plan).

### 2. Products

The SGI allowed the Bank to start to develop specific tools to promote gender equality within the ambit of the Bank’s mandate. These products – many of which are new to the MDB market –include:

- Access to Finance: An Integrated Approach to Access to Finance Programme, as represented by the Women In Business programmes;
- Access to Employment & Skills: Equal Opportunities Audits. Projects have included equal opportunity initiatives in Turkey, Serbia and Egypt (with MEI, M&S, Transport and Agribusiness clients); in Kazakhstan (with MEI); and in Kyrgyz Republic (with a Natural Resources client);
- Access to Services: Customer-responsive services and the provision of safe transport. This not only allows for the provision of more gender-responsive services but also introduces the concept of addressing the needs of different users from the project design phase through to delivery at the point of service. The first such project was undertaken with Egyptian National Railways.

### 3. Use of Donor Funding

The Gender Team uses TC funds primarily for two purposes: (i) to support the design and implementation of projects; or ii) to access specialist information to better inform the Bank’s response to its clients’ needs. The SGI document highlighted the Bank’s limited resources and the fact that delivery of the SGI would rely on the support of the EBRD’s Donor community. Whilst the SGI specifically committed to minimise the reliance on the Shareholder Special Fund (“SSF”) despite a stepped up approach to fund raising, donor take-up has been lower than anticipated.

<sup>31</sup> Some projects were in place prior to approval of “inclusion” within the transition methodology. Others deliver on Additionality but are not anticipated to have systemic impact.

### 3.1 *The Gender Advisory Services Programme*

In 2014 the *Gender Advisory Services Programme* (“GAS”) was launched with funds totalling EUR 1.5 million committed by the SSF, SEMED funds and Taiwan. This is a multi-donor framework, which bundles together three-years of expected TC needs for similar types of products. The design of the Programme in the first instance has allowed the Team and Donor Co-financing (“DCF”) to market the framework in a simplified way to donors but also importantly to provide quick turnaround support to Banking for due diligence, preparation, structuring and monitoring of gender related assignments.

The GAS enables the Bank to provide expertise to its clients along the three channels (access to finance, employment and services) and allows the Bank to achieve several efficiencies: a) value for money in terms of use of donor funding, b) operational flexibility to provide a fast response time for Bank clients, in line with market demand; and c) a reduction in administrative burden on the related Bank departments. The Programme consists of a EUR 0.5 million Panel of Experts and a EUR 1 million Consultancy firms Framework. The utilisation rates of the GAS Programme currently stand at 80% for the Panel (with a further 10% to be committed) and 92% under the Framework with the balance under contracting. Given this utilisation rate, in April 2015 the Bank approved (via TC Com) the extension of the Programme by a further EUR1.5m. Donor funding however was only secured for EUR0.5m.

### 3.2 *Other Technical Cooperation Donor Funds*

In addition to the funds mobilised above, the Gender Team has also sourced donor funding of USD 300,000 from the Climate Investment Funds (CIF) to provide support for the elaboration of gender assessments for CTF funded projects in Kazakhstan, Ukraine and Turkey. The gender assessments include recommendations for future investments alongside guidelines for operation leaders in the sector.

DFID also supported the EBRD through the secondment of a Social Development and Gender Expert on a part-time basis to the Gender Team from March 2014 to July 2015. This position allowed for cross-learning between DFID and EBRD on gender equality, results measurement and women’s economic empowerment. More recently, the Swiss Government has provided for a Junior Professional Position (JPO) for a two year period until 2017.

## 4. **Contributions to Mainstreaming Gender**

As defined in the SGI, mainstreaming “refers to the fact that staff will *consider* gender needs and perspectives throughout its strategies and operations, even though in only a few selected cases will there be project opportunities, a strategy response or indeed a need for Bank safeguard action”.

### 4.1 *Country Strategies and Sector Policies*

All country strategies prepared during the reporting period, for countries which display significant gender gaps, have included a gender annex, which includes gender indicators and data on labour force participation, gender pay gap, women’s entrepreneurship, access to credit and property rights and other information relevant to the Bank’s operations. For those countries that have been identified as priority countries by the SGI, the strategies include gender equality as a cross cutting element across the different themes. Gender equality was also included within the Transport and Energy sector strategies approved during 2013.

#### 4.2 *Policy Dialogue & Partnerships*

In addition to the dimensions of capacity building and TC conducted at the project level, the Bank has engaged in different levels of dialogue within the priority countries. This has included working alongside both national and sub-national authorities (i.e. municipal authorities).

EBRD chairs the Multilateral Development Banks Working Group on Gender (MDBWGG) - a platform for dialogue between all the major IFIs, which allows for the creation of synergies, sharing of lessons and experiences and also is an important platform to disseminate the Bank's work with its clearly defined private sector approach. As Chair of the MDBWGG the EBRD has been asked to participate as observer at the UN Commission on the Status of Women (CSW) 2015.

The EBRD participates also as an observer at the Gendernet, which is a unique forum that brings together all OECD countries, UN Women, civil society and all MDBs. This has allowed the EBRD to promote its work with regards to engaging the private sector to promote gender equality and to contribute to the drafting of those documents that are influencing the international agenda on gender equality. The Bank also participated at key international meetings to shape the international agenda on gender equality in the context of Beijing+20 and the Post Development Agenda.

#### 4.3 **SGI dissemination, institutional capacity building and other initiatives**

The team has been using various platforms to disseminate information on the SGI both internally and externally. A list of a selection of deliverables is available on the following page.

Internally, the relevant intranet and internet pages have been updated to include, for example, EBRD commissioned studies, case studies and tools. Blueprint<sup>32</sup> articles have been prepared, a brochure ("Gender Matters") and a gender video produced (in 6 languages, with 33,000 hits at end November – English version). In line with the changes to the ESP2014 which mainstreams gender, training on gender impacts and mitigation measures was given to all staff in ESD. To date, nine resident offices and the Infrastructure Business Group have received training on the SGI.

Externally, the SGI has been promoted at the Bank's Annual Meeting and via the many international organisations with which the Bank interacts on a wider platform. These include the MDBWGG and inter-governmental organisations such as OSCE, OECD, the Commission of the EU and the Union for the Mediterranean. Events such as the summit organised by the Deauville Partnership with Arab Countries in Transition and the Trust Women Conference organised by the Thomson Reuters have also provided opportunities to promote and discuss the work of the Bank on gender equality and to identify partners and synergies.

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<sup>32</sup> Blueprint – The EBRD internal communication newsletter

Some Examples of SGI Deliverables		
SGI Outcome	SGI Deliverable/Output	Item
<b>Strategic Partnerships</b>	Agreements signed	MDB and IMF Head Statement Beijing +20
	Sponsorship External Events	High Level Conference Women and Water, Tajikistan 2015
	Strategic Partnership Meetings (including hosted)	MDB Gender Meeting Gendernet : WB
		OECD : SIGI index pre-launch WG and SIGI launch
		UN Forum on Human Rights and Gender
		Next Billion Woman
		CIF Meeting
		UNDP EBRD Workshop on Safe Transport Initiatives, Kazakhstan 2015 The forum on the future of gender equality (EU Commission)
<b>Mainstreaming Gender Equality</b>	New or updated Guideline	Gender Assessments in all donor funded MEI Feasibility Studies
		Gender Stakeholder Guidelines
		Gender Issues in Extractive Industries
		Gender Issues in EBRD water projects
	Standalone Study/Research Paper	Gender Assessment in Kazakhstan CTF
		Global Best Practices in Financial Products Enhancing Women's Voice, Agency & Participation in the Economy
<b>Policy Dialogue</b>	Gender Equality Mainstreamed in Country Strategy	Morocco, Turkey, Tajikistan,
	In country support	Gender specialist assigned to support the Gender Task Force of the Tajik Investment Council
<b>Dissemination SGI and internal capacity building</b>	EBRD Donor Report, Annual Report & Sustainability Report	Gender sections
		External attendance at conference
		EaP Platform
		EU High-level event on women's empowerment
		IAIA EBRD's Experience on Gender & Inclusion
		G8 Deauville Partnership
	New or updated tool kit	Gender and mitigation Traffic light ESD
		Identifying Gender Opportunities under ESD DD
	Brochure/leaflet/factsheet	Gender Matters Brochure
		Equal Opportunities Video
		Internal presentations /BBL
		European launch of World Bank report on Voice and Agency MEI/ESD Gender and Transport
		Transport Team SGI
		Enhancing Women's Economic Empowerment
		Gender Presentation : Istanbul RO
		IWD Presentation on SGI
		Gender Issues in Extractive Industries for Nat Res
Awareness/Capacity Building Activity	Taiwan Study Tour on Safe Transport for Almaty Bus Company	
	ESD Policy Update/Gender SGI : UNECE	
	ETC Fund Assembly Meeting Bishkek	
	Enhancing Corporate Performance: Nominee Directors Presentation	
	Global Best Practices in Financial Products	

## Annex 2: Gender Gaps

The CSE Inclusion Team revisited and updated the gender gaps in partnership with the Gender Team and ESD in line with the emerging strategic priorities during the SGI period. A consultant report by an international gender expert was commissioned for this purpose<sup>33</sup>. This has resulted in the addition of new indicators across most dimensions of the gender gaps in order to strengthen their focus on social norms and women's agency, female decision making in employment, business and administrations as well as female graduates in STEM (science, technology, engineering and mathematics). The resulting gender gaps are larger in relation to 'legal and social regulations', particularly in the SEMED region, and increased from 'small' to 'medium' across parts of Eastern Europe, Central Asia and the Caucasus. 'Education and training' gaps rose to 'medium' in Central Europe and some countries in Central Asia, whereas 'access to finance', 'labour policies' and 'labour practices' gaps remained broadly unchanged across all regions.

The review also introduced a new gap dimension on infrastructure and municipal services that assesses the extent to which access to water, non-solid fuel, mobile phone or computer use can have a disproportionate impact on the economic opportunities of women. Following a detailed literature review and mapping of existing data, other indicators on transportation and sanitation were explored but could not be included due to quality concerns as well as interpretation and attribution issues. The integrating of this additional dimension into the overall set of gender gaps therefore constitutes a gradual process whereby indicators are updated and integrated as more reliable data become available over time. Given the severely restricted country coverage, the gaps for this dimension cannot be aggregated and are presented on the basis of individual indicators.

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<sup>33</sup> Francavilla, Francesca, *Exploring Additional Dimensions to EBRD's Gender Inclusion Gap Assessments*. 2015.

## Gender Gaps 2015

Country	Legal Regulations and Social Norms	Health Services	Education and training	Labour Policy	Labour Practices	Employment and business	Access to Finance
<b>Central Europe and Baltic States</b>							
Croatia	Small	Small	Medium	Medium	Medium	Medium	Small
Estonia	Small	Small	Medium	Small	Large	Medium	Medium
Hungary	Small	Small	Medium	Small	Medium	Medium	Medium
Latvia	Small	Small	Medium	Small	Large	Medium	Medium
Lithuania	Small	Small	Medium	Negligible	Medium	Medium	Medium
Poland	Small	Small	Small	Small	Medium	Medium	Medium
Slovak Republic	Small	Small	Medium	Small	Medium	Medium	Medium
Slovenia	Small	Negligible	Medium	Small	Medium	Medium	Medium
<b>South-eastern Europe</b>							
Albania	Medium	Small	Small	Small	Medium	Large	Medium
Bosnia and Herzegovina	Medium	Medium	Medium	Small	Medium	Large	Medium
Bulgaria	Small	Small	Medium	Small	Medium	Medium	Small
Cyprus	Small		Negligible			Medium	Small
Greece	Large		Small	Medium	Large	Large	Medium
Kosovo							Large
Macedonia, FYR	Medium	Medium	Medium	Small	Large	Medium	Large
Montenegro	Small	Medium	Negligible	Medium	Large	Large	Medium
Romania	Small	Medium	Small	Small	Large	Medium	Medium
Serbia	Small	Small	Small	Small	Large	Medium	Medium
Turkey	Small	Small	Medium	Small	Large	Large	Large
<b>Eastern Europe and Caucasus</b>							
Armenia	Medium	Medium	Small	Negligible	Large	Medium	Medium
Azerbaijan	Small	Medium	Medium	Medium	Large	Large	Large
Belarus	Small	Small	Medium	Medium	Large	Small	Medium
Georgia	Medium	Medium	Medium	Small	Large	Medium	Small
Moldova	Medium	Medium	Medium	Small	Large	Small	Small
Ukraine	Small	Small	Medium	Small	Large	Medium	Medium
Russian Federation	Small	Small	Negligible	Medium	Large	Medium	Medium
<b>Central Asia</b>							
Kazakhstan	Medium	Medium	Negligible	Medium	Medium	Medium	Medium
Kyrgyz Republic	Medium	Medium	Medium	Medium	Large	Medium	Small
Mongolia	Small	Medium	Small	Medium	Large	Small	Small
Tajikistan	Medium	Medium	Medium	Small	Large	Large	Large
Turkmenistan	Medium	Medium		Medium	Large	Medium	Large
Uzbekistan	Medium	Medium	Medium	Medium	Large	Large	Large
<b>Southern and Eastern Mediterranean</b>							
Egypt	Large	Medium	Medium	Medium	Large	Large	Large
Jordan	Large	Medium	Medium	Medium	Large	Large	Large
Morocco	Medium	Large	Large	Medium	Large	Large	Large
Tunisia	Medium	Small	Medium	Small	Medium	Large	Large
<b>Comparator Countries</b>							
France	Small	Small	Medium	Medium	Medium	Medium	Medium
Germany	Negligible	Small	Medium	Negligible	Medium	Medium	Small
Italy	Small	Negligible	Small	Small	Medium	Medium	Large
Sweden	Negligible	Negligible	Medium	Negligible	Small	Small	Small
UK	Medium	Small	Medium	Small	Medium	Medium	Small



Component	Indicator
Legal and Social Regulations	Addressing Violence against Women (EIU-WEO based on UN, 2012 or latest ) CEDAW Ratification (EIU-WEO, 2012 or latest ) Sex at Birth f/m ratio (CIA, 2013 or latest) Early marriage (UN World Marriage, 2012 or latest) Women's political rights (CRI, 2011 or later) Secure access to land (SIGI, 2014) Secure access to non-land assets (SIGI, 2014) Inheritance Laws in Favour of Male Heirs (OECD-SIGI, 2009)
Access to Health Services	Maternal mortality ratio (maternal deaths per 100 000 live births) (WB, 2013) Contraceptive prevalence (% of women ages 15-49) (WB, 2013 or latest) Births attended by skilled health staff (% of total) (WDI, 2005 or latest) Adolescent birth rate (WDI, 2013)
Education and Training	Literacy rate f/m ratio (UN Social Indicators, 2013 or latest) Primary school completion rate f/m (WDI based on UNESCO, 2013 or latest) Gender parity index for gross enrolment rate in secondary (EPDC & WB Education Statistics, 2013 or latest ) Gender parity index for gross enrolment in tertiary (EPDC & WB Education Statistics, 2013 or latest ) Female graduates in engineering (UNESCO, 2012 or latest) Female graduates in technology (UNESCO, 2012 or latest)
Labour Policy	Non-discrimination Policy (EIU-WEO 2012 based on ILO, 2003-2010) Legal Restrictions on job types for women Policy (EIU-WEO 2012 based on World Bank Women, business and the law database, 2010 ) Equal Pay Policy (EIU-WEO 2012 based on ILO, 2003-2010) Maternity and Paternity Leave and Provision Policy (EIU-WEO 2012 based on ILO, 2010 ) Differential Retirement Age Policy (EIU-WEO, 2012 or latest )
Assessment of Labour Practices	Non-discrimination Practice (EIU-WEO 2012 based on ILO, 2003-2010) Equal Pay Practice (EIU-WEO 2012 based on ILO, 2003-2010) Gender Pay Gap (UN ECE, 2013) Access to Childcare Practice (EIU-WEO, 2012 based on EIU 2010 qualitative assessment)
Employment, ownership and decision-making	Labour Force Participation Rate ratio of f/m (15+) (WDI based on ILO, 2013 or latest) Unemployment rate ratio f/m (WDI based on ILO, 2013 or latest) Share of women in non-agri employment (% of total non-agricultural employment) (WDI based on ILO, 2013 or latest) Employer ratio f/m (WDI based on ILO, 2013 or latest) Female legislators, senior officials and managers (WDI based on ILO, 2013) Employment rate of tertiary educated individuals f/m ratio (ILO, 2013) Female Ownership (BEEPS, 2012)
Access to Finance	Account at a formal financial institution, ratio f/m (% age 15+) (Findex, 2014) Credit card, ratio f/m (% age 15+) (Findex, 2014) Borrow from financial institutions on any money borrowed, ratio f/m (% age 15+) (Findex, 2014) Save in formal financial institution out of people who save money, ratio f/m (% age 15+) (Findex, 2014) Borrow to start, operate, or expand a farm or business on any money borrowed, ratio f/m (% age 15+) (Findex, 2014) Loans rejected from firms with female versus male top-management (BEEPS and WB enterprise survey, 2009 or latest) Percentage of firms identifying access to finance as a major constraint, f/m top-manager ratio (BEEPS and WB enterprise survey, 2009 or latest)
<b>Access to Infrastructure and Municipal Services:</b>	
Access to infrastructure and municipal services	Female burden due to limited access to water Female burden due to limited access to non-solid fuel Mobile phone use, F/M ratio Computer use, F/M ratio

## Individual Infrastructure gaps

Country	F/M ratio individual using mobile/cellular telephones	F/M Proportion of population who use computer	Women burden of collecting water	Women exposure to solid-fuel
<b>Central Europe and Baltic States</b>				
Croatia	Medium	Medium		
Estonia	Small	Small		
Hungary	Small	Small		Negligible
Latvia	Small	Negligible		
Lithuania	Negligible	Negligible		
Poland	Small	Small		Negligible
Slovak Republic	Small	Negligible		
Slovenia	Small	Negligible		
<b>South-eastern Europe</b>				
Albania			Small	Large
Bosnia and Herzegovina			Negligible	
Bulgaria	Medium	Small		Negligible
Cyprus	Medium	Small		
Greece	Medium	Medium		
Kosovo				
Macedonia, FYR	Medium	Medium	Negligible	Medium
Montenegro			Negligible	
Romania	Medium	Medium		Medium
Serbia	Small	Medium		Large
Turkey	Large	Large		Negligible
<b>Eastern Europe and Caucasus</b>				
Armenia				Small
Azerbaijan	Medium	Large		
Belarus		Small	Negligible	
Georgia			Small	
Moldova		Negligible	Medium	
Ukraine			Negligible	
Russian Federation	Negligible	Negligible		
<b>Central Asia</b>				
Kazakhstan		Small	Negligible	Small
Kyrgyz Republic			Medium	Medium
Mongolia			Medium	
Tajikistan			Large	
Turkmenistan				
Uzbekistan			Medium	
<b>Southern and Eastern Mediterranean</b>				
Egypt	Medium			
Jordan				
Morocco	Small			
Tunisia			Negligible	
<b>Comparator Countries</b>				
France	Negligible	Small		Negligible
Germany	Small	Small		
Italy	Small	Medium		Negligible
Sweden	Small	Small		Negligible
UK	Small	Small		Negligible

### Annex 3: The Theory of Change & The Investment Cycle

The Theory of Change will require that key elements of the lessons from the SGI be incorporated over the implementing period. These will provide for an enhanced operational performance and delivery whilst also putting in place measures that will contribute to improving the operating environment. They include

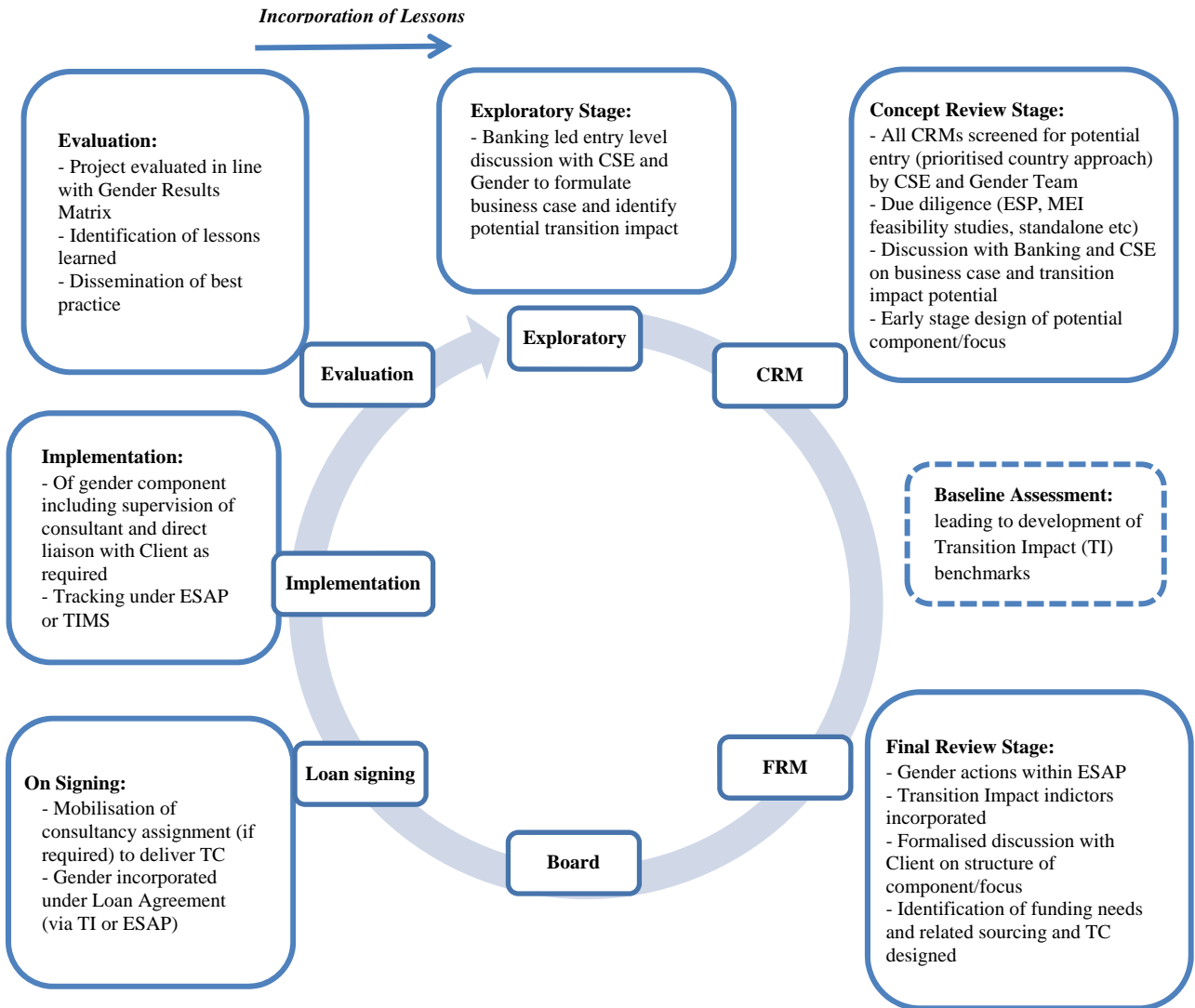
- **Capacity Building** - Addressing in a systematic way the need to build capacity within the Bank, including sector specific training for Banking staff alongside Nominee Directors. Efforts will be made to provide greater gender balance within the same (at end 2014 22% of Bank Nominee Directors were women) as well as to encourage those companies in which the EBRD holds equity to consider diversity in decision making positions. The Bank will investigate options to standardise training through e-learning platforms and ensure that all new starters receive training under the EBRD induction course. Individual and institutional capacity building will address technical gaps *and* work towards providing a sense of shared ownership and accountability across the Bank for the delivery of the Strategy, essential for achieving the target of gender mainstreaming by 2020
- **Expanding sector coverage and identify new gender entry points.** Initially building on the early stage engagements with regards to safe transport (Infrastructure) and its impact on transition and additionality; investigating the scope to develop a more gender responsive approach to supply and value chains (Agribusiness); continuing to build and improve its Equal Opportunities offer including further assessment of certifications available in the market, and; investigating options to enhance access to finance for women-led businesses
- **Further developing the Bank's Gender Gap Analysis:** CSE, with input from the Gender Team, will continue to explore the development of gender gaps for infrastructure and access to municipal services to account for the different roles played by women and men both on the demand and supply sides. Work to date on this has been impacted by severe data limitations and attribution issues, as well as the low coverage of countries across the Bank's region. As such this will be a gradual process which will require that indicators be added and updated as more data become available over time Ensuring that these approaches are flexible enough to respond to any new opportunities and/or risks which might arise such as climate change, migration and conflict.
- **Enhancing data collection.** The Bank will need to improve its capacity (and that of its clients) to collect sex-disaggregated data at different levels, as well as data disaggregated on the basis of disability, rural/urban (geography), sexual orientation, age, etc. This will be a factor in enabling the Bank to effectively deliver the Strategy. Quantitative and qualitative sex-disaggregated data are essential to identify gender gaps and establish priorities for investment and policy dialogue. Whilst the Bank cannot participate extensively in the global collection of data it can contribute within the confines of its mandate and strategic requirements. As a first step, this Strategy will focus on devising systems to better assess the outcome of the projects and monitoring results. In addition, and in recognition of these data scarcity in many areas, the Bank will continue to embrace an iterative approach – reviewing gender gaps on a regular basis to incorporate data as deemed appropriate by the Bank. The provision of more reliable data should support the Bank's work by allowing the institution to better demonstrate to decision-makers the rationale behind the need to promote gender equality, providing for evidence-based arguments.

- ***Creating the appropriate environment to allow for equality of opportunity for men and women through Bank policy dialogue and investments***, by contributing to the removal of barriers to equality of opportunity. It will aim to address those policy and regulatory restrictions, which impact directly on the Bank's ability to foster transition but also more widely where the Bank through its private sector participation is able to effectively build a bridge with policy makers and demonstrate a sound business case for change. Activities will fit within the Bank's overall approach to policy dialogue within the remit of Vice Presidency on Policy & Partnerships, with the Gender Team providing the technical expertise to identify, structure, support and guide discussions. This could be in areas such as employment law, equal opportunity policies and practices, regulations and knowledge gaps that currently make it more difficult for women to grow and operate their businesses in particular where these are directly limiting the ability of clients to maximise productivity, ensure innovation and build resilience.
- ***Engaging women and men effectively in the promotion of gender equality***. The Bank recognises the need to ensure that both women and men are effectively engaged in the promotion of gender equality. Only through this, and in paying due attention to the role of social and cultural norms, institutions and legal frameworks can sustainable change take place. Ensuring that the Bank is able to engage key-decision makers, by providing robust business cases that demonstrate the economic contribution that gender equality can make to growth, will be key to the success of the Strategy. Dedicating the required time and resources to this process, and recognising the implications that this represents, will need to be fully incorporated in to the process.

To ensure implementation and sustainability of the above an **operational plan** will be developed upon approval of the Strategy that will support the mainstreaming of gender throughout the Bank's operations and benchmark IFI best practice, where relevant. It will include the design and provision of tailored training to strengthen institutional capacity as well as the creation of a network of gender focal points in the Banking Department and other key Departments so as to ensure continuity of approach, consistency, exchange of lessons and a space for innovation

Figure 6 overleaf illustrates how the gender related elements of the operational approach are incorporated within the Bank's investment project cycle as detailed below. Following identification at CRM stage, and prior to FRM, discussions involving Banking, CSE and the Gender team, will lead to the development of gender technical support. This is structured in a way which leverages transition and/or contributes to improvements at the project level. This technical support, based on the level of input required, can be delivered directly by the Gender Team or through dedicated TC, where appropriate, post loan signing. The preliminary impact and lessons are identified at the end of implementation and findings and lessons incorporated into the design of future interventions.

Figure 6 –Approach to the Investment Project Cycle



## Annex 4: The Status of Gender Equality in the EBRD's Countries of Operation<sup>34</sup>

The purpose of this annex is to expound claims made in Section 1.3 about the barriers and constraints which cause gender inequality in EBRD CoOs, as identified in a 2015 study, 'Status of Gender Equality in the EBRD's Countries of Operation'. In particular, the annex highlights some of the most notable variations in gender inequalities across the EBRD's sub-regions<sup>35</sup> and areas, and identifies countries exhibiting significant gender inequalities compared to others within the same sub-region. The Bank acknowledges that gender intersects with many issues and that gender inequalities are more than just the differences between women and men but are made more complex by other dimensions such as ethnicity, socioeconomic status, sexual orientation, place of residence, level of education, age, disabilities etc. Therefore, gender inequalities need to be assessed taking into account these other social constructs that intersect with gender.

### *Women's access to employment*

Labour markets serve as the fundamental and dynamic link between economic growth and positive sustainable transition impact. A job remains the principal means for women and men in EBRD Countries of Operation (CoOs) to participate in, and benefit from, economic development.

Women's access to employment – including women's ability to enter and remain in the paid workforce and the flexibility to exit and re-enter it (for example, following maternity leave) are fundamental to their full participation in the labour force. Key inequalities in EBRD CoOs include:

Women's labour force participation rate (LFPR) is lower than that of men in every EBRD CoO, although the size of the inequality varies considerably between sub-regions and CoOs. At a sub-regional level the most significant gender inequalities are found in SEMED (men's LFPR is 74.3%, compared with only 24.3% for women) and Central Asia (76.5% for men and 55.3% for women). Elsewhere, the CoOs with the largest inequalities are Turkey, Kosovo, Bosnia and Herzegovina and Albania.

In many CoOs, women are significantly more likely than men to be unemployed, particularly among youth. At a sub-regional level, the largest inequalities – in terms of the overall level of unemployment and the size of the gender gap – arise in the SEMED region. In SEMED the unemployment rate (based on ILO estimates) is 8.4% for men and 22.2% for women, while the youth unemployment rate is 24.4% for men and 53.7% for women. In South-eastern Europe, by comparison, gender gaps in unemployment rates are generally smaller (although women remain more likely to be unemployed), but high unemployment amongst the general population represents a challenge.

A simple focus on access to jobs, however, does not fully explain gender related obstacles to employment. The *quality of employment* available to women and men – including freedom from all forms of discrimination and harassment and access to decent wages (including equal pay for work of equal value), training and promotion opportunities, work and life balance, paid parental leave, and job security – also determines how transition gains are created, shared and consolidated. Key inequalities in EBRD CoOs include:

Women in EBRD CoOs – as elsewhere – generally earn less than men. Data on the gender pay gap are available for 27 of EBRD's CoOs, each of which show a gap in favour of men, ranging from 5.1% in Slovenia to 53.2% in Azerbaijan. Other countries with particularly high gender pay gaps include Tajikistan (50.9%), Georgia (39.8%) and Egypt (37.7%)

Women are disproportionately concentrated in certain sectors and sub-sectors, often in less lucrative economic activities. For example, in every EBRD sub-region except Central Europe and Baltic States, agriculture accounts for a higher share of women's employment than men's. Within sectors, women

<sup>34</sup> This Annex is based on EBRD commissioned study conducted by "Ergon Associates". The resulting report, which contains all relevant references to source materials used, is available upon request.

<sup>35</sup> List of the countries where the Bank operates grouped by regions: <http://www.ebrd.com/where-we-are.html>



tend to be concentrated in lower-skilled, lower-paid jobs and have fewer opportunities for advancement.

Education and training are also central to women's access to quality employment. Subject segregation in fields of study at tertiary level means that women are disproportionately studying areas that do not lead to technical or higher-wage occupations.

In 25 of the 29 EBRD countries for which data is available women make up more than 70% of graduates from Education programmes, and in 28, less than half of the graduates from engineering programmes. This segregation is one of the key reasons why increasing enrolment in tertiary education has not translated into better labour market outcomes for women.

### ***Women's entrepreneurship and financial inclusion***

In transition economies where there may be limited growth in wage employment, women's entrepreneurship can provide an alternative avenue for income generation and economic empowerment, whilst simultaneously expanding job creation and private sector development more generally. Access to finance is a key enabler in this respect and is associated with greater innovation, job creation and growth, particularly for small and young businesses – where women-owned firms are strongly represented but where growth is hindered. Key inequalities in EBRD CoOs relate to:

*Financial inclusion:* Across all EBRD sub-regions, women are less likely than men to have a bank account at a formal financial institution and lag behind men in terms of access to savings accounts and loans. At a sub-regional level, the biggest gender inequalities in access to bank accounts exist in SEMED where 34% of men and only 18% of women have bank accounts at financial institutions. Evidence also suggests that loans taken out by women tend to be smaller in value than those taken out by men.

*Women's entrepreneurship:* There are low rates of female business ownership. According to the EBRD's Business Environment and Enterprise Performance Survey (BEEPs) conducted in partnership with the World Bank (2013 data), the sub-regions with the lowest rates are South-eastern Europe and SEMED (both 28%). Countries with particularly low rates include Azerbaijan (4%), Kosovo (11%) and Albania (12.5%). Women entrepreneurs tend to be concentrated in smaller business enterprises and among MSMEs in particular, while women-owned businesses tend to operate in sectors with low entry barriers – both in terms of start-up capital and specialist skills.

### ***Women's access to and usage of infrastructures and utilities***

Access to infrastructure and utilities are important determinants of productive economic opportunities, both by directly facilitating access to income-earning activities (e.g. through transportation and ICT) and by reducing the burden of unpaid work (e.g. through reliable water, waste collection and energy). Gender inequalities in this area can be understood from two interlinked perspectives: i) access, usage and priorities and ii) decision-making.

Men and women use infrastructure and utilities in different ways, resulting in differing needs and priorities for the design and functioning of service delivery. Key issues in EBRD CoOs include:

*Water, waste and energy:* many EBRD CoOs face challenges in ensuring universal access to reliable household utilities, particularly in rural areas. A lack of reliable access to household utilities can significantly increase women's unpaid work burden and can also have a knock-on effect on women's ability to take on paid work, as well as on girls' ability to attend school.

*Transportation:* research suggests that as women generally have lower income and less decision-making control over financial resources in the household women are often more reliant on public transport than men. Furthermore, they tend to use it in a different way, for example making multiple short trips (for example to markets, health centres, schools), whereas men tend to make linear journeys (such as to and from the workplace). Personal safety and sexual harassment are often key concerns for women travelling by public transport.

*ICT*: a ‘digital gender gap’ means that men are more likely than women to use the internet in 21 of the 22 EBRD CoOs for which data is available, with the biggest gender gap in usage found in Turkey and Morocco. Research from several EBRD CoOs also suggests that women are less likely to use mobile phones. This can limit women’s opportunities to access employment (on line applications), e-commerce and information.

### ***Decision-making***

Women’s perspectives are not always adequately represented in decision-making processes at the household, local or national level, resulting in decisions which do not equally benefit men and women:

*Private sphere*: in certain contexts (particularly SEMED, Turkey and Central Asia) there is a cultural expectation that men as the ‘head of household’ are responsible for all household decision-making including in relation to utilities and infrastructure.

*Public sphere*: a lack of sex-disaggregated information on how men and women use utilities and infrastructure, as well as a tendency to focus on the ‘technical dimensions’ of planning, means that policy decisions in this area often lack a gender dimension. Women’s low levels of participation in local and national decision making bodies means that women’s needs and priorities are not taken into full consideration when decisions are being made about how public money should be allocated and spent.

### ***Women’s leadership and public participation***

Women in top-level positions strengthen transition outcomes by helping to bring a diversity of perspectives, experiences and knowledge to decision-making processes. Despite the benefits, women remain underrepresented in leadership positions, both in the corporate sphere and in government in the Bank’s CoOs, as elsewhere in the world. Key inequalities include:

*Women in senior corporate positions*: across all EBRD CoOs, the majority of firms have a man as a top manager and women are under-represented on corporate boards. These inequalities are greatest in the SEMED region, where less than 6% of firms have a woman in senior management. Other important inequalities are found in Turkey, Kosovo, Tajikistan and Azerbaijan, where this proportion is less than 10%.

*Women in national and local government and at municipal level*: women’s political participation has increased over the past decade but women remain underrepresented. At a national level, inequalities are greatest in Eastern Europe and the Caucasus, where women represent 16% of MPs. According to the limited data available for only about half of the EBRD’s CoOs, women’s political representation at the municipal level varies considerably across sub-regions ranging from a high 76% for Ukraine to a low 9% in Armenia. Low levels of female representation in community decision-making bodies means that women’s needs and priorities in terms of access to and usage of public services are not always understood and/or taken into account.

Alongside social and cultural norms regarding gender roles, broader socio-economic factors also impede women’s entry in the political arena, including weak networks, limited access to campaign financing, lower levels of education and fewer opportunities for acquiring political experience.

### ***Social norms and legal regulations***

Interactions between legal and social norms have an impact on women’s abilities to make their own decisions and choices pursue economic and other opportunities and have their voices heard in the family and society. This directly underpins many of the inequalities identified above. . Throughout EBRD CoOs the persistence of traditional social norms that are detrimental to women prevents them from accessing the same opportunities as men:

Legal pluralism (i.e. the coexistence of multiple legal systems – such as positive law and religious law – within one State) is common in the SEMED region, with practical implications for gender relations. In Morocco, Tunisia, Jordan and Egypt, religious sources of law are used in Personal Status Codes and Family laws, which grant men and women different rights, status and roles in relation to issues such as marriage, inheritance, filiation and nationality. In the rural areas of Albania, Kyrgyz Republic and Tajikistan, customary law and forms of traditional justice are sometimes used to resolve family matters.

Early marriage remains an issue in some countries in SEMED, Central Asia and the Caucasus, but also among Roma communities in Southern, Central and Eastern Europe. Customary and informal marriages are still reported to take place, especially in Central Asia and SEMED. Bride kidnapping is also an issue in some CoOs (esp. Kyrgyz Republic and Kazakhstan).

There is a high prevalence of gender-based violence (GBV), including domestic and sexual violence and sexual harassment in all CoOs. This is partly due to the fact that women are not effectively protected against the different forms of GBV in any of EBRD CoOs. There are also high levels of acceptance of GBV across sub-regions, sometimes expressed through blaming survivors for abuses. Those attitudes and legal gaps regarding GBV are partly due to social norms that link family honour and dignity to the reputation and morality of women.

## Annex 5: Multilateral Banks Mapping

The EBRD chairs the MDBWGG (AfDB, ADB, EIB, IDB, IFAD, WB/IFC with CDB and IsDB as observers) which allows it to develop synergies but also to ensure minimum overlap with our partners whilst keeping abreast of developments within the global agenda. Below is a brief overview of the work of the partner IFIs on gender equality, supplemented by a synthesis note prepared by the Evaluation Department of the EBRD<sup>36</sup>. The information provided below has been provided by the members of the WG directly or taken from their websites. Three IFIs have already committed to including gender results within their corporate scorecards (WBG, ADB, IDB). It is of note that from within all the partner institutions only the IFC follows an exclusive private sector mandate, with all other IFIs being predominantly sovereign lenders with an average of 70% of new business being sovereign based/per annum.

### African Development Bank

In terms of country prioritisation, the African Development Bank (AfDB), operates in the African continent, therefore the countries that overlap with EBRD are Egypt, Tunisia, and Morocco. However AfDB is mainly focused on public sector and sovereign lending.

In terms of a private sector approach, AfDB focuses on three main areas: infrastructure; industries and services including support to agriculture and agribusiness, small and medium enterprises linkages, housing; and finance. The latter encompasses corporate loans and equity participations in financial institutions, as well as lines of credit (LOCs) for on-lending to small and medium-sized enterprises (SMEs), which form the backbone of many African economies. The AfDB also invests in microfinance institutions, thereby extending its outreach to the very small and informal enterprises that traditionally encounter difficulties in accessing credit and line of credits for SMEs. In terms of the distribution of private sector operations by country classification in 2013, regional and multinational projects received the highest share (63.1 percent), followed by low-income countries (36.8 percent), then middle-income countries with 0.1 percent (mainly north of Africa). For the 2014-2016 period, 13% of resources were allocated to projects focusing on gender. The AfDB has gender specialists both in operational departments and at policy level. The AfDB strategy 2014-2016 was approved last year and sets out the commitment articulated in its 2013-2022 Bank Strategy. The main priorities and focus of its strategy are: (i) Legal status and property rights (gender-focused governance, legal reforms, secure land tenure for women farmers, reduction in gender-based violence, and a private sector open to women); (ii) economic empowerment (increasing women's access to and control over financial resources and services, leveraging infrastructure for gender equality); (iii) knowledge management and capacity building (resources and technical assistance for knowledge management for gender equality). AfDB has a system of screening project as part of the quality at entry assessment where the promotion of gender equality is one of the criteria assessed. Currently the AfDB is planning to establish a gender marker system.

### Asian Development Bank

The Asian Development Bank (ADB) operates in Asia and the Pacific with some overlap with EBRD in Central Asia and the Caucasus (overlapping countries are Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyz Republic, Mongolia, Tajikistan, Turkmenistan and Uzbekistan). The focus areas of the ADB are broader than EBRD, including agriculture and food security, education, governance and public management, health, urban development and water.

The lending in 2014 amounted to \$2.75 billion to governments in Central and West Asia, supported by \$1.16 billion in co-financing, and \$38.16 million in technical assistance. The lending and grants were assigned as follows: energy (57%), transport (25%), public finance and management (8%), environment and natural resources (5%), urban services (3%) and emergency assistance (2%). Contract awards and disbursement levels were \$1.89 billion and \$2.33 billion, respectively.

<sup>36</sup> EBRD, EvD Synthesis Note-Survey of IFI Experience in Mainstreaming Gender, October 2015

Despite the overlap in terms of countries, the focus areas and sector approaches are different. ADB supports gender equality and women's empowerment through provision of financing mainly within the public sector. ADB develops public policies and investments to improve the prospects for women and girls in education, Technical Vocational Educational Training (TVET), infrastructure, finance, and enterprise development. In 2014, 55% of ADB's sovereign projects contained a strong focus on gender equality. Most notably, more than 90% of ADB-supported education and health projects had high levels of gender equality over the past three years. The percentages were also significant in agriculture, water infrastructure and urban infrastructure, with 80%–90% of projects demonstrating gender equality. However with respect to the private sector, in 2014 ADB approved four private sector projects incorporating measures for gender equality. These projects span education, agribusiness, housing and financial inclusion. (This constituted an increase from previous years, in 2013, when only one project in the private sector incorporated gender equality).

The ADB has had corporate targets on project mainstreaming categorised at entry for some time. In addition, they introduced a corporate commitment on gender at completion in 2013. A target that 70 per cent of its projects categorised on entry as projects which mainstream gender, would be considered successful from a gender perspective on gender equality at exit. This is the first time an MDB has looked on corporate results at exit.

### **European Investment Bank**

The European Investment Bank (EIB) operates mainly with the European Union member states (90% of activity). EIB focuses on four priority areas: (i) innovation and skills; access to finance for smaller businesses (SMES); (iii) climate action; (iv) strategic infrastructure. EIB is preparing a Gender Policy/ Gender Action Plan. Currently there are no available data on the percentage of lending related to gender equality within SME lending. EIB is funding a EUR 2 Million Microfund for women in Jordan to the Microfund for Women ("MFW"), a Jordanian not for profit microfinance institution. The operation will support the development of the local financial sector for the on-lending to micro-projects, and bolster support for the private sector and the development of microenterprises. The investment will contribute to support poverty reduction and social inclusion through the promotion of decent work conditions and access to essential services, including funding, for micro-enterprises

### **Inter-American Development Bank**

The Inter-American Development Bank (IDB) approved its Operational Policy on Gender Equality in Development in 2010. Among the five goals of the IDB one is related to fostering development through private sector (support of financial intermediary clients such as Banks, private equity funds, capital markets issuers and other financial intermediaries). The IDB's Gender Action Plan, 2014-2016, and the "Gender and Diversity Sector Framework Document (SFD) (2015) set among the areas of priorities the support and development of women entrepreneurship; however there is no overlap because IDB operates in Latin America and the Caribbean.

### **The World Bank Group**

The World Bank (WB) has a global geographic coverage, with inevitable overlap in EBRD countries of operation. Nevertheless, the two institutions have considerably different mandates: the WB is a sovereign lender working with public sector clients (governments) with the explicit mandate of eradicating extreme poverty and boosting shared prosperity. Moreover, the WB mainstreams gender equality across all sectors, including some sectors where EBRD does not finance investments, such as health, education and social protection. The World Bank Group is currently preparing its new gender strategy 2016-2021 that will be approved late this year. The strategy is being developed to reflect fundamental changes in the world and at the World Bank Group and to respond to accumulating evidence on what works to close gender gaps. The previous World Bank strategy on gender, adopted in 2001, emphasised gender equality as an issue of development effectiveness and laid the basis for integrating gender into the Bank's policy dialogue, analytic work, and operations. A renewed strategy on gender equality will address how the World Bank Group can support client countries and companies to achieve greater gender equality as a key pathway to ensure lasting poverty reduction and

shared prosperity. The vision is a strategy that is operational, with stronger emphasis on results in client countries and in their work with private sector clients– results that close key gender gaps and enhance women’s voice and agency.

A new structure of Global Practices (GPs) and 5 Cross-Cutting Solutions Areas (CCSAs) with one on gender has been put in place. The objective on this restructuring is to put greater emphasis on sharing experiences across regions, countries and thematic boundaries.

The International Finance Corporation (IFC), part of the WB group, advances the WBG’s twin goals of ending poverty and increasing shared prosperity by investing in and advising the private sector. Its geographic coverage is also global. They have six priority regions with Sub-Saharan Africa and South-Asia being the first two and Europe and Central Asia their third (in terms of portfolio of operations) and Middle East and North Africa (partially EBRD SEMED) their 5th. Turkey is the second investment country and Egypt their 10<sup>th</sup>. Compared to the other IFIs there is most overlap most directly with the IFC with respect to the EBRD’s business line.

With regard to gender equality, IFC works across investment and advisory services to generate equal opportunities for women and men in three main areas: i) Entrepreneurship (working with governments and private sector to improve access to finance and Investment Climate), ii) Employment (promoting equal opportunities in corporates) and iii) Leadership (financing and implementing internal and external programs to promote women in business leadership). In 2013, IFC issued their first bond designed specifically to support women entrepreneurs in developing countries, raising \$165 million from Japanese investors. Municipal and Environmental Infrastructure is one of the specific areas where the EBRD and IFC do not overlap.

IFC launched its Gender Entrepreneurship Markets Program in 2005 and its Banking on Women program in 2010 providing financing and advisory services to clients across six regions including ECA and the Middle East & North Africa.

On Women’s Entrepreneurship, IFC has a partnership with Goldman Sachs’s 10,000 Women initiative, which resulted in the launch of the Women Entrepreneurs Opportunity Facility in 2014. The facility will provide up to \$600 million to improve access to capital for approximately 100,000 women entrepreneurs

Related to the approach and products developed with regards access to finance there is a clear difference at present between approaches. Whilst lending volumes are significantly different, at institutional level, the EBRD’s approach has been to provide a fully comprehensive Women in Business Programme that actively targets both the demand and supply side. It is unique in that it is the first to provide a first loss guarantee alongside direct lending to the PFI and donor funded technical assistance alongside business advisory services to potential end beneficiaries. The EBRD’s Equal Opportunities initiative, started back in 2011, has led to some potential replication within the IFC, although the EBRD continues to leverage its close customer contact and use of conditionality to ensure sustainable delivery. The EDGE Certified Foundation is a strategic partner of IFC as part of the World Bank Group’s global “SheWorks” private sector partnership initiative. While there could be some overlap in geographical coverage with EBRD’s COOs, the difference between the two institutions remains in its delivery model.



## Annex 6: EBRD Gender Equality and the Sustainable Development Goals

Below is a brief overview of the other elements of the 2030 Agenda, in addition to Goal 5, to which the Bank could contribute.

Indicative List of Potential SDG Targets to which the EBRD can Contribute	
Target	EBRD Potential Contribution
<p><b>Target 1.4</b> By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p>	<p>Through Access to Finance and Services: continued focus on developing projects where all segments of the population will have equality of access to services (Infrastructure) and/or financial services. Continue to understand the social norms and legal barriers that impede the full economic participation of women and design interventions to overcome these (including targeted policy dialogue).</p>
<p><b>Target 8.3</b> Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services</p>	<p>Through Access to Finance and Access to Employment &amp; Skills: related to enhancing skills for employment, decent jobs and entrepreneurship the Bank can continue to integrate a dimension of skills development and capacity building when relevant and pertinent to ensure men and women will have the opportunity to develop their full potential. The Bank will continue to develop Equal Opportunity projects with clients in order to promote gender equality within companies, the implementation of dedicated policies and programmes to ensure equality at recruitment stage, the effective career progression of women, the promotion of innovative and sustainable work and life balance policies and practices and the prevention and fight against harassment in the work place amongst other.</p>
<p><b>Target 8.5</b> By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p>	<p>Through both its application of ESP2014 (PR 2) and Access to Employment &amp; Skills via the development of projects which incorporate equal opportunities in the workplace based on sound gender labour audits, the promotion of international best practices and dialogue with the companies, the Bank will contribute to the decent labour agenda and equality of pay.</p>
<p><b>Target 11.2</b> By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons</p>	<p>Through Access to Services: continued development of projects which incorporate tailored, cost effective and sustainable approaches which ensure the safety of all users in the urban transport sector, paying in particular attention to the safety of women and girls.</p>

## Annex 7: Glossary

<p><b>Access and control over resources</b></p>	<p>This concept has three parts: resources, access, and control. The first, resources, refers to means and goods, including economic (household income) or productive means (land, equipment, tools, work, credit); political means (capability for leadership, information and organization); and time. Access and control have slightly different meanings. Access refers to the ability to use and benefit from specific resources (material, financial, human, social, political, etc.) whereas control over resources also entails being able to make decisions over the use of that resource. For example, women’s control over land means that they can access land (use it), own land (can be the legal title-holders), and make decisions about whether to sell or rent the land. Access and control over resources is a key element of women’s empowerment, and by extension, the achievement of gender equality.<sup>37</sup></p>
<p><b>Addressing and engaging men</b></p>	<p>Addressing men and boys refers to better understand the male side of the gender equation. It involves questioning the masculine values and norms that society places on men’s behaviour, identifying and addressing issues confronting men and boys in the world of work, and promoting the positive roles that men and boys can play in attaining gender equality.<sup>38</sup> Engaging with men in the design of projects refers to understand how challenges and structures that reinforce men’s advantages can be examined and transformed, and those that support gender equality can be strengthened. The interventions usually target (i) men as policy and decision makers, (ii) men in the communities; and (iii) men suffering gender related inequalities.</p>
<p><b>Agency</b></p>	<p>Agency refers to the ability and power to make certain choices or act in the interests of the things one has reason to value (WB, 2013).</p>
<p><b>Beijing platform for Action</b></p>	<p>The Beijing Platform for Action is a landmark document that came out of the Fourth World Conference on Women: Action for Equality, Development and Peace, convened in Beijing, China in September, 1995. Member States, in dialogue with a vast mass of women and men representing civil society from around the world, reviewed past progress and new requirements to accelerate the global march towards gender equality and the empowerment of women. The articulation of their understanding and agreement was contained in the Beijing Declaration and Platform for Action. The Declaration embodies the commitment of the international community to the advancement of women and to the implementation of the Platform for Action, ensuring that a gender perspective is reflected in all policies and programs at the national, regional and international levels<sup>39</sup></p>
<p><b>Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)</b></p>	<p>CEDAW, which was adopted in 1979 by the UN General Assembly, is also known as the international bill of rights for women. Currently, over 90% of the members of the United Nations are party to the Convention, making it the second most ratified convention, following the Rights of the Child.</p> <p>CEDAW articulates the nature and meaning of sex-based discrimination and gender equality, and lays out State obligations to eliminate discrimination and achieve substantive equality. The Convention covers not only discriminatory laws, but also practices and customs, and it applies not only to State action, but also State responsibility to address discrimination against women by private actors. The Convention covers both civil and political rights (rights to vote, to participate in public life, to acquire, change or retain their nationality, equality before the law and freedom of movement) and economic, social and cultural rights (rights to education, work, health and financial credit)<sup>40</sup>.</p>
<p><b>Commission on the Status of Women (CSW)</b></p>	<p>The Commission on the Status of Women (CSW) is a functional commission of the United Nations Economic and Social Council (ECOSOC). Established in 1946, the CSW is dedicated exclusively to gender equality and the advancement of the status of women. It is the principal global policy-making body, meeting annually to evaluate progress on gender equality, identify challenges, set standards and formulate concrete policies to promote gender equality and the advancement of women worldwide.<sup>41</sup></p>
<p><b>Decent work</b></p>	<p>Decent work is the availability of employment in conditions of freedom, equity, human security and dignity. According to the International Labour Organization (ILO), decent work involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns,</p>

<sup>37</sup> UN-INSTRAW (now part of UN Women), Glossary of Gender-related Terms and Concepts

<sup>38</sup> International Labour Organization. (2004).

<sup>39</sup> UN Women. (1995). *The United Nations Fourth World Conference on Women*, retrieved from <http://www.un.org/womenwatch/daw/beijing/platform/plat1.htm#concern>

<sup>40</sup> UN Women. *The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)*, retrieved from <https://www.un.org/womenwatch/daw/cedaw/>

<sup>41</sup> UN Women. *Commission on the Status of Women*, retrieved from <http://www.un.org/womenwatch/daw/csw/>

	organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men. <sup>42</sup>
<b>Diversity</b>	Diversity means valuing the differences between people and the ways in which those differences can contribute to a richer, more creative and more productive working environment (it is about respecting the differences such as culture, national origin, sexual orientation, region, gender identity, age, marital status, ethnicity, religion, disability, family structure, health, values, etc.
<b>Equal Opportunities</b>	The approach on ensuring equal treatment, non-discrimination and equal possibilities to access jobs and training for all workers, disregarding their sex/gender, skin colour, ethnicity, sexual orientation, and beliefs, without regard to their capabilities and skills. Bringing equality to the workplace has significant economic benefits. Employers who practise equality have access to a larger and more diverse workforce.
<b>Equal pay for work of equal value</b>	The Equal Remuneration Convention, (No.100), one of the eight core international labour standards, seeks to address discrimination in remuneration by ensuring that women and men receive equal remuneration not just for the same or similar work, but also for work of equal value. This principle is fundamental to the achievement of gender equality, as a large proportion of women do different jobs than men. Assessing the value, and corresponding requirements, of different jobs on the basis of common and objective criteria also contribute to more transparent and efficient systems for pay determination, while improving recruitment and selection procedures. Equal pay for work to which equal value is attributed without discrimination on grounds of sex or marital status with regard to all aspects of pay and conditions of remuneration. <sup>43</sup>
<b>Equal rights</b>	Equal rights of men and women providing civil, political, economic, social, cultural and other rights. They are the rights granted by the international and national laws.
<b>Gender</b>	Refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialisation processes. They are context/ time-specific and changeable. Gender determines what is expected, allowed and valued in a woman or a man in a given context. In most societies there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. Other important criteria for socio-cultural analysis include class, race, poverty level, ethnic group and age. (Source: <a href="http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm">http://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm</a> )
<b>Gender analysis/assessment</b>	Gender analysis may be conducted through different methodologies and approaches however the final objective is always the same: the systematic gathering and examination of information on gender differences and social relations in order to identify, understand and redress potential inequalities based on gender. Some of the key questions for a gender analysis are: <ul style="list-style-type: none"> <li>• What is the situation at the moment?</li> <li>• What are the inequalities or risks of inequalities?</li> <li>• Which consequences could the project have on women and men?</li> </ul>
<b>Gender-based Violence (GBV)</b>	GBV is an umbrella term for any harmful act that is perpetrated against a person's will and that is based on socially ascribed (gender) differences between women and men. The nature and extent of specific types of GBV vary across cultures, countries and regions. Examples include sexual violence; domestic violence; harassment in public and work space; rape; trafficking; honour crimes, etc.
<b>Gender blind</b>	Ignoring/failing to address the gender dimension (as opposed to gender sensitive) <sup>44</sup>
<b>Gender Data</b>	Gender data, including statistics and gap analyses, is a tool to facilitate the understanding of which gender-based inequalities and differences exist and where.
<b>Gender discrimination</b>	The systematic, unfavourable treatment of individuals based on their sex/gender, which denies them rights, opportunities or resources.
<b>Gender (or sexual) division of labour</b>	The division of labour refers to the way each society divides work among men and women, boys and girls, according to socially-established gender roles or what is considered suitable and valuable for each sex. Within the division of labour, there are several types of roles: <p><b>Productive roles:</b> Activities carried out by men and women in order to produce goods and services either for sale, exchange, or to meet the subsistence needs of the family. Normally it involves paid work.</p> <p><b>Reproductive roles:</b> Activities needed to ensure the reproduction of society's labour force. This includes house work like cleaning, cooking, childbearing, rearing, and caring</p>

<sup>42</sup> International Labour Organization. *Decent Work*. Retrieved from <http://www.ilo.org/global/topics/decent-work/lang-en/index.htm>

<sup>43</sup> International Labour Organization. (2008). *Promoting Equity. Gender-Neutral Job Evaluation for Equal Pay: a step-by-step guide*. Retrieved from [http://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---declaration/documents/publication/wcms\\_122372.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_122372.pdf)

<sup>44</sup> European Commission. (1998).

	<p>for family members. These tasks are done mostly by women and are usually unpaid and not recognised.</p> <p><b>Community managing role:</b> Activities undertaken primarily by women at the community level, as an extension of their reproductive role, to ensure the provision and maintenance of scarce resources of collective consumption such as water, health care and education. This is voluntary unpaid work performed during “free” time.</p> <p><b>Community politics role:</b> Activities undertaken primarily by men at the community level, often within the framework of national politics. This officially-recognised leadership role may be paid directly or result in increased power or status.</p> <p><b>Triple role:</b> This refers to the fact that women tend to work longer and more fragmented days than men as they are usually involved in three different roles: reproductive, productive and community work.<sup>45</sup></p>
<b>Gender equality</b>	Gender equality is the goal or final objective where women and men have equal conditions for realising their rights and for contributing to, and benefiting from economic, social, cultural and political development.
<b>Gender equity</b>	Gender equity denotes the equivalence in life outcomes for women and men, recognising their different needs and interests, and requiring a redistribution of power and resources. It constitutes a process towards achieving gender equality.
<b>Gender identity</b>	Gender identity refers to a person’s innate, deeply felt internal and individual experience of gender, which may or may not correspond to the person’s physiology or designated sex at birth. It includes both the personal sense of the body, which may involve, if freely chosen, modification of bodily appearance or function by medical, surgical, or other means, and other expressions of gender, including dress, speech, and mannerisms. <sup>46</sup>
<b>Gender inequality index (GII)</b>	In 2010, the UNDP developed a new index for measuring gender disparity, called the Gender Inequality Index (GII). This index is a composite measure which shows the loss in human development due to inequality between female and male achievements in three dimensions: (1) reproductive health, (2) empowerment, and (3) the labour market. The index ranges from zero, which indicates that women and men fare equally, to one, which indicates that women fare as poorly as possible in all measured dimensions. This was introduced as an experimental measure to remedy the shortcomings of the previous, and no longer used, indicators, the Gender Development Index (GDI) and the Gender Empowerment Measure (GEM), both of which were introduced in the 1995 Human Development Report. According to the index, there is no country in the world where women are equal to men. <sup>47</sup>
<b>Gender mainstreaming</b>	Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality. <sup>48</sup>
<b>Gender needs</b>	<p><b>Practical Gender Needs (PGNs)</b> are the immediate needs identified by women to assist their survival in their socially accepted roles, within existing power structures. Policies to meet PGN tend to focus on ensuring that women and their families have adequate living conditions, such as health care and food provision, access to safe water and sanitation, but also seek to ensure access to income-earning opportunities. PGNs do not directly challenge gender inequalities, even though these may be a direct result of women’s subordinate position in society.</p> <p><b>Strategic Gender Needs (SGNs)</b> are those needs identified by women that require strategies for challenging male dominance and privilege. These needs may relate to inequalities in the gender division of labour, in ownership and control of resources, in participation in decision-making, or to experiences of domestic and other sexual violence. These needs are often seen as transformative in nature as they seek to change women’s status and position in society in relation to men. As such, they are more likely to be resisted than PGNs.</p>
<b>Gender Pay Gap</b>	The Gender pay gap measures the difference between male and female average earnings as a percentage of the male earnings. For instance, if the gender pay gap is 30 percentage points, women’s monthly earnings are 70 per cent of men’s monthly earnings <sup>49</sup>
<b>Gender sensitivity/ awareness/ responsiveness</b>	Understanding and taking into account the socio-related factors underlying gender discrimination.

<sup>45</sup> Moser C., 1993

<sup>46</sup> Promundo, United Nations Population Fund, MenEngage. (2010). *Engaging Men and Boys in Gender Equality and Health. A Global toolkit for action*. Retrieved from <http://www.unfpa.org/publications/engaging-men-and-boys-gender-equality-and-health>

<sup>47</sup> United Nations Development Programme. *Gender Inequality Index*. Retrieved from <http://hdr.undp.org/en/statistics/gii/>

<sup>48</sup> Economic and Social Council. (1997).

<sup>49</sup> Olez, M., Olney, S., & Tomei, M. (2013). *Equal Pay: an introductory guide*. Geneva : International Labour Organization.

<b>Gender Stereotype</b>	A generalised view or preconception about attributes or characteristics that are or ought to be possessed by, or the roles that are or should be performed by women and men. A gender stereotype is harmful when it limits women's and men's capacity to develop their personal abilities, pursue their professional careers and make choices about their lives and life plans. Harmful stereotypes can be both hostile/negative (e.g., women are irrational) or seemingly benign (e.g., women are nurturing). It is for example based on the stereotype that women are more nurturing that child rearing responsibilities often fall exclusively on them. Ref: <a href="http://www.ohchr.org/EN/Issues/Women/WRGS/Pages/GenderStereotypes.aspx">http://www.ohchr.org/EN/Issues/Women/WRGS/Pages/GenderStereotypes.aspx</a>
<b>Gender Transformative</b>	Social norms that limit women's and men's opportunities need to be understood and then changed. Gender-transformative approaches seek to transform gender roles and promote more gender-equitable relationships between men and women in a lasting manner. While gender responsive or gender sensitive approaches recognise the specific needs and realities of men and women based on the social construction of gender roles.
<b>Glass ceiling</b>	The term "glass ceiling" is a metaphor that has often been used to describe invisible barriers ("glass") through which women can see elite positions, for example in government or the private sector, but cannot reach them (coming up against the invisible "ceiling"). These barriers prevent large numbers of women and ethnic minorities from obtaining and securing the most powerful, prestigious, and highest-paying jobs in the workforce. It is also defined as the invisible barrier arising from a complex set of structures in male dominated organisations which prevents women for accessing senior positions. <sup>50</sup>
<b>Multiple discrimination</b>	Concept used to describe the complexity of discrimination implicating more than one ground, also known as "additive," "accumulative," "compound," "intersectional," "complex bias" or "multi-dimensional inequalities." Though the terminology may seem confusing, it tends to describe two situations: (1) situation where an individual is faced with more than one form of grounds-based discrimination (i.e. sex plus disability discrimination, or gender plus sexual orientation). In such circumstances, all women and all persons with disabilities (both male and female) are potentially subject to the discrimination. (2) Situation where discrimination affects only those who are members of more than one group (i.e. only women with disabilities and not men with disabilities), also known as intersectional discrimination. <sup>51</sup>
<b>Occupational segregation</b>	The concentration of women and men in different types and levels of activity and employment, with women being confined to a narrower range of occupations (horizontal segregation) than men, and to the lower grades of work (vertical segregation). <sup>52</sup>
<b>Participation</b>	Participation refers to one's ability and power to be equal contributors to economic, social and political life. Voice, agency and participation are expressed in many ways: such as by having (i) access to and control over resources; (ii) freedom from the risk of violence; (iii) freedom of movement; (iv) decision-making over family formation; and (v) a voice in society and possibility to influence policy. All of these are vital to sustainably empower women (WB, 2013).
<b>Sex disaggregated statistics</b>	The collection and separation of data and statistical information by sex to enable comparative analysis. <sup>53</sup>
<b>Sexual harassment</b>	Unwanted conduct of a sexual nature or other conduct based on sex affecting the dignity of women and men at work including conduct of superiors and colleagues. <sup>54</sup>
<b>Sexual orientation</b>	A person's sexual identity in relation to the gender or genders to which they are attracted.
<b>Social accountability</b>	Social Accountability is an approach toward building accountability that relies on civic engagement, i.e., in which it is ordinary citizens and/or civil society organizations who participate directly or indirectly in exacting accountability. <sup>3</sup> Social accountability can thereby support financial accountability by helping to ensure that public money has been used in a responsible and productive way, complied with legal and regulatory convention, and that value for money has been achieved. <sup>55</sup>
<b>Social inclusion</b>	Social inclusion is the process by which efforts are made to ensure equal opportunities - that everyone, regardless of their background, can achieve their full potential in life. Such efforts include policies and actions that promote equal access to (public) services

<sup>50</sup> European Commission. (1998).

<sup>51</sup> Sheppard, C. (2011). Multiple Discrimination in the World of Work. *International Labour Organization*, 1:57. Retrieved from [http://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---declaration/documents/newsitem/wcms\\_170018.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/newsitem/wcms_170018.pdf)

<sup>52</sup> European Commission. (1998).

<sup>53</sup> European Commission. (1998).

<sup>54</sup> European Commission. (1998).

<sup>55</sup> The World Bank. *Accountability in Governance*. Retrieved from

<http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/AccountabilityGovernance.pdf>



	as well as enable citizen's participation in the decision-making processes that affect their lives.
<b>Social norms</b>	<p>Informal understandings governing patterns of behaviour in a particular group, community, or culture, accepted as 'normal' and to which an individual is expected to conform.</p> <p>Refs: Sherif, M. (1936). <i>The psychology of social norms</i>. New York: Harper. Cialdini, R. D. (2003) "Crafting normative messages to protect the environment". <i>Current Directions in Psychological Science</i>, 12(4), 105–109. Marshall, G. <i>Oxford Dictionary of Sociology</i>.</p>
<b>Sustainability, Innovation and gender</b>	Women are frequently affected by the unequal distribution of resources that are critical for adaptation and resilience to climate change (such as land, credit and information). In addition, they are often underrepresented in decision-making processes that seek to address climate change. Such inequalities can put women, in particular in rural areas, on the frontline of harmful climate change impacts while at the same time constraining their ability to take action to address climate change.
<b>Sustainable Development Goals (SDG)</b>	The members states agreed in the Rio+20 Conference to launch a process to develop a set of Sustainable Development Goals (SDGs), which will build upon the Millennium Development Goals and converge with the post 2015 development agenda. The SDGs were approved at the UN Summit Conference in September 2015.
<b>Systemic Impact (EBRD methodology)</b>	<p>As with any form of transition impact, the focus is on 'systemic' effects that go beyond the direct impact of an individual project. The sources of such systemic effects can be through</p> <ul style="list-style-type: none"> <li>- Scale of the project: the project is in itself systemic, i.e. in the context of an underdeveloped region;</li> <li>- Replicability of the changes within or across sectors or geographies through demonstration effects, business standards or changes to the regulatory or institutional frameworks (as part of a wider EBRD effort through TC and the Legal Transition Team).</li> </ul>
<b>Theory of Change</b>	A specific type of methodology for planning, participation and evaluation. It defines long-term goals and then maps backwards to identify necessary preconditions.
<b>Voice</b>	Voice refers to one's ability and power to speak up and be heard in the society, community and in the household <sup>56</sup> .
<b>Women's empowerment</b>	<p>According to Beijing Declaration: "Women's empowerment and their full participation on the basis of equality in all spheres of society, including participation in the decision-making process and access to power, are fundamental for the achievement of equality, development and peace".</p> <p>Empowerment is a 'bottom-up' process of transforming gender power relations, through individuals or groups developing awareness of women's subordination and building their capacity to challenge it.</p> <p>Empowerment is about people — both women and men — taking control over their lives: setting their own agendas, gaining skills, building self-confidence, solving problems, and developing self-reliance.<sup>57</sup> When applied to EBRD operations, empowerment can be understood as the support processes that increase women's and men's self-confidence, develop their self-reliance, and help them set their own economic agendas</p>
<b>Women's (economic) empowerment</b>	Gender equality in the economy refers to the full and equal enjoyment by women and men of their economic rights and entitlements facilitated by enabling policy and institutional environments and economic empowerment. Economic empowerment refers both to the ability to succeed and advance economically and to the power to make and act on economic decisions. Empowering women economically is a right that is essential for both realising gender equality and achieving broader goals such as economic growth, poverty reduction, and improvements in social well-being. <sup>58</sup>

<sup>56</sup>World Bank. (2012). *World Development Report 2013 : Jobs*. Washington, DC. Retrieved from <https://openknowledge.worldbank.org/handle/10986/11843>

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<sup>58</sup> Golla, A. M.; Malhotra, A.; Nanda, P. & R. Mehra. (2011). *Understanding and Measuring Women's Economic Empowerment*. *International Centre for Research on Women*. 1-12. Retrieved from <http://www.icrw.org/sites/default/files/publications/Understanding-measuring-womens-economic-empowerment.pdf>



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