

Mainstreaming gender into the EBRD operations

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European Bank
for Reconstruction and Development

2009-2012: Gender Action Plan

- Short-term initiatives to build internal capacity and propose specific guidance and tools on gender mainstreaming; piloted across three countries – Romania, Georgia and the Kyrgyz Republic

2013-2015: Strategic Gender Initiative

- First attempt to address gender issues in EBRD operations in a systematic way with a specific focus on SEMED, Turkey & Central Asia
- Focus on both disproportionate gender impacts of EBRD investments (mitigation) and opportunities for reducing gender gaps through EBRD investments
- EBRD internal institutional strengthening for mainstreaming gender (creation of a Gender Team, etc.)

2016: Strategy for the Promotion of Gender Equality

- Mandate from EBRD Board to “mainstream gender” by 2020 in Bank operations
- The Strategy mandates the Bank to support women’s economic empowerment by enhancing investments to deliver on these goals and engage in the creation of enabling environments

Access to Finance & Entrepreneurship

- **Goal:** To improve women's access to finance and support female entrepreneurship
- **How:** Through credit lines and technical support to commercial banks and women-led businesses
- **Six Women in Business Programmes launched to date:** Turkey, Western Balkans, Kazakhstan, Egypt, Croatia, the Eastern Partnership
- Total lending to date of **over EUR0.5billion** to **thirty** partner financial institutions

Access to Employment & Skills

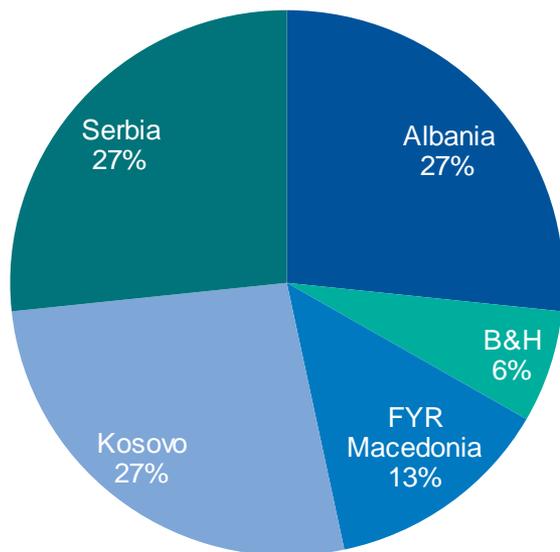
- **Goal:** To improve women's access to skills and employment by promoting women's participation in our client's workforce
- **How:** Support to clients in the area of Equal Opportunities; Supply chain management and procurement strategies, frequently alongside technical support
- **Twenty nine projects to date** in Industry, Commerce & Agribusiness, Energy and Infrastructure

Access to Services

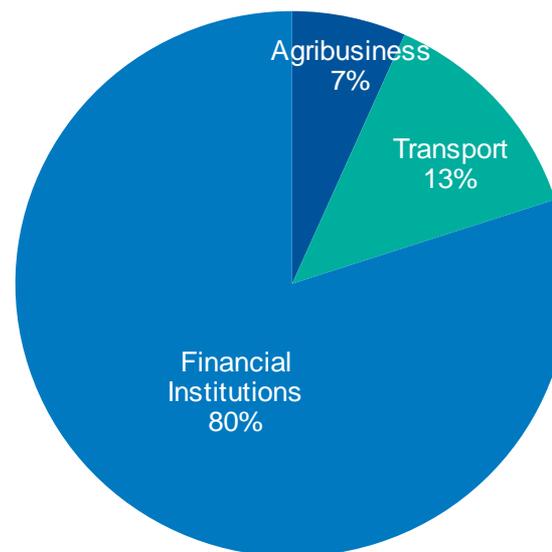
- **Goal:** To improve women's access to basic services, primarily in MEI and transport
- **How:** Support to clients to deliver gender responsive services, including building internal capacity, frequently alongside TC
- **Eleven projects to date** which promote **equal access to services** in urban transport, national transport, water and urban planning

EBRD's investments with gender (as of October 2016) in the Western Balkans

By country, %



By sector, %



15 EBRD investments with a gender component or focus

- The Bank's current approach focusses specifically on two aspects of the Gender Strategy:
 - ensuring **equal and fair access to the services** which the EBRD finances
 - **improved equal opportunities** within the workplace
- We do this by engaging directly with
 - the EBRD Clients including **Municipalities** and/or
 - the **related service provider/operator**
- The EBRD's requirements can then be enshrined in the Loan documentation as **conditionalities**
- The Bank provides focussed **Technical Cooperation** support funded under its donor funded **Gender Advisory Services programme** to the Client

Business case for gender equality: a case of transport

What's in it for a transport operator?

“Meeting staffing needs”

“Customer service”

“Relations with passenger community”

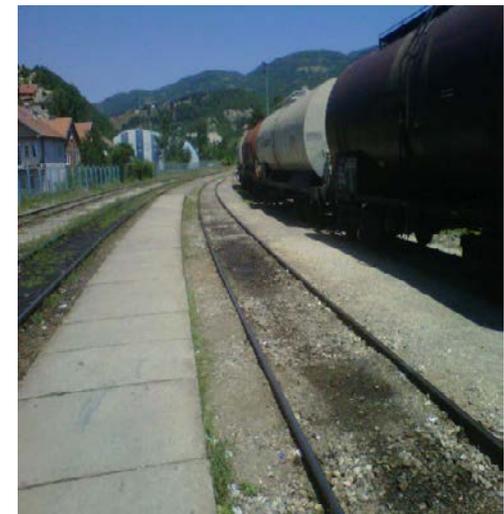
“Better teamwork”

“Quality and safety of driving”

“Modern company image”

Equal opportunities in Infrakos, Kosovo (2016-17)

- Women currently account for less than **6% of all 322 employees** in ‘Infrakos’, which is a railway company responsible for the provision and maintenance of the railway infrastructure in Kosovo. As is common in the sector, women are overwhelmingly concentrated in **administrative, finance and legal positions**.
- A number of issues impede women’s access to employment, such as perceptions and gender stereotypes; inflexible and generally unattractive terms and conditions of employment and lack of clear career trajectories and opportunities.



Equal opportunities in Infrakos, Kosovo (2016-17)

• Infrakos HR policies and practices were reviewed and recommendations developed;
The work is structured across four tracks:

- HR policies and practices
- Recruitment
- Skills management and career development, and
- Developing the talent pipeline.



• Ongoing technical support for drafting **Grievance and Equal Opportunities policies** and **Staff Satisfaction Survey**.

• A **technical study tour** to a European railway company with advanced EO/HR practices – (2017).

Equal Opportunities in Albanian Railways (HSH), 2017-2019

- HSH does not have in place any internal policies regarding non-discrimination and equal opportunities;
- It employs appr. 1,000 people; Sex-disaggregated data on staffing is limited, however the significant majority of the employees are men. Women are overwhelmingly concentrated in administrative positions.



- While HSHS abides by the law, it does not proactively engage on gender issues. There are no activities at the Company that are aimed at encouraging women to take roles traditionally occupied by men.

Equal Opportunities in Albanian Railways (HSH), 2017-2019

Subject to the findings of the EO/HR assessment and the recommendations, HSH may need support with the following activities:

- Develop and maintain a system to collect sex-disaggregated data
- Review existing timetables and working shifts
- Review the Company's recruitment policies and practices
- Develop a career progression plan (performance review structure, etc.)
- Develop a staff training strategy on EO in the workplace and deliver training
- Improve working environment (in line with a workplace audit to be undertaken)
- Assess available talent pool in the sector and support HSH with outreach and marketing efforts (including potential collaboration with TVET institutions)
- Organise a workshop (for sharing lessons learned and learning best practice)
- Ensure that the lessons learned from the Infrakos project are applied.

Kyrgyz Republic: Mainstreaming Gender with Bishkek Municipality (2011-15)

- The gender analysis conducted as part of the EBRD investment in the **Bishkek Trolleybus Company** identified differences in transport use and access between men and women
- Enhancements included improved equal access focussed on tailored trolleybus procurement to meet the needs of women and vulnerable populations, including:
 - attention to women driver and passenger safety through installation of video cameras, self-contained driving capsules;
 - procurement of low-floor buses for easy access for women carrying loads and passengers with limited movement.
- Follow-on donor-funded **policy dialogue** with the Municipality to design and implement a Gender Advisory Services Programme covering municipal companies in the **water, transport and solid waste sector.**



- Some laws and regulations differentiate between men and women in ways that affect women's opportunities and incentives to work.
- Restrictions on working hours, sectors and occupations limit the range of jobs that women can hold. This can lead to occupational segregation and confinement of women to low-paying sectors and activities.



Legal restrictions on women's employment: Western Balkans

Economy	Where are the barriers?
Albania	Women cannot engage in jobs requiring lifting weights above threshold in the same way as men (up to 20 kg). Law No. 7961 of 12 July 1995, Art. 55
Bosnia & Herzegovina	Women cannot work in jobs deemed hazardous in the same way as men and cannot do the same job-related tasks as men. Women cannot work in mining in the same way as men. Labour Law, Article 52
Kosovo	No restrictions found
FYR Macedonia	Women cannot work in mining, factory and construction work in the same way as men. Labour Relations Law, Article 131-160
Montenegro	Women cannot work in jobs deemed hazardous or arduous in the same way as men. Women cannot work in mining, factories, construction and metalwork in the same way as men. Labour Law, Article 104-15
Serbia	No restrictions found

- Economic rationale – a good entry point
- Client allocation of staff time - client buy in and a focal point
- Support of bankers, gender specialists and consultants
- Time needed to develop capacity and new institutional mechanisms – changes do not happen overnight
- Balance between process and written outputs
- Limited number of cost-effective, feasible actions – focus on a low-hanging fruit is sometimes more effective/feasible
- Small things can make a big difference – i.e. separate facilities for women and men (toilets, changing rooms, etc.)
- Messaging is key – internally among staff and externally
- Dialogue and partnership with other stakeholders can help with outreach to women.

Thank you for your attention

For further information on EBRD's work promoting gender equality, please see:

www.ebrd.com/gender

Contact us on: gender@ebrd.com



Visit www.youtube.com/ebrdty to see our Gender Matters video

