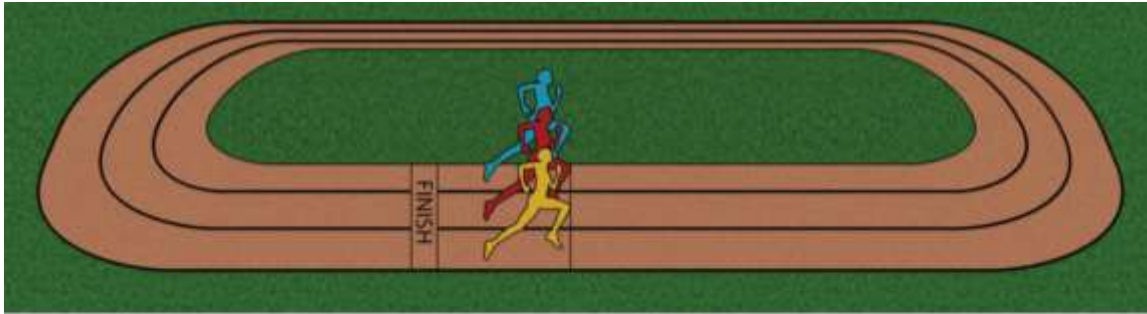


# Adding Gender Lens To The Private-Public Partnerships

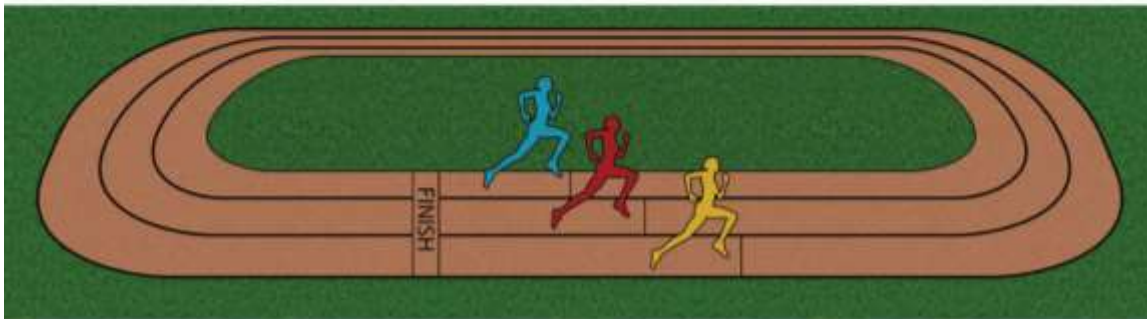
May 19, 2021



## WHAT DO WE MEAN BY GENDER-EQUITY?



**EQUALITY**



**EQUITY**

## WHAT ARE GENDER NORMS?

It refers to the unspoken, cultural, societal norms that are associated with being male, female or other identities. Gender norms vary across regions and cultures. Gender equity recognizes that all genders are not in the same starting position, owing to historical and social disadvantages. Treating all genders equally might not always be fair.

# BUSINESS CASE FOR GENDER IN INFRASTRUCTURE

## Leaders



- Studies show that more women in leadership roles have a positive effect on companies' operations and financial performance. Diversity allows for different perspectives that enhance the quality of decision making <sup>1</sup>
- PwC found that mining companies with women on the board have a higher profit margin than those without. <sup>3</sup>

## Stakeholders



- Including women in community stakeholder engagements helps companies to understand beforehand the full range of issues that concern communities and by addressing them can avoid project delays.
- In 2018, EY named social license to operate as the first biggest business risk to mining and metals industries. Women are key stakeholders in obtaining this social license.

## Employees



- BHP Billiton has reported a 15% improvement in performance in its 10 most gender-inclusive operations, which has contributed to the company's goal of having a 50% female workforce by 2025. <sup>4</sup>
- Research shows that in Papua New Guinea, cost of staff time lost due to GBV amounts to 2% to 9% respectively of companies' total salary bills and on average, each staff member loses 11.1 days of work per year. <sup>5</sup>

## Consumers



- Men and women use urban transport differently - women take shorter trips, do more trips at off-peak hours, do additional trips on their workplace (childcare facilities)<sup>13</sup>. Understanding these differences can help companies target more women
- Rural electrification raised female employment in South Africa by 9.5 percent, likely because it released women from home production and enabled microenterprises. <sup>14</sup>

## Entrepreneurs



- 28% of SMEs globally are women-owned and about 70% of these SMEs in developing countries are either unserved or underserved by financial institutions, presenting a market opportunity of \$1.5 trillion to invest in the women's market and fill this credit gap. <sup>7</sup>
- Companies that prioritize supplier diversity including gender - have a 133 percent greater return on procurement investments, spend 20 percent less on buying operations, and have smaller procurement teams than those with lower supplier diversity. <sup>8</sup>

# Gender opportunities

## Financial performance

For two consecutive years, the top 20 most gender diverse utility firms had a 15% higher ROE than the bottom 20 ([EY 2019](#))

## Safer operating environment

Studies show that women are often more likely to follow safety protocols and operate equipment safely, reducing maintenance costs ([IFC 2013](#))

## GBVH and cost savings

GBVH can cost companies heavily in the form on litigation fees, reputational damage, poor community relations staff turnover, absenteeism and presenteeism. This cost was valued at \$89M for the garment industry in Cambodia ([CARE 2017](#))

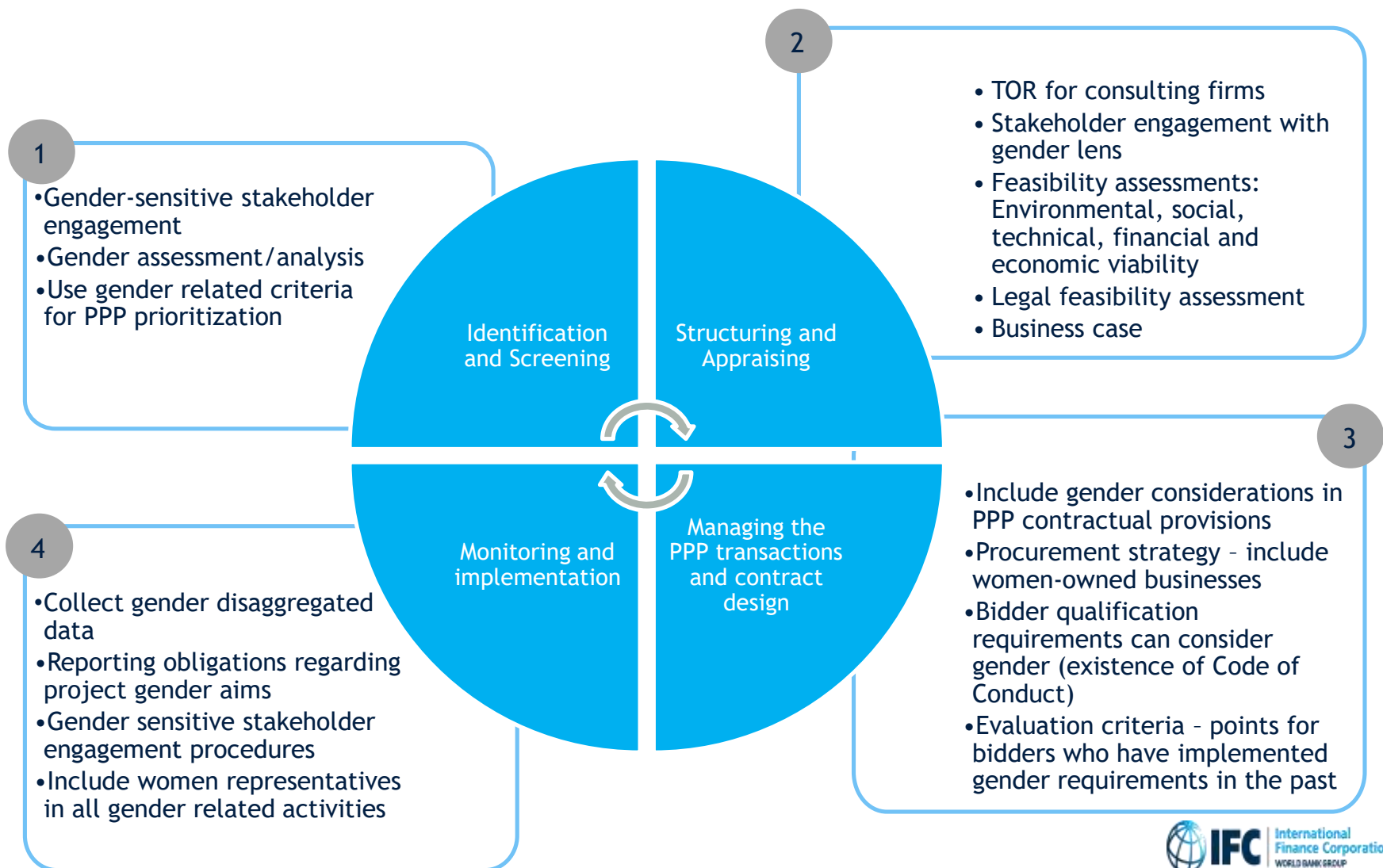
## Sustainability and Compliance

Companies with more gender-balanced senior leadership often rank higher on ESG risk management indicators ([OECD 2016](#))

# HOW UNIQUE FUTURES OF PPP CAN CONTRIBUTE TO GENDER EQUALITY

Feature of PPP	Potential ways it could Contribute to Gender Equality
Long-term contracts between public and private sectors	The long-term and often large-scale nature of the partnership could provide opportunities through sub-contracts to develop the local private sector, including women-owned businesses.
Remuneration linked to performance	PPP contract could include bonuses or penalties to provide strong incentive and accountability for the private sector partner to achieve gender-related performance goals.
Performance monitoring	Both output based and process indicators used to monitor performance could reflect gender equality related goals. (e.g., process to preventing GBV or sexual harassment is in place; bus stops will have lights and cameras operating 24/7)
Private partners bearing significant risks and management responsibilities	The PPP contract could stipulate that the private partner bears the risks associated with any of the project's gender equality related goals, see Box 6 on Nam Theun 2 for example.
Life-cycle approaches that increase efficiency and may lead to the most economical solutions	Achieving this efficiency requires feedback from consumers and the local community to understand the whole of the project context and local practices. Gender equality will be critical to this flow of data and feedback from the community.
A strong legal and institutional PPP framework	Often for a PPP project to be successful it needs to be enabled by a strong legal and institutional framework. There are opportunities to include gender equality aims in this legal and institutional framework.

# ENTRY POINTS FOR GENDER IN THE PPP PROJECT LIFECYCLE



# Project Cycle with Gender Entry Points



1. Gender-sensitive stakeholder engagement
2. Gender analysis -> requires collection of sex-disaggregated baseline data
3. Use gender-related criteria for PPP prioritization

# Gender analysis and a gender-resettlement strategy helped Nam Theun 2 Hydropower Project



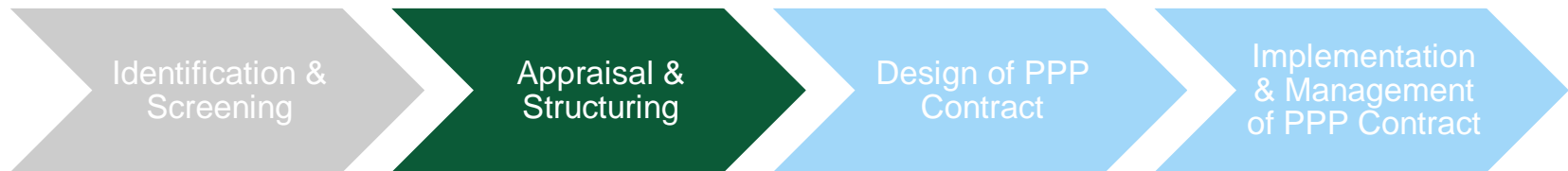
The Nam Theun 2 (NT2) Hydropower Dam, was a landmark PPP project for the government of Laos. Building it required relocating over 6,000 people from 17 villages and the area, historically marked by poverty and low capacities, was not in a great position to absorb the stresses associated with resettlement

A **gender analysis** was conducted and found that women and girls, particularly those from marginalized ethnic groups or disadvantaged households stood to lose the most from the resettlement process. Correspondingly, a **Gender Resettlement Strategy** was developed

By and large the gender actions related to resettlement were successful. All new assets were jointly issued in the name of husband and wife; and to receive new assets, both genders had to be present with additional training workshops to explain the importance of joint titling. Women also benefitted from access to childcare facilities during resettlement; access to savings and loans schemes and to assets like push carts and clean water to reduce their work burdens



# Project Cycle with Gender Entry Points



1. Inclusion of gender related issues in the TORs of the various Phase 1 work streams
  - Gender-sensitive stakeholder engagement – designed to ensure active and direct participation of women
  - Environment & Social impact assessment – For e.g. ensure gender inequalities are addressed while designing resettlement compensation mechanisms
  - Technical due diligence – Identify technical design features that can be gender sensitive
  - Legal due diligence – Identify policy level requirement that has a gender impact. For e.g. affordable housing projects in some countries require minimum % of house allottees to be women as per policy
  - Financial & economic viability assessment – Gender sensitive approach would assess if proposed tariffs/fees are affordable for both women and men
2. PPP transaction structuring - Incorporate gender related findings from Phase 1 in various structuring elements



### Gender-Sensitive Stakeholder Engagement

Extra efforts were made to include community members, in particular women, in stakeholder consultations:

- a) At least three weeks before the consultation meeting, information of appropriate form and in local languages was provided at the district, commune, village and household level
- b) Consideration was given to having separate meetings with any group that was reluctant to attend the village meetings, to encourage women and other vulnerable groups to participate
- c) Information sheets, posters and calendars that included some project information, frequently asked questions and contact details were given to village heads and distributed to all households

# VIETNAM - TRUNG SON HYDRO PROJECT



### Environment & Social Impact Assessment

a) Socio economic survey revealed that the river-transport systems did not have any specific facilities dedicated to women (for example, separate ticket counters, waiting rooms, or rest rooms for women at the project sites). This made it difficult for women to use the infrastructure services and to benefit from increased employment and entrepreneurship opportunities.

### Design

a) The physical design of the facilities addressed safety-related issues for women as users and small traders in the design and incorporate, for example, separate toilet facilities for women and women-only waiting rooms.

# BANGLADESH REGIONAL WATERWAY TRANSPORTATION (P154511)

# Project Cycle with Gender Entry Points



1. Include gender considerations in PPP contractual provisions re: environmental & social standards; safeguards; procurement; stakeholder engagement; employment/entrepreneurship; project monitoring; grievance redress mechanisms; technical and performance requirements
2. Procurement strategy—can actively promote women’s empowerment; e.g., inclusion of women-owned businesses
3. Bidder qualification requirements can consider gender; e.g., does bidder have a code of conduct?
4. Evaluation criteria—extra points can be given to bidders demonstrating they have implemented gender requirements in the past.



### Analysis

- a) Physical harassment
- b) Inadequate safety and security
- c) Difficulty in traveling with children and luggage
- d) The need for a payment scheme to allow for multiple trips
- e) Difficulty in boarding and alighting
- f) Low representation of women employees

### Design

- a) Sufficient space for passengers and cargo
- b) Upgraded sidewalks, walking facilities, well-lit stations, and surveillance equipment
- c) A system designed for easy boarding and alighting
- d) project-policy that promotes equal-employment opportunities

# METRO MANILA BRT LINE 1 (P132401)

# Project Cycle with Gender Entry Points



1. Collect gender disaggregated data
2. Reporting obligations re: performance requirements related to project gender aims
3. Gender-sensitive stakeholder engagement procedures
4. Include women's representatives in all gender-related activities— e.g., for more sensitive grievance redress mechanisms

# Gender Sensitive Stakeholder Engagement in the Trung Son Hydropower Project



The World Bank-supported Trung Son Hydropower Project made extra efforts to include community members, in particular women, in stakeholder consultations.

The following measures were taken:

- At least three weeks before the consultation meeting, information of appropriate form and in local languages was provided at the district, commune, village and household level.
- Information sheets, posters and calendars that included some project information, frequently asked questions and contact details were given to village heads and distributed to all households.
- Audio recordings of the project information, frequently asked questions and contact information, with a machine on which they could be played, were provided at the village level. Recordings were in four languages: Vietnamese, Thai, Muong and H'Mong.
- Consideration was given to having separate meetings with any group that was reluctant to attend the village meetings, to encourage women and other vulnerable groups to participate.
- A short oral summary of the project, its impacts and proposed mitigation measures, was presented at the meeting. All questions, feedback and requests were properly recorded and provided appropriate responses.
- Group discussions were held if needed. In addition to Vietnamese, translation of the discussions into local languages was provided as necessary.
- At least one observer from a Vietnamese NGO was present at each of the village consultations.

## Example of procurement strategy including women-owned businesses from South Africa



Under the South African Renewable Energy Independent Power Producer Procurement Program (REIPPPP), independent power producers (IPPs) are either required or encouraged to meet the following criteria:

- In terms of job-creating targets, 12 to 20 percent of the staff of renewable-energy plants must originate from the local communities where they are located. Because South Africa's population is predominantly female, a fair number of these local beneficiaries are women.
- At least 12 percent of project shareholding is reserved for black people, including women.
- IPPs should aim to procure up to five percent of their inputs exclusively from women-owned vendors or business enterprises.
- IPPs must aim for 40 percent black top management in their project companies, with preference for black women in particular.

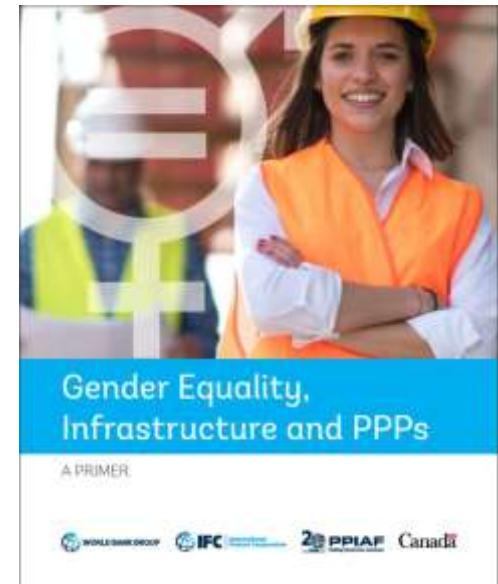
The program is also benefitting women through the socio-economic development and enterprise development initiatives implemented by IPPs.



Thank you

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