



EBRD Gender & INCLUSION



FINANCE &
ENTREPRENEURSHIP



EMPLOYMENT
& SKILLS



SERVICES

Strategy for the Promotion of Gender Equality 2021-2025



European Bank
for Reconstruction and Development

President's Recommendation

The last few decades have brought meaningful progress towards gender equality as well as a global realisation that women's equality is an urgent priority. Overall, however, change has been incremental and uneven. Despite progress, women worldwide do not fully experience equal rights and their economic, social, leadership and development potential often remains untapped. In addition, the Covid-19 pandemic has had a devastating impact on women and girls around the world, including in EBRD COOs, rolling back on the hard-won achievements of past years. **The impact of the crisis on men and women is extensive and differentiated, and often can be traced along existing and persistent gender inequalities.** Women are disproportionately affected due to their representation in sectors that were hard hit by lockdown policies, their increased likelihood to be in lower paid, part time, informal and precarious jobs, as well as a significant increase in time spent on care duties. The crisis risks putting gender equality and inclusion efforts on hold and even reversing the gender equality gains made in recent decades, with significant costs to not only women, but also businesses and economies as a whole.

The EBRD – with its strong private sector focus and its extensive experience promoting policy dialogue in the countries where we work – has a significant role to play in countering such dynamics, and instead enabling countries to leverage the contribution that greater gender equality can make to faster recovery and sustainable, long-term growth. This is recognised in the Bank's Strategic and Capital Framework (SCF) 2021-2025 which underlines the importance of equality of opportunity in shaping transition in our countries of operations, in addition to the other two cross-cutting themes of green and digital.

Under the first Strategy for the Promotion of Gender Equality (SPGE) 2016-2020, the EBRD put in place the foundations for EBRD's impact on gender equality at project and policy level. The Bank scaled up key products such as the EBRD Women in Business Programme across over 20 countries and achieved important policy milestones, for instance, by removing legal barriers to women's employment in Central Asia. In total, EBRD has invested over EUR 7.3 billion in projects that promote gender equality since 2016 – but this is only the beginning.

With this second SPGE (2021-25), the Bank will further scale-up its activities to promote gender equality throughout its operations, and introduce additional lenses to ensure that approaches reflect new and emerging challenges as well as tackle entrenched issues. The Strategy sets out the corresponding objectives and lenses, reflecting the Bank's Strategic and Capital Framework (2020-25) priorities of climate change and digitalisation, as well as two additional cross-cutting areas that are crucial for enhancing women's participation in the economy and public life: the provision of care and the promotion of women's voice and agency, including the freedom from gender-based violence and harassment (GBVH). In this context, the new SPGE also emphasises the importance of strong internal processes, implementation tools, knowledge creation and sharing, and continuous capacity building to enable Bank staff and clients to integrate gender considerations into a growing number of projects.

The SPGE (2021-25) will operationalise these priorities in alignment with the Bank's sectoral and country strategies, the Equality of Opportunity Strategy (EOS) 2021-2025 and the 2019 Environmental and Social Policy (ESP).

I recommend that the Board of Directors thus approves this new five-year Strategy for the Promotion of Gender Equality (SPGE) for 2021-2025.

Odile Renaud-Basso

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List of Abbreviations

AEB	Agreement Establishing the Bank	FW	Framework	PPP	Public-Private Partnership
AFI	Alliance for Financial Inclusion	GBVH	Gender-based Violence and Harassment	PR	Performance Requirement
AI	Artificial Intelligence	GCF	Green Climate Fund	SCF	Strategic and Capital Framework
ASB	Advice for Small Businesses	GDP	Gross Domestic Product	SDGs	Sustainable Development Goals
ATQs	Assessment of Transition Qualities	GEI	Gender and Economic Inclusion	SEAH	Sexual Exploitation, Abuse and Harassment
CA	Central Asia	GET	Green Economy Transition	SEE	South-Eastern Europe
CEB	Central Europe and Baltic States	HR	Human Resources	SEMED	Southern and Eastern Mediterranean
COO	Country of Operations	ICA	Industry, Commerce & Agribusiness	SME	Small and Medium-Sized Enterprise
CIF	Climate Investment Fund	ICT	Information and Communications Technology	SIG	Sustainable Infrastructure Group
EEC	Eastern Europe and the Caucasus	IDB	Inter-American Development Bank	SPGE	Strategy for the Promotion of Gender Equality
ENR	Egyptian National Railways	IDLO	International Development Law Organization	SSF	Shareholder Special Fund
EO	Equal Opportunities	IDS	Institute of Development Studies	STEM	Science, Technology, Engineering And Mathematics
EOAP	Equal Opportunity Action Plan	ILO	International Labour Organisation	TC	Technical Cooperation
EOS	Equality of Opportunity Strategy	KPI	Key Performance Indicator	TI	Transition Impact
ESAP	Environmental and Social Action Plan	LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex	TMT	Telecommunications, Media and Technology
ESD	Environment and Sustainability Department	LMIC	Low-to-Middle-Income Country	TOC	Theory of Change
ESG	Environmental, Social, and Governance	MDB	Multilateral Development Bank	TVET	Technical and Vocational Education and Training
ESP	Environmental and Social Policy	MEI	Municipal and Environmental Infrastructure	W20	Women 20
ETC	Early Transition Countries	MSME	Micro, Small & Medium Enterprises	WEPs	Women's Empowerment Principles
ETF	European Training Foundation	MoU	Memorandum of Understanding	WG	Working Group
EU	European Union	OCE	Office of the Chief Economist	WiB	Women in Business
FI	Financial Institutions	PFI	Partner Financial Institution	WWB	Women's World Banking

Executive Summary

Recognising that gender equality is central to countries' transition towards becoming well-functioning, sustainable market economies, the Bank seeks to increase women's economic empowerment and equality of opportunities in its COOs. The SPGE 2021-2025 builds on the lessons learnt under the previous SPGE, with a focus on **consolidating and strengthening gender-responsive results** while taking into consideration the impact of the Covid-19 crisis on women's access to economic opportunities. The SPGE 2021-2025 aims to continue to strengthen the EBRD's gender-responsive investment culture across sectors and countries of operations. It will do this by increasing support for the promotion of equality of opportunity for women, by mainstreaming gender considerations in the Bank's projects and policy priorities. As such, the SPGE underpins and informs, in a cross-cutting fashion, other Bank strategies and policies, including country, sector and thematic strategies. The EBRD's new Equality of Opportunity Strategy (EOS), launched in parallel, reflects this approach by integrating gender equality as part of the Bank's Inclusive transition impact methodology.

The SPGE will steer Bank investments and policy engagements based on three key focus areas:

- (i) The **Access to Finance and Entrepreneurship** priority will have the overall goal of **building inclusive and gender-responsive financial systems and business environments**. Under this focus area, FI investments will be supported to focus on gender equality through increasing women's access to equal economic opportunities as business leaders, as entrepreneurs, and as consumers of finance.
- (ii) The **Access to Skills, Employment and Livelihoods** focus area will have the overall goal to support investments to better **promote skills, employment and sustainable livelihoods**. This focus area will support investments to promote gender equality in the corporate and SME sector as well as in public service providers and focuses on strengthening women's employment in technical jobs as well as in meaningful leadership positions and equipping them with skills for the future.
- (iii) The **Access to Services and Public Goods** priority has the overall goal to create **inclusive and gender-responsive services and public goods**. This focus area will promote gender equality in the infrastructure sector as a source of economic opportunities for women further supported by green, economic and institutional effectiveness, and participatory infrastructure design and delivery that contributes to long term impact.

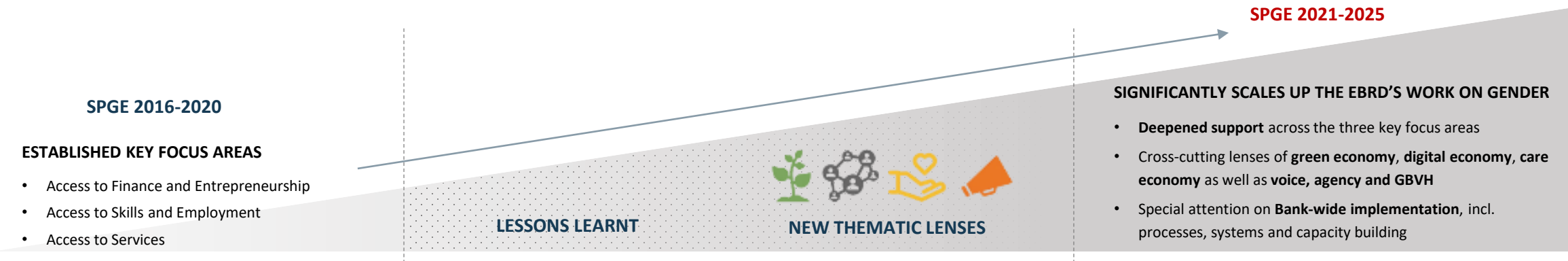
Under the SPGE 2021-2025 the above three priority strategic directions will each further support key areas for EBRD's expanded gender engagement, by applying **four thematic lenses** which were selected through consultation sessions with internal and external stakeholders complemented by a gender and regional megatrends analysis. Thematic lenses on **the Green Economy** and **the Digital Economy** reflect new opportunities for greater EBRD impact on gender equality arising under the strategic cross-cutting themes for the Bank as outlined in the SCF 2021-2025. Moreover, lenses on **the Care Economy**, as well as **Voice, Agency and Addressing Gender-Based Violence and Harassment (GBVH)** explicitly amplify the Bank's work on existing and persistent constraints to gender equality across the EBRD region.

The SPGE 2021-2025 further scales up and strengthens the EBRD's gender-responsive investment culture across sectors and countries of operations, with an **overall ambition of 40% of annual EBRD operations** integrating gender equality measures by the end of 2025. It does so by putting forward four **SPGE implementation flagships** that focuses on mainstreaming gender equality considerations across the Bank's projects and policy priorities, improved attention to gender in relevant business processes including the Gender SMART tag, strengthening internal capacity and building up the EBRD's contribution towards regional and global efforts, knowledge creation and advocacy to promote gender equality, including in partnership with others. Resources, especially new skills and expanded presence of gender expertise in regions, are central to the success of the implementation plan and proposed ambition of the SPGE. This is complemented by a well-defined **Performance Management Framework**.

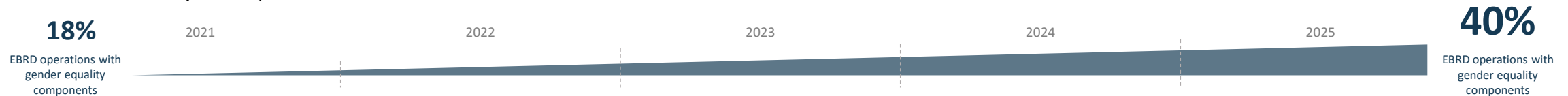
A

The new Strategy for the Promotion of Gender Equality (SPGE) 2021-2025 significantly scales up the EBRD's activities across three focus areas that have been guiding the Bank's work since 2016

The SPGE 2021-2025 focuses on significantly **scaling-up the Bank's engagement with its clients and COOs to ensure that women and girls have equal access to economic opportunities** and that gender equality remains a key priority in private sector development and policy engagement.



The SPGE 2016-2020 established the foundations for a better **analysis of gender issues across the EBRD region**, leading to positive results by integrating gender equality components into investments. However, gender gaps in the EBRD region persist and have even been exacerbated by the Covid-19 pandemic. The evaluation of the SPGE 2016-2020 has identified areas of strengths but also opportunities to scale up the Bank's impact on promoting gender equality. The SPGE 2021-25 focuses on **three thematic priority areas** to enhance access to **inclusive and gender-responsive financial systems and business environments, skills, jobs and sustainable livelihoods**, as well as **inclusive and gender-responsive services and public goods**. Its overall ambition is to increase the **share of annual EBRD operations integrating gender equality measures from 18 to 40 percent** by the end of 2025.



B

It introduces four additional cross-cutting lenses in order to further deepen the Bank's impact on strengthening women's economic empowerment and equality of opportunity

The SPGE 2021-2025 sets out to scale up the EBRD's operations to enhance gender equality. It integrates four new thematic lenses as cross-cutting priorities that reflect new megatrends as well as persistent challenges: (1) **Gender equality in the green economy**, (2) **Gender equality in the digital economy**, (3) **Gender equality in the care economy**, and (4) **Gender equality by supporting voice, agency and addressing gender-based violence and harassment (GBVH)**.

THEMATIC LENSES

Provide additional nuance and opportunity to deepen EBRD gender impact

MEGATRENDS



THE GREEN ECONOMY

Reflecting the opportunities and challenges from climate change and the green economy



THE DIGITAL ECONOMY

Reflecting the opportunities and challenges from the proliferation of digital technology and online economic activity



THE CARE ECONOMY

Reflecting the opportunities and challenges from increased demand for care provision, and the importance of addressing women's unpaid care burden



VOICE, AGENCY AND ADDRESSING GBVH

Reflecting the importance of ensuring women's ability to participate in decision making across economic and public life, as well as tackling gender-based violence and harassment in all its forms.

KEY FOCUS AREAS

1

BUILDING INCLUSIVE AND GENDER-RESPONSIVE¹ FINANCIAL SYSTEMS AND BUSINESS ENVIRONMENTS

To promote access to finance and entrepreneurship and promote financial inclusion and the establishment of an inclusive, and gender-equal financial system.

2

BROADENING ACCESS TO SKILLS, EMPLOYMENT AND SUSTAINABLE LIVELIHOODS

To enhance access to skills and employment as well as livelihoods to reflect also on non-standard forms of employment.

3

CREATING INCLUSIVE AND GENDER-RESPONSIVE¹ SERVICES AND PUBLIC GOODS

To ensure access to services and public goods includes a recognition of the importance of access to public realm and as it shapes women's ability to participate fully in economic and public life;

OBJECTIVE

Women's economic empowerment and equality of opportunity increased as a result of EBRD's investments, technical support and policy dialogue

c

In doing so, the SPGE leverages the EBRD's key strengths as an operations-driven, private sector-focused, hands-on, in-country development Bank

The EBRD's added value lies in its ability to leverage the power of the private sector to increase women's economic empowerment and equality of opportunity. To do so, the Bank builds on its available set of impact pathways - investments, technical cooperation and policy dialogue. To maximise the potential of these instruments, the SPGE 2021-2025 gives special attention to the enablers of equality in access to economic opportunities for women and to building the systems and processes to strengthen Bank-wide implementation of gender mainstreaming. Its unique value proposition means that the EBRD's work on women's economic empowerment necessarily cannot capture all aspects of gender equality. Against this backdrop, the SPGE 2021-2025 seeks to build partnerships with other development actors and the civil society, to create synergies and achieve systemic impact in the countries where the EBRD works.

IMPACT CHANNELS

Represent EBRD's toolbox for creating gender impact

INVESTMENTS

Gender impacts can be directly linked to the use of EBRD proceeds, but do not necessarily have to; e.g. impacts can result from directly investing into gender-positive projects (e.g. WiB) or by enhancing the design of projects to increase their positive impacts on gender equality (e.g. through ESAPs, targeted technical assistance, etc.)

TECHNICAL COOPERATION

Knowledge creation and implementation of gender-responsive activities leveraging local and international expertise

POLICY DIALOGUE

Addressing systematic barriers to women's full participation in economy and public life (e.g. promoting a gender-responsive SME environment, removing sectoral employment barriers, addressing the unpaid care burden, etc.)

INSTITUTIONAL STRENGTHENING

Working with the institution to make gender equality an integrated part of all operations

OPERATIONAL RESPONSE

2021-2025 STRATEGIC DIRECTIONS



2021-2025 IMPLEMENTATION FLAGSHIPS



LIMITATIONS

In line with the overall EBRD private sector mandate, the SPGE 2021-2025 does not aspire to provide an operational response to issues surrounding women's civil rights or sexual and reproductive health. It also doesn't provide an operational response for other gender equality challenges (e.g. challenges faced by indigenous women) that are best addressed through other Bank mechanisms. Where appropriate, such aspects are covered under the Bank's Environmental and Social Policy (ESP).

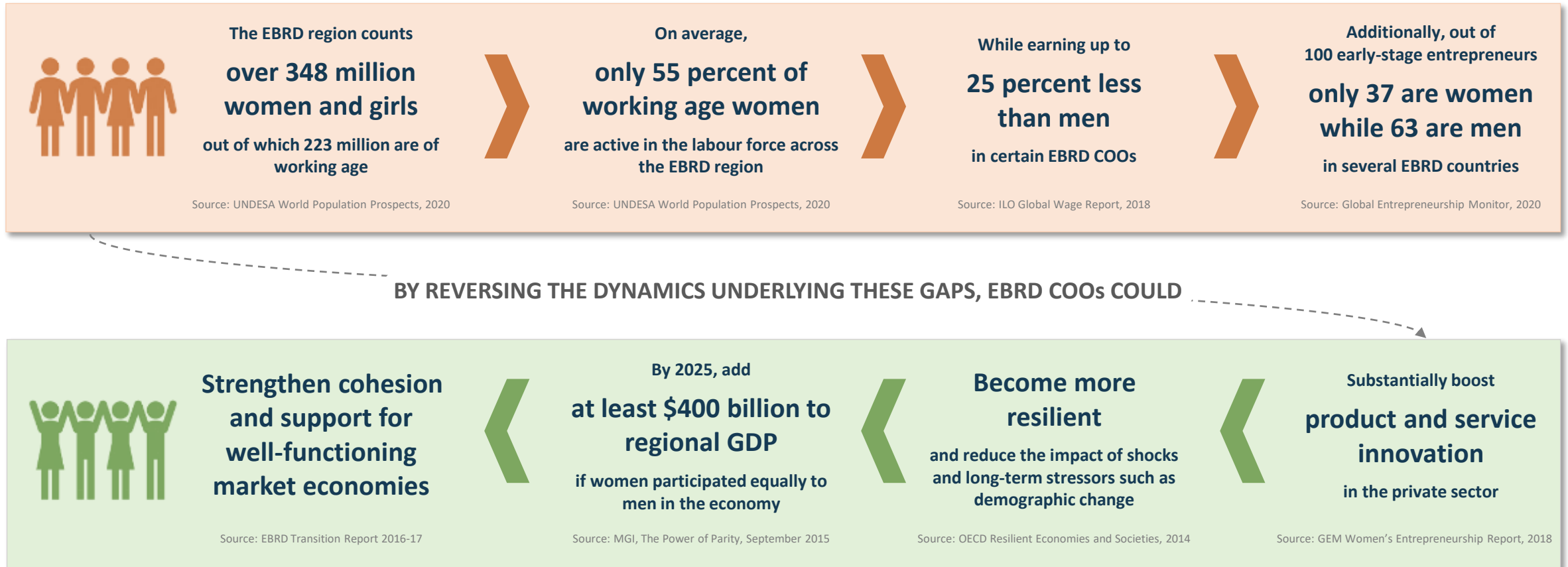


1 | Introduction



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1.1 Introduction | Greater gender equality has the potential to unlock significant benefits for EBRD COOs and contribute to countries' transition towards sustainable market economies



1.2 Introduction | Promoting gender equality is thus an integral part of the EBRD's mandate and has also been recognised in the Bank's Strategic and Capital Framework 2021-2025

EBRD's MANDATE AND GENDER EQUALITY

The EBRD's mandate is to support the transition of its countries of operations towards becoming sustainable market economies. As underlined in the 2016 revision of the EBRD's transition concept, sustainable market economies are economies **that are gender equal and that create access to economic opportunities for all**. Through its investments, policy engagements, advisory support and deployment of technical assistance funding, the Bank supports its clients and policy partners to adopt gender equal measures at company and market levels to create better access to jobs and skills, entrepreneurship and finance, as well as services for everyone, regardless of their gender or other characteristics.



The Bank recognises **gender equality as a principal element in a countries' transition** towards becoming well-functioning, sustainable market economies. The EBRD's commitment to gender equality is enshrined in the **Strategic and Capital Framework 2021-2025** (SCF 2021-2025), which recognises Equality of Opportunity as a key strategic priority, as well as Gender Mainstreaming across the Bank's operations. A lack of gender equality – and equality of opportunity more broadly – can **preclude political inclusion, undermine democratic process and, ultimately, lead to political instability**. Broad access to economic opportunity is therefore an integral part of the Bank's mandate as enshrined in Article 1 of the **Agreement Establishing the Bank** (AEB), inasmuch as it helps achieve sustainable market development but also creates an environment conducive to more democratic governance. The Bank's **Strategy for the Promotion of Gender Equality** (SPGE), first launched in 2015 for the 2016-2020 period, set out the Bank's operational approach to promoting gender equality and gender mainstreaming across its operations. The EBRD's **Economic Inclusion Strategy** (EIS) 2017-2021 formalised the approach to gender as part of inclusive transition impact (TI).



Gender equality considerations are also a key component of the EBRD's **Environmental and Social Policy** (ESP). The ESP sets minimum requirements for managing environmental and social impacts and risks related to EBRD financed projects known as **Performance Requirements** (PRs), covering key areas of environmental and social sustainability, including gender. The ESP's focus is on avoiding adverse impacts on gender equality, and, where avoidance is not possible, ensures that negative impacts are reduced, mitigated or compensated for. Gender aspects are firmly integrated across all social PRs and in particular those related to employment, occupational and community health, safety and security, land acquisition and stakeholder engagement. The ESP also demands that projects' environmental and social assessments take into account **gender-disaggregated baseline data** at an appropriate level of detail.

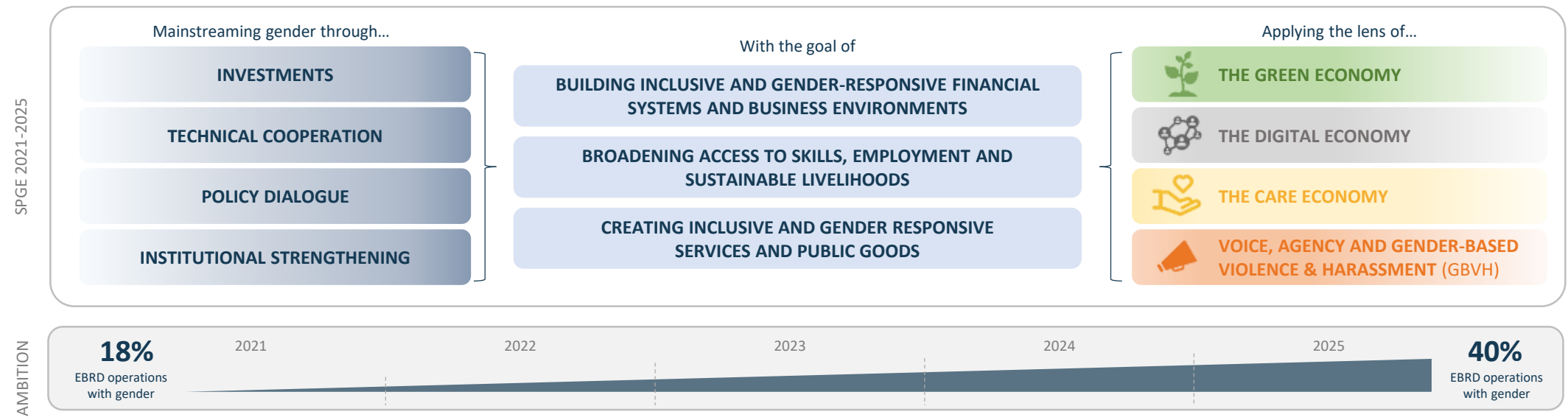
GENDER AT THE EBRD



1.3 Introduction | The SPGE 2021-2025 significantly scales up the EBRD's operations to promote gender equality, and introduces additional lenses to deepen impact across four new areas

The SPGE 2021-2025 further **scales up and strengthens** the EBRD's gender-responsive investment culture across sectors and countries of operations, with an overall ambition of **40% of annual EBRD operations integrating gender equality measures** by the end of 2025. It does so by **mainstreaming gender equality considerations across the Bank's projects and policy priorities, strengthening internal capacity** and building up the EBRD's active contribution towards regional and global efforts, knowledge creation and advocacy to promote gender equality. As such, the SPGE underpins and informs, in a cross-cutting fashion, other Bank strategies and policies, including country, sector and thematic strategies (see [section 2.3](#)).

The SPGE 2021-2025 builds on the lessons learnt under the previous SPGE, with a focus on **consolidating and strengthening** gender-responsive results. It also identifies key areas for EBRD's expanded gender engagement, by applying four thematic lenses. The lenses on **GREEN** and **DIGITAL** reflect new opportunities for greater EBRD impact on gender equality arising under the strategic cross-cutting themes for the Bank as outlined in the SCF 2021-2025, and the lenses on **CARE**, as well as **VOICE, AGENCY and GBVH** explicitly amplify the Bank's work on existing and persistent constraints to gender equality across the EBRD region.




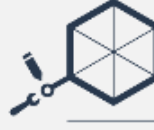



2 | Progress under the SPGE 2016-2020



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2.1 Progress under the SPGE 2016-2020 | The SPGE 2016-2020 committed to mainstreaming gender equality measures to enhance women's economic empowerment across three key objectives

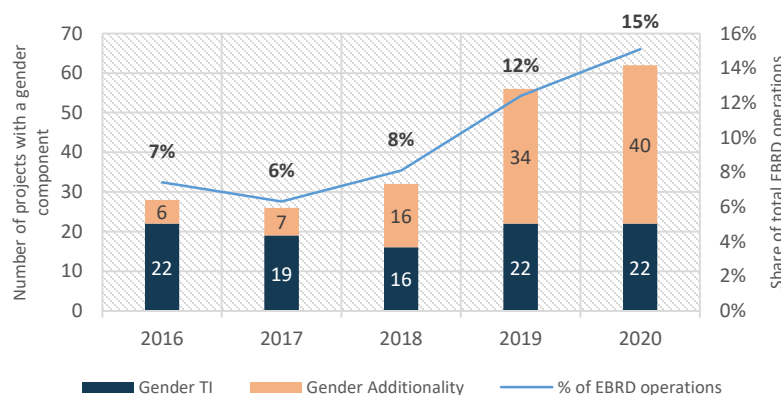
GOAL	The SPGE 2016-2020 seeks to increase women's economic empowerment and equality of opportunities in EBRD's COOs		
KEY OBJECTIVES	 <p>FINANCE & ENTREPRENEURSHIP</p> <p>Enhance women's access to finance and entrepreneurial knowledge to enable them to start and grow successful businesses</p>	 <p>EMPLOYMENT & SKILLS</p> <p>Enhance women's access to skills and employment to ensure equal participation in the workforce and in decision making</p>	 <p>SERVICES</p> <p>Enhance women's access to services by integrating their needs and priorities into the way infrastructure services are designed and delivered</p>
ACTIVITIES	<p>AT PROJECT LEVEL:</p> <ul style="list-style-type: none"> • Financing and technical support to commercial banks and women-led businesses 	<p>AT PROJECT LEVEL:</p> <ul style="list-style-type: none"> • Promoting women's workforce participation, equipping them with private-sector demanded skills and enhancing clients' Human Resources policies and practices for equal opportunities 	<p>AT PROJECT LEVEL:</p> <ul style="list-style-type: none"> • Supporting clients to deliver gender-responsive services through better design, awareness of barriers (including starting to work on initiatives to prevent and mitigate gender-based violence)
	<p>AT POLICY LEVEL:</p> <ul style="list-style-type: none"> • Investment Climate Reforms with a gender lens • Support for the development of national women entrepreneurship development, financial sector and financial inclusion strategies with a specific focus on gender 	<p>AT POLICY LEVEL:</p> <ul style="list-style-type: none"> • Removal of legal barriers for women to perform all types of employment • Support women's entry, re-entry and retention in the labour market 	<p>AT POLICY LEVEL:</p> <ul style="list-style-type: none"> • Capacity building of municipal authorities to integrate gender considerations into service design and delivery • Introduction of inclusive procurement principles

2.2 Progress under the SPGE 2016-2020 | Since 2016, the Bank has increased the number of its projects that promote gender equality by over 120 percent

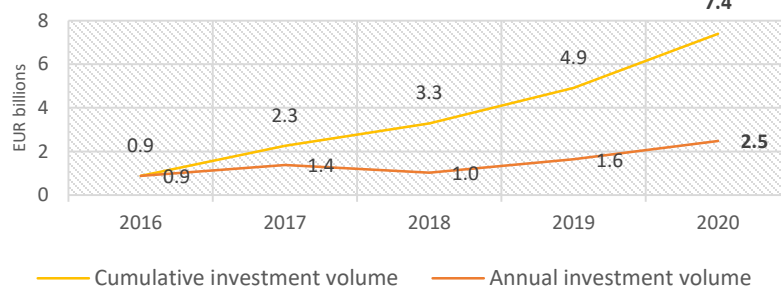
Over the strategy period, the EBRD signed a total of **204 projects** with gender equality components, reaching **15% of total Bank operations** in 2020.

Since 2016, the EBRD has **invested over EUR 7.3 billion** in projects that promote gender equality. This includes EUR 2.5 billion in 2020.

ANNUAL SIGNINGS WITH GENDER EQUALITY COMPONENTS



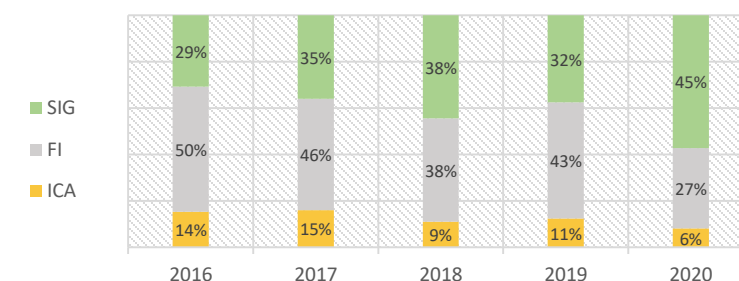
EBRD INVESTMENT VOLUME IN PROJECTS WITH GENDER EQUALITY COMPONENTS



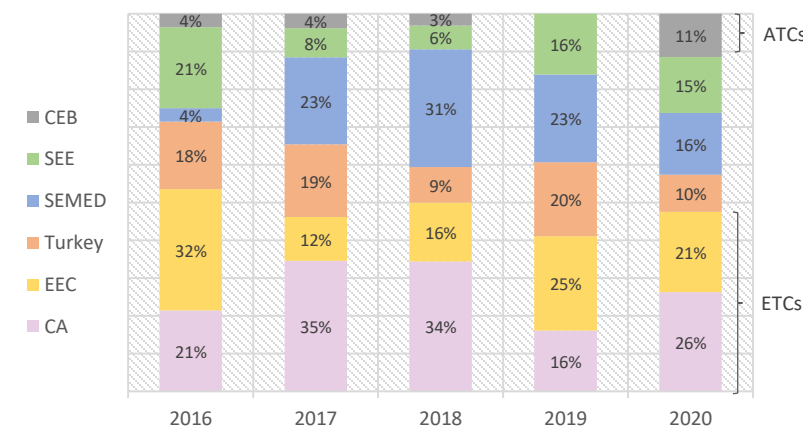
Gender equality projects cover all sectors, with the largest share in SIG projects in 2020.

CA and EEC have the largest number of gender equality projects, but recent increases in CEB point toward an ongoing need for gender equality measure also in Advanced Transition Countries (ATCs).

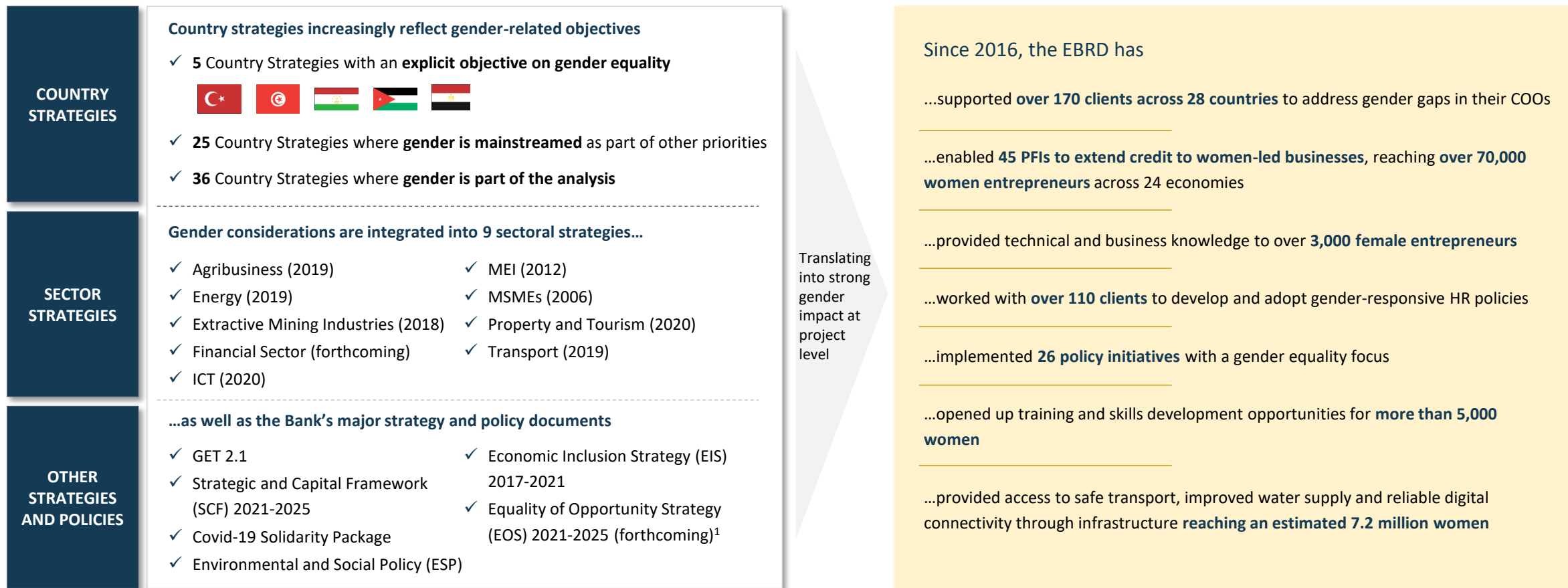
SECTORS - PROJECTS WITH GENDER EQUALITY COMPONENTS



REGIONS - PROJECTS WITH GENDER EQUALITY COMPONENTS



2.3 Progress under the SPGE 2016-2020 | Gender equality is increasingly recognised as a priority across the Bank's key strategies, creating positive impact at project and policy levels



¹ In parallel to the new SPGE, the EBRD is also launching its first Equality of Opportunity Strategy (EOS), building on its initial Economic Inclusion Strategy (EIS) 2017-2021. The EOS focuses on the Bank's Inclusive transition impact (TI). SPGE and EOS thus overlap where Inclusive TI is focused on promoting gender equality. Together, both strategies contribute towards the creation of more equal societies and inclusive growth across the EBRD region.

2.4 Progress under the SPGE 2016-2020 | Evaluation findings emphasise good progress in EBRD's work on gender, but support to be further ramped-up to capture full impact potential

OECD DAC Evaluation Criteria	CRITERIA	STRENGTHS	CHALLENGES
	IMPACT	<ul style="list-style-type: none"> The number of projects that promote gender equality has grown by +121% (to 15% of EBRD's portfolio) Systemic impact is achieved through policy engagement with national governments, leveraging EBRD's private sector engagement to achieve inclusive reforms 	<ul style="list-style-type: none"> Impact measurement, monitoring and communication remain a challenge The Theory of Change does not underpin the link between project-level outputs and market-level outcomes Policy engagement requires in-depth engagement from gender experts, especially those based in regions; challenge will be to maintain high level of support given limited resources
	RELEVANCE AND COHERENCE	<ul style="list-style-type: none"> EBRD's gender efforts align to the needs of individuals in COOs The objectives of the strategy support the SDGs, and adding gender aspects to country strategies and diagnostics helps ensure projects are tailored to country-level needs 	<ul style="list-style-type: none"> The business case for gender equality needs to be articulated and presented more clearly to EBRD clients, highlighting the benefits and value proposition they can bring There is also scope to make EBRD's contribution to the wider enabling environment for gender equality in COOs more explicit
	EFFECTIVENESS	<ul style="list-style-type: none"> Growth has been aided by mainstreaming gender within specific products, the introduction of a corporate scorecard target on gender and by creating a network of Gender Champions across the Bank Where they exist, in-country gender experts are perceived as highly valuable in identifying and delivering impactful gender opportunities 	<ul style="list-style-type: none"> Operations are focused on a relatively narrow set of impact pathways, such as introduction of improved HR policies through TC-based EOAPs Growth is hampered by the level of effort required to add gender equality measures to projects – especially at TI level – partly due to the additional implementation burden resulting from TC elements The development of investments with gender components was insufficiently incentivised; Whilst the introduction of the new gender scorecard target in 2021 is expected to improve incentives, its effectiveness is yet to be established.
	EFFICIENCY	<ul style="list-style-type: none"> Highly successful flagship programmes – such as Women in Business¹ – have been launched and scaled up across more than 20 COOs 	<ul style="list-style-type: none"> However, most projects are still largely bespoke which hampers efficient scaling-up and places significant demand on staff resources

¹ In January 2020, the EBRD's Evaluation Department published a Special Study reviewing the EBRD's Women in Business Programme in Turkey (TurWiB). The study confirmed that TurWiB successfully increased the offer for on-lending to women-led SMEs and increased access to finance, while also pointing out a number of areas for improvement. These findings have been reflected as part of the SPGE evaluation and informed the identification of challenges and lessons learnt to be integrated into future programmes under the new strategy.

2.4 Progress under the SPGE 2016-2020 | Lessons learnt highlight the importance of stronger incentives, further capacity building at Bank and client levels, and the importance of gender data

KEY LESSONS LEARNT under the previous SPGE...

INCENTIVES

- In order to further incentivise the integration of gender equality measures into the Bank's activities, a focus on promoting gender equality needs to be included as a **key priority into country strategies** – to inform the TI assessment process as well as the selection of priority policy objectives.
- The design and implementation of gender equality measures as part of the Bank's investments and policy activities creates **additional requirements and skills needs** on the part of clients and EBRD staff, hence requiring a **corresponding increase in resources** on both sides.
- The further scaling up of gender equality activities crucially relies on the continued existence of a **scorecard target** and its incremental increase year-on-year, including as a way to recognise gender equality efforts outside TI (e.g. additional gender commitments as part of ESAPs).

CAPACITY BUILDING

- **Client interest in gender mainstreaming is essential to achieve sustained impact.** The existence of gender-focused initiatives within a country/region or with a specific sector focus can increase support for EBRD gender-mainstreamed investments, and **strengthen knowledge and understanding** for the importance of integrating gender equality considerations within standard business practices.
- **Technical expertise on gender equality** is key to support EBRD teams across sectors and regions to integrate gender components into their projects and policy engagements.
- The establishment of the **Gender Champions Network** is a strong signal of the importance of gender mainstreaming. As the Network is developing, the Champions need **additional and consistent institutional support and resources**.
- A range of tool kits and knowledge products in key sectors has been developed, with ongoing training and capacity building events held. Continued momentum on **creation and effective dissemination** is needed to ensure that staff have practical, easily digestible guidance and examples on gender integration.

DATA

- **Sex-disaggregated data (SDD)** is needed, wherever possible, to track the impact of investments to build the business case for EBRD bankers and clients as to why mainstreaming gender in investments is beneficial; there is already a wealth of client data collected by different teams - ensuring it is available in a sex-disaggregated manner and can be accessed for monitoring and analysis for teams across the Bank are easy steps to enhance data availability without adding additional data collection requirements.
- It is crucial to **build-in dedicated monitoring, evaluation and learning (MEL) strategies** into selected gender projects where this is possible to reliably estimate impact and further strengthen learning.

...inform the new SPGE and its strong focus on implementation



3 | Gender Equality in the EBRD COOs

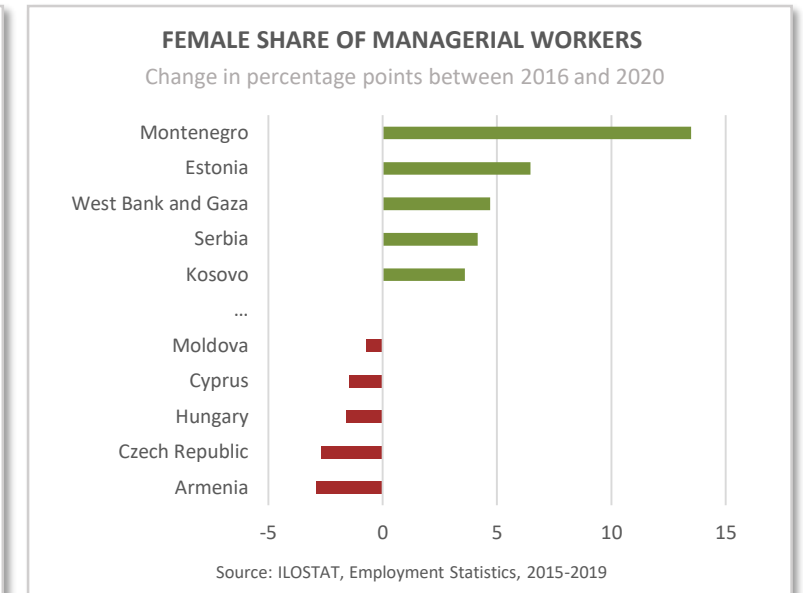
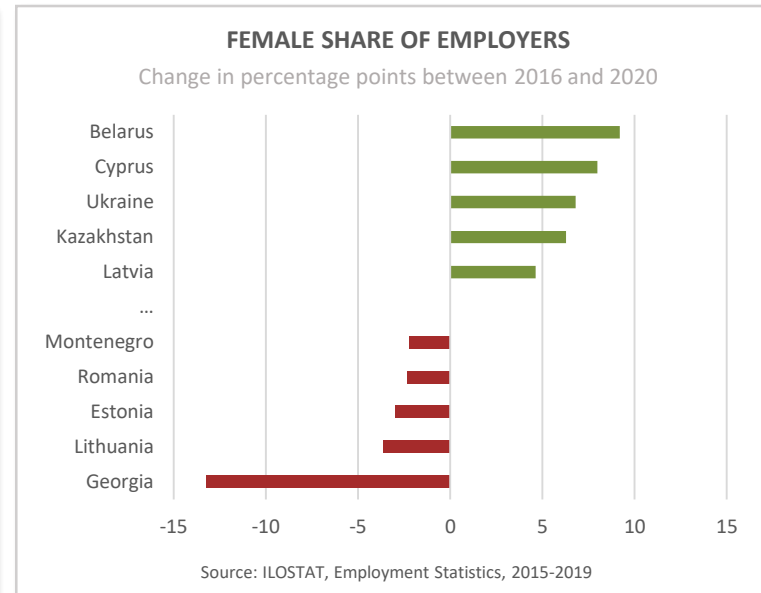
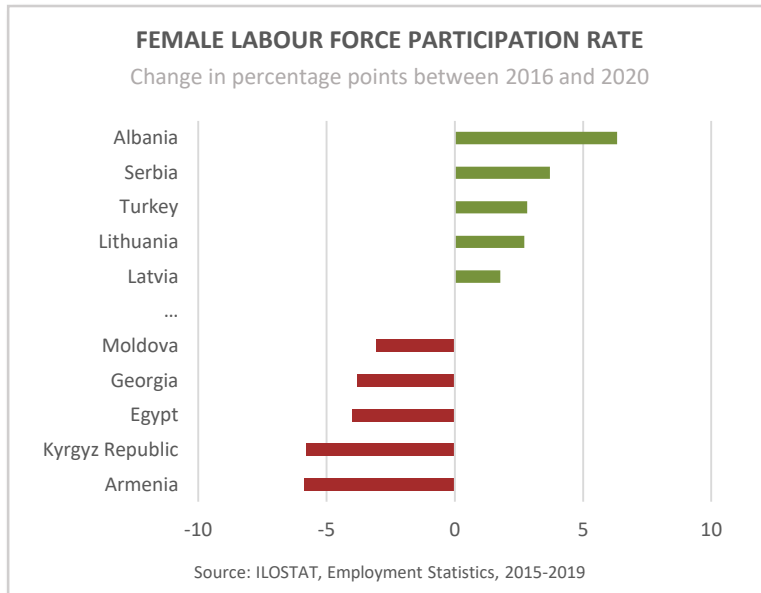


European Bank
for Reconstruction and Development

3.1 Gender Equality in the EBRD COOs | The EBRD region has seen some gains in the area of gender equality, but the majority of countries still experience substantial gender equality gaps

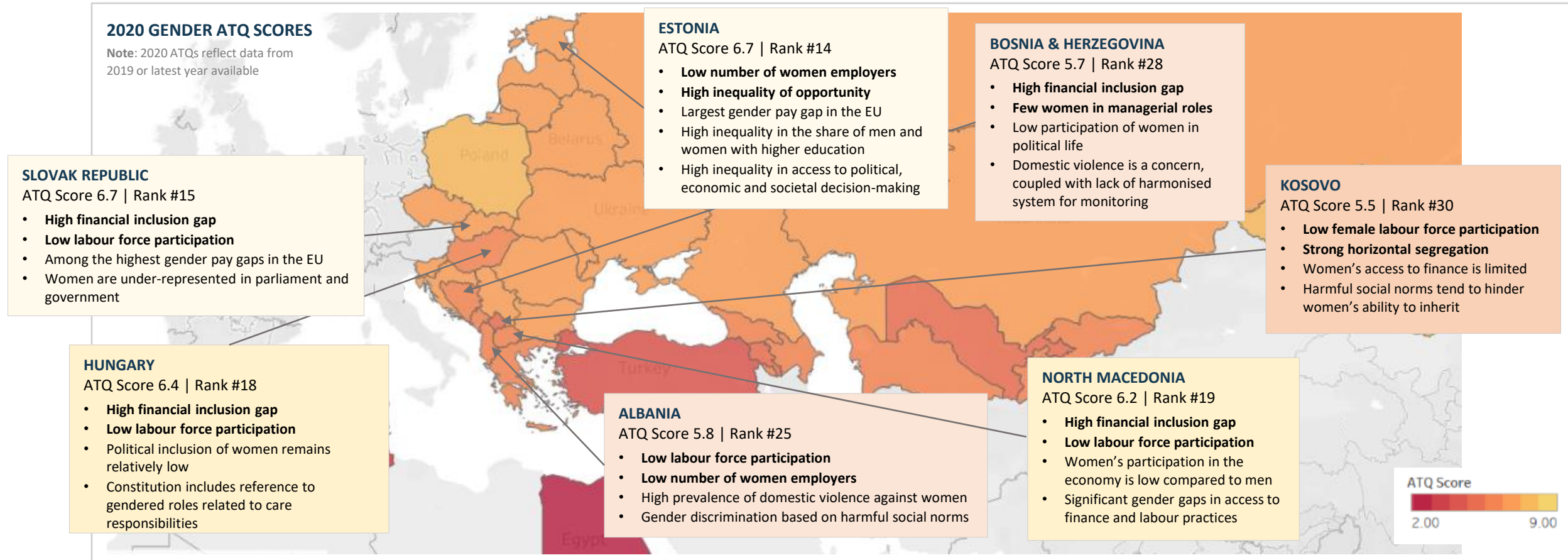
CHANGES IN KEY GENDER INDICATORS OVER THE STRATEGY PERIOD

Countries with the greatest increases and decreases across the EBRD region



In the majority of EBRD COOs, the change in key indicators under the Gender ATQs between 2016 and 2020 was insignificant, pointing to a need to greatly **step up support for gender equality** across the region. In particular, EBRD's COOs have made **little progress in improving female labour force participation**. Only four COOs have been able to increase female labour force participation rate by more than two percentage points and half have indicated a decrease in this indicator. Looking at the **share of women in managerial roles and female share of employers**, some COOs were able to achieve greater increases, while others have fallen back further.

3.2 Gender Equality in the EBRD COOs | Even in Advanced Transition Countries and in South-eastern Europe, gender equality gaps persist due to a number of underlying factors



3.3 Gender Equality in the EBRD COOs | Underlying gender and social norms can create barriers for women to fully engage in the economy and in public life

Share of respondents that agree with the following statement
“WHEN JOBS ARE SCARCE, MEN SHOULD HAVE MORE RIGHT TO A JOB THAN WOMEN”

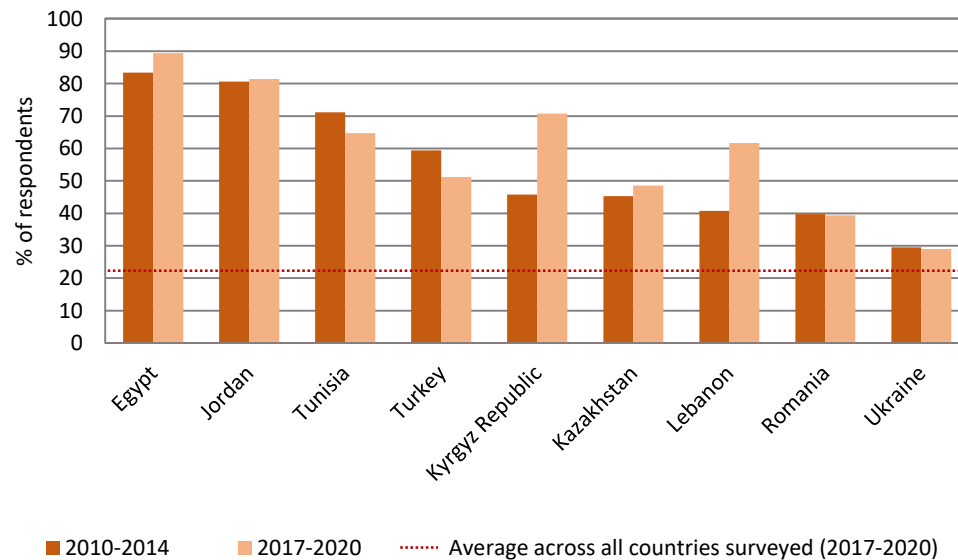


Figure shows the proportion of respondents that agree that when jobs are scarce, men should have more right to a job than women. Source: World Value Survey, Wave 7 (2017-2020) and Wave 6 (2010 – 2014)

1 in 3 men worldwide would prefer their wife to stay at home and take care of the family and unpaid housework rather than be in paid work.

Source: ILO and Gallup, 2017

Social and gender norms are important underlying factors in determining whether a women can work, the type of work she can do, and her unpaid care responsibilities. These social norms differ by region and country, but across EBRD’s COOs, **social norms often condition women’s ability to enter the labour market, access certain job occupations and their physical mobility.**

According to the World Values Survey, **a majority of respondents in the SEMED region agree that men should have more right to a job than women.** Some countries in Central Asia also show a high share of respondents that agree with this statement.

Countries where this type of social perception is common also often display low overall ATQ scores for gender equality (see [Annex 1](#)), indicating a need to adopt holistic approaches in addressing barriers to women’s participation in the economy.

3.4 Gender Equality in the EBRD COOs | The Covid-19 crisis has further exacerbated existing gender equality gaps across the EBRD region

The pandemic has amplified pre-existing gender inequalities.

LABOUR FORCE PARTICIPATION AND EMPLOYMENT	<ul style="list-style-type: none"> Women and LGBTI individuals are disproportionately represented in some of the sectors most affected by the crisis while jobs that rose in importance as a result of Covid-19 are largely male-dominated. Two-thirds of retail workers across the EBRD region are women; nearly half a million women across the EBRD region work in accommodation and food service-related industries; in contrast, the entire transport, storage and communications sector employs only 20 percent women. Women are more likely to be in non-standard forms of employment which significantly increased their probability of dismissal and often caused them to struggle to meet contribution requirements or eligibility criteria for income support following job losses. Nearly half of female employment in West Bank Gaza, Georgia, and Armenia is part-time. Women are twice as likely to be employed part-time compared to men in Latvia and Kyrgyz Republic. Women represent a large share of the global health workforce fighting Covid-19. In EBRD COOs, women make up 59 percent of doctors and 88 percent of nurses.
UNPAID CARE BURDEN	<ul style="list-style-type: none"> Women have carried most of the additional burden of unpaid care work resulting from the crisis, further reducing their ability to engage fully in the economy. Before the pandemic, women across the EBRD region already spent on average 5 hours per day on unpaid domestic and care work (compared to less than 2 hours for men). As a result of the crisis, a large additional volume of care work moved from the paid economy (due to the constrained access to services such as schools and nurseries) into the unpaid one. This is also the case for households where women are the primary earners, pointing to prevailing (and resurging) harmful gender norms.
DIGITAL DIVIDE	<ul style="list-style-type: none"> Despite a surge in use of internet services, women continue to be left behind from access to the online world and use of digital technologies. In light of lockdowns, a significant share of health care information, education and economic activity moved online, rendering the internet a key utility. Even before the pandemic, women in low- and middle-income countries were 8 percent less likely than men to own a mobile phone and 20 percent less likely than men to use mobile internet, mirroring the systematic exclusion of women to critical infrastructure. This digital gender divide is expected to worsen due to Covid-19.
ENTREPRENEURSHIP	<ul style="list-style-type: none"> Women entrepreneurs face particular challenges due to the size of their business, concentration within the retail sector, and high tendency to be credit-constrained. They tend to rely more on loans provided by family or acquaintances rather than formal loans, including on remittances – which have decreased as a result of the crisis. Across EBRD COOs, firms with female owners experienced sharper decline in sales and were more likely to close temporarily.
GENDER-BASED VIOLENCE AND HARASSMENT	<ul style="list-style-type: none"> Women and LGBTI persons are exposed to higher risk of gender-based violence (including cyber) during the pandemic. Data on the current crisis shows a severe increase in domestic and sexual violence, cyber-harassment as well as targeting of key workers in sectors such as healthcare and food retail, the majority of which are women. Services have reported a perception of deteriorating mental health among LGBTI individuals, including a sharp increase in individuals contemplating suicide.

3.5 Gender Equality in the EBRD COOs | Megatrends and existing issues create challenges but also opportunities – requiring specific ‘lenses’ for the development of EBRD’s gender equality activities

The following issues have been identified – through extensive consultation sessions with internal and external stakeholders complemented by a series of gender and regional megatrends analysis and deep dives – as **key trends and thematic lenses that need to be taken into account** in order to strengthen gender equality in the EBRD region and beyond.

KEY SECTORS OF FUTURE ECONOMIC GROWTH AND EBRD STRATEGIC PRIORITIES AS PER SCF



THE GREEN ECONOMY

The transition to the green economy requires joint action from governments, intergovernmental organisations and the private sector, as well as widespread transformation across all societies. Persistent gender inequalities hinder the capacity of women, communities and economies to adapt to and mitigate climate change.



THE DIGITAL ECONOMY

The incorporation of digital technology across all areas of life is generating a digital economy built around online economic activities. Ensuring that women benefit from the digital economy can improve their economic and social outcomes, while guaranteeing their participation in STEM subjects is key for sustainable development.

CROSS-CUTTING ENTRY POINTS TO ADDRESS EXISTING AND PERSISTENT GENDER EQUALITY GAPS



THE CARE ECONOMY

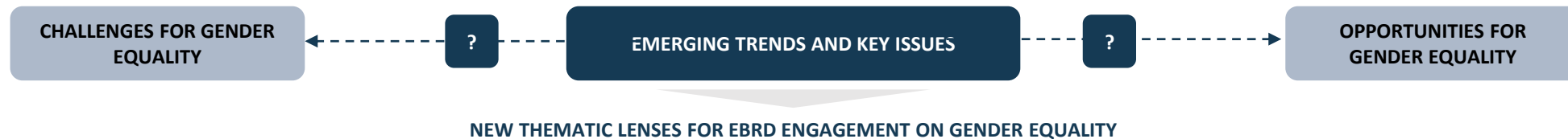
The care economy refers to all forms of paid and unpaid care provided within a society, including childcare, early childhood education, disability and long-term care, elderly care and other types of care. In a broader sense, it also captures the domestic provisioning of food, clothing and shelter.



VOICE, AGENCY AND ADDRESSING GENDER-BASED VIOLENCE AND HARASSMENT (GBVH)

Gender equality requires that institutions, laws, policies and social norms allow women to access and benefit from opportunities on the same footing as men. Across economies and sectors, women continue to face constraints related to high levels of gender-based violence, biased laws and norms that prevent them from owning property, working, and making decisions about their lives.

These issues have the potential to **aggravate gender inequalities** over the next years, but can also be a **source of empowerment** for women in economy and public life if shaped in a gender-responsive¹ manner.



3.6 Gender Equality in the EBRD COOs | Gender inequalities hinder adaptation and mitigation efforts to combat climate change – but women can be powerful agents of change in the green transition

THE GREEN ECONOMY



Unequal access to resources. Asymmetries in access to and ownership of resources, including land, biodiversity, water, energy, transport and food, risk limiting women's ability to contribute to and benefit from the transition to a green economy. For example, in terms of rights to own, inherit and manage land, women represent less than 15 percent of total agricultural landholders. Unequal access to resources worsens systemic barriers, such as women's unpaid care burden, mobility constraints and unequal access to educational opportunities.

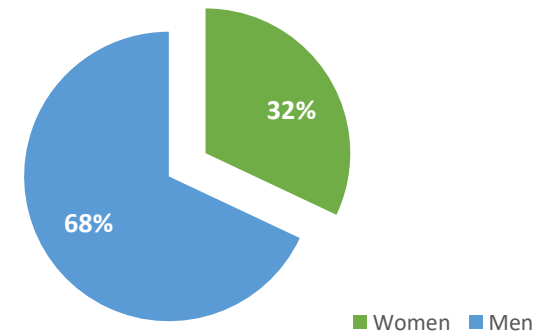
Gender gaps in agricultural innovation. The transition to a low-carbon economy is expected to create at least 2 million green jobs in areas such as organic agriculture, biofuels and forest conservation. Globally, women account for 41 percent of the agricultural labour force, yet they produce 20-30 percent fewer agricultural products than men. In the 28 EBRD economies for which data are available, women make up a greater proportion of employment in the informal agricultural sector than men do. Asymmetries in access to technical skills and employment formality risk limiting women's ability to contribute to and benefit from the transition to a green economy.

Gender-based barriers to entry in the green sector. Women are underrepresented in green energy sectors and in climate leadership. Women represent approximately 32 percent of the renewable energy workforce. Barriers to entry and retention in the renewable energy sector include perceptions of gender roles, inequitable hiring practices and a lack of flexible working conditions. In 2018, less than 30 percent of government delegations negotiating climate change decisions were led by women.

Gender-blind green finance mechanisms. The absence of a mainstreamed focus on gender equality in green financing instruments can exacerbate gender inequality in the transition to the green economy. This is a significant issue, given that green finance has the potential to address socio-political imbalances that reduce the climate change resistance of communities and address gender disparities within them.



Global share of women in renewable energy



Source: IRENA, 2019

3.7 Gender Equality in the EBRD COOs | Digitalisation can offer enormous opportunities, but its responsible application and accessible use is essential to ensure a gender equal future

THE DIGITAL ECONOMY



Access to digital and mobile services. Despite annual growth in total internet use, figures from 2019 reveal a global gender gap of 17 percent (up from 11 percent in 2011), although this includes regional disparities. Research has highlighted that a 10 percent increase in internet penetration is approximate to a 0.25-1.38 percent increase in GDP.

Access to digital skills and STEM education. In many countries, women are less likely than men to know how to use the internet and devices to their full potential. Economically, improving women's digital skills is particularly desirable, given that labour market returns are significantly higher in digitally intensive industries than in less digitally intensive industries. Digital technologies can support international expansion of women-led SMEs, while digitally upskilling women can make workforces more resilient to automation. Online education can enhance access for all – and particularly rural communities – to upskilling. Ensuring that women benefit from the digital economy can improve their economic and social outcomes, while guaranteeing their participation in science, technology, engineering and mathematics (STEM) subjects is key for sustainable development.

Access to digital finance. Women are often excluded from digital financial services and products. In LMICs, 57 percent of adult women are unbanked, and it has been found that globally, unbanked women are less likely than unbanked men to own a mobile phone. Improving women's access to digital finance (and their digital financial literacy) is a way to accelerate women's financial inclusion and increase the ways in which they can save formally. Understanding the multiple challenges that rural women face in accessing finance is important, both on the demand side (due to levels of education, financial literacy, gender roles and social norms) and on the supply side (due to a lack of capacity to design gender-tailored services and products and to unsuitable delivery mechanisms).

Platform economies. Platform economies can provide work flexibility, which can be desirable for some women, allowing them to balance family responsibilities or to supplement other work commitments. However, lower pay and lower job quality are common in platform work, while the application of the contract-worker model to different jobs in the platform economy can mean that workers go without social protection mechanisms such as the minimum wage, family leave and employment insurance.

In low- and middle-income countries:

54% Proportion of women who use mobile internet

20% Gender gap in mobile internet use

1bn Women not using mobile internet

Source: GSMA, 2020



3.8 Gender Equality in the EBRD COOs | The growing care economy has the potential to be a source of economic opportunity for women, but unpaid care work is still prevalent

THE CARE ECONOMY



The unequal distribution of care work affects the capacity of all women to productively contribute to the economy. A report by the ILO and Gallup found that in every region of 162 countries assessed, the main challenges that women face at work was either to maintain a work-family balance or to have access to affordable care. Women across the EBRD region spend on average nearly 5 hours per day on unpaid domestic and care work. For men, this number is significantly lower at less than 2 hours, the stark difference reflecting persistent and harmful gender norms and stereotypes. Numbers are highest in Azerbaijan (6 hours), Egypt (5.4 hours), Tunisia (5.3 hours), and Albania (5.2 hours).

The demand for eldercare that accompanies an ageing population has a particular impact on the labour force participation of women, as well as their migration patterns. Globally, two-thirds of informal care for older people is carried out by female relatives. Women who provide informal care to elderly parents are significantly more likely to reduce their working hours relative to those of their non-care-providing counterparts. Despite central and eastern European countries anticipating growing populations in need of long-term care, some lack the institutional care infrastructure and mechanisms to support home-based care. Increasing migration of care workers – many of them women – from these countries can restrict the domestic supply of carers of the elderly.

Older women face labour market barriers that reflect gender gaps earlier in life. Older women have lower employment rates than men and are more likely to be in part-time work. Even where there are high rates of older women in employment, this coexists with a highly gender-segregated labour market and with significant limits on top occupations and wages for older women. There is evidence that gendered work-life trajectories affect women's position in old age, as women are more likely to have interrupted work histories due to reproductive and caring responsibilities and lower wages and are less able to contribute to pension schemes. The global gender gap with regard to pensions is estimated at 30-40 percent, meaning that women are less financially secure than men during their retirement.

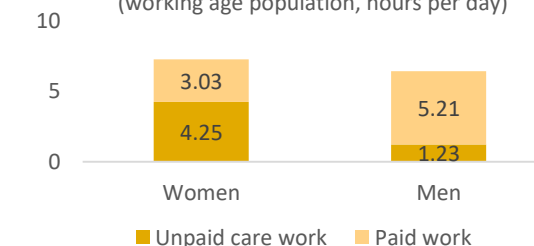
Countries which integrate women in the labour market during working age are likely to achieve higher employment levels in their older population; both the private and public sector should be encouraged to provide age-friendly work environments for women, improve the public perceptions of older women workers by providing education and training within companies and fund public information campaigns to help retain women in the workforce for longer.

Globally, women perform **76.2%** of the total amount of unpaid care work, which is **3.2x** more time than men.

Source: ILO, 2018

Gender distribution of paid work and unpaid care work globally

(working age population, hours per day)



Source: ILO, 2018

EBRD EXAMPLE

EBRD's assessment of the challenges and opportunities of Turkey's care economy has informed a set of first pilot projects in the health infrastructure and urban infrastructure sectors. It also created the basis for cooperation between EBRD and the Turkish Union of Municipalities in order to promote more and higher quality care economy opportunities.

3.9 Gender Equality in the EBRD COOs | Ensuring voice, agency and freedom from GBVH is a precondition for women to participate equally in the economy and public life

VOICE, AGENCY AND GBVH



Gender equality requires that institutions, laws, policies and social norms allow women to access and benefit from opportunities on the same footing as men. However, women's voice and agency – the ability to speak up and be heard, and to make decisions about one's life in the absence of violence, retribution or fear – is not always assured across the EBRD region. Four aspects are typically considered when referring to women's agency: civil rights, the recognition of women's right to sexual and reproductive health, freedom from all forms of violence, and freedom from social norms that discriminate against women. While the EBRD recognises the importance of each one of these expressions of women's agency, the Bank's private sector-focused approach means that the EBRD is best placed to work on issues related to gender-based violence and harassment as well as discriminatory social norms. In this context, the Bank also acknowledges the crucial role of civil society and local women's organisations that work to advance women's rights.

Gender-based violence (GBV) is estimated to cost EUR 109 billion per year in the EU, more than half of which is associated with the provision of services and lost economic output. WHO data suggests that more than one-quarter of women across SEE, EEC, CEB, CA and Turkey experience physical and/or sexual intimate partner violence in their lives. In the SEMED region, this number reaches nearly 40 percent. Women, girls and LGBTI individuals are also experiencing a surge of gender-based violence and abuse online which accelerated from already high levels in light of Covid-19.

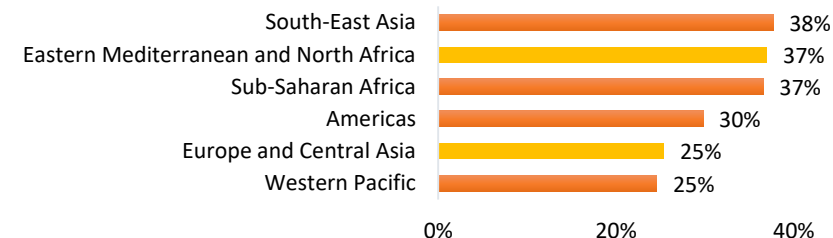
Women's employment in paid jobs outside the home is seen negatively in a substantial number of EBRD economies, and the view that men have more right to jobs than women in a time of economic hardship is pervasive across a number of COOs (see [section 3.3](#)). On average, one-quarter of the population in SEMED and one-fifth in Central Asia think it unacceptable for a woman in the family to have a paid job if she wants one. In the West Bank and Gaza, Egypt and Jordan, 30 percent or more of the population are against women working in the labour market.

Women are still underrepresented at all levels of decision-making across the EBRD region. At the local level, women make up less than 10 percent of elected seats in countries such as Lebanon, Armenia and Turkey.

1 in 3 women around the world will experience physical and/or sexual violence by a partner or sexual violence by a non-partner

Source: WHO, 2021

Regional prevalence of intimate partner violence



Corresponding EBRD regions in yellow. Prevalence is defined as a proportion of ever-partnered women who reported having experienced one or more acts of physical or sexual violence, or both, by a current or former intimate partner at any point in their lives. Source: WHO, 2021

According to a 2019 survey across the EU, North Macedonia and Serbia, **58%** LGBTI individuals experienced harassment over the past five years in the form of offensive or threatening situations at work or in public.

Source: EU, 2020

3.10 Gender Equality in the EBRD COOs | Addressing gender equality requires consideration of the full spectrum of gender identities, as well as a recognition of its links to migration and fragility



GENDER IDENTITIES

- Although a person's **gender identity** is typically aligned with the sex assigned to them at birth, some people do not identify with some, or all, aspects of gender correlated with their biological sex. The experience of gender and gender discrimination is **not limited to two binary categories (woman/man)** and exclusion based on **sexual orientation and gender identity** exists in different forms in every region.
- Despite some legal and social advances in the past few decades, **LGBTI** people continue to face widespread discrimination and violence with adverse impacts on both the lives of LGBTI individuals as well as on the societies and economies in which they live.
- For example, the risk of GBVH is significantly higher for non-binary individuals globally. One's sexual orientation and gender identity, as well as their **intersectionality** with race, ethnicity, language, national or social origin, religion, age, or other status can result in multiple unique forms of exclusion and discrimination.



MIGRATION

- Gender is central to shaping the causes and consequences of migration, whether **forced or voluntary**, as well as affecting every stage of the migration experience. For many women, **gender inequality and gender-based violence and harassment (GBVH) have a significant impact on the decision to migrate**, as well as their **experiences in transit and destination countries**.
- Inequalities linked to migrant status, exacerbated by gender and age are persistent and evident in employment, working conditions and access to services in destination regions. While highly skilled women usually have high rates of migration from their countries of origin, many are employed in low-skilled jobs in their destination countries.
- The labour gaps in the care sector are one of the key elements driving women's decisions to move, further illustrating that women are likely to face constraints of the **gendered division of labour in both origin and destination countries**.



FRAGILITY

- Women are disproportionately affected in the **contexts of conflict and fragility** due to factors such as discriminatory gender norms and practices, widespread sexual and gender-based violence, lack of access to (often weak) institutions and services as well as exclusion from political and economic decision-making.
- On the other hand, women's active participation can **contribute to peace and resilience**. Recent developments related to fragility in EBRD COOs such as **Ukraine, Belarus, Lebanon, Armenia and Azerbaijan (Nagorno-Karabakh conflict), Kyrgyzstan and Tajikistan** demonstrate the nuanced relationship between gender inequality and fragile situations.
- Providing transformative gender equality support thus requires a politically-informed understanding of gender, fragility and conflict, with a strong focus on women as actors and agents of change contributing to **wider peacebuilding and state-building efforts**.



4 | Strategic Directions 2021-2025



European Bank
for Reconstruction and Development

4.1 Strategic Directions 2021-2025 | Building inclusive and gender-responsive financial systems and business environments



ACCESS TO FINANCE AND ENTREPRENEURSHIP









The promotion of gender equality across the Financial Institutions sectors focuses on the creation of gender-responsive financial systems that **increase women's access to equal economic opportunities as business leaders, as entrepreneurs, and as consumers of finance.**

STRATEGIC FOCUS AREAS

EXISTING AREAS

- Expand the **flagship WiB programme** beyond the current 24 economies and scale up impact at the individual, PFI and broader ecosystem levels by increasing the number of PFIs, lending to start-ups, regional as well as first time loan customers, and expanding access to advisory, information, networking opportunities, and training
- Pilot **gender equality toolkits in SME and SME plus** final beneficiaries with the help of national and international certifications (EDGE, WEPs, KAGIDER, ratings, ESG standards)
- Further increase the focus on **embedding gender into green finance investments** and green loan products
- Leverage digitalisation to promote financial inclusion** of women by improving women's digital financial skills through provision of non-financial services
- Raise awareness on the importance of **collecting sex-disaggregated SME data** for better product design and policy based investment decision making; and
- Lead in providing targeted **knowledge work**

NEW AREAS






-  Support financial institutions to **better target women entrepreneurs across sectors they operate in**, including green and agricultural sectors
-  Promote the adoption of **gender-responsive climate corporate governance**
-  Advisory services to women entrepreneurs with a **focus on greater digitalisation**
-  Pilot lending approaches that incorporate **alternative credit histories, using alternative scoring mechanisms and fin-tech** solutions
-  Explore **opportunities to extend support to home-based businesses**
-  Support PFIs to advance **gender balance at corporate boards and C-Suite**, tackle persistent barriers to gender equality related to **unconscious bias, and build capacity to introduce gender-responsive HR policies and practices**
-  Strengthen **professional & regional networks** for information exchange
-  Pilot **gender lens private equity and venture capital fund investments**



4.1 Strategic Directions 2021-2025 | Building inclusive and gender-responsive financial systems and business environments (con't)

POLICY SUPPORT

- Create a **gender-responsive SME business climate** by removing legal and regulatory barriers to women's entrepreneurship - including asset ownership - through the creation of multi-stakeholder collaboration on gender equality;
- Engage financial regulators to mandate **sex-disaggregated SME data based on unified definition of women-led SMEs reporting** across the financial system;
- **Promote gender-responsive policies and practices with Central Banks** with a focus on enhancing transparency, reporting and gender diversity commitments by financial sector actors;
- Strengthen **joint policy engagement with key international organisations** focused on women's entrepreneurship and access to finance: Alliance for Financial Inclusion (AFI), Data 2X, Financial Alliance for Women (FAW), UN Agencies, USAID and Women's World Banking (WWB).

-  Support the adoption of **digital IDs** and digital registration of assets to facilitate financial inclusion
-  Build capacity for **gender-responsive financial regulators** (incl. strategies on fintech, mobile payments to avoid discriminatory lending terms as well as to protect data and ensure cyber security)
-  Promote the **digitalisation of payments** and benefit transfers (enabling regulatory environment for cashless payment systems) for financial inclusion
-  Strengthen access to digital payments, trading, and logistics for **home-based businesses**
-  Expand **Women on Boards** in FIs, including training of Nominee Directors (NDs) and building talent pipeline

KEY OPERATIONAL INSTRUMENTS

- Continue expansion of Women in Business (WiB) Programmes and advisory support, and apply a green and digitalisation focus;
- Promote inclusive supply chains (including factoring and reverse factoring);
- Continue mainstreaming gender in the Green Economy Financing Facilities (GEFFs) and across PFIs;
- Stimulate the issuances of new financing instruments, for example Gender/Social/Sustainability and outcome-based bonds;
- Promote gender equality within PFIs and SMES with the help of tools, for example Equal Opportunity Action Plans (EOAPs), gender audits/assessments, ESG rating/certification;
- Expand policy dialogue on Gender Responsive Investment Climate Assessment (GRICA) and Gender Responsive Regulatory Impact Assessment (GRIA) as well as the establishment of sex-disaggregated data (SDD) collection, gendered KPIs and gender diversity within financial regulators and financial institutions.

4.2 Strategic Directions 2021-2025 | Broadening access to skills, employment and sustainable livelihoods



ACCESS TO SKILLS, EMPLOYMENT AND LIVELIHOODS







The enhancement of gender equality across the corporate and SME sectors as well as public service providers focuses on strengthening **women's employment, specifically in technical and green jobs, supporting their advancement into meaningful leadership positions, their retention in/re-entry into the workforce** and equipping them with the **skills for the future**.

STRATEGIC FOCUS AREAS

EXISTING AREAS

- Investing in companies that create **gender-equal labour market opportunities and skills development** across traditional and emerging industries for women of all ages
 - Increasing access to high quality market relevant TVET and STEM education for women
 - Ensuring equal access to leadership positions and skilled/high value added employment
- Green economy investments** that promote **women's skills and employment opportunities**
 - Ensuring women's access to green skills and jobs in SMEs and corporates
 - Increasing women's participation in higher-level technical and management / green jobs
- Promoting **access to skills and employment opportunities for women with disabilities**
 - Integrating universal access standards into infrastructure investments
 - Increasing availability and accessibility of training for women with disabilities
- Investments in quality **elderly care solutions** that are affordable and accessible
- Introducing **gender-responsive value chains** as part of corporate investments
 - Increasing the number of women led MSMEs among suppliers and distributors

NEW AREAS

-  Include **women in decision-making** in green businesses and governance
-  Investments to support the adoption of digital technologies and opening up **women's access to digital skills and employment in digital economy occupations**
 - Access to digital education for women (including basic digital skills)
 - Gender-responsive training partnerships in digital and STEM fields
-  Promoting **gender-responsive use of big data / AI** for recruitment, retention and promotion of workers
-  Deepen the exploration of investments in quality **child care solutions** that are affordable and accessible
-  Addressing **GBVH in the workplace in SMEs and corporates**
-  Promoting access and fair professional development for **older women in the workplace**



4.2 Strategic Directions 2021-2025 | Broadening access to skills, employment and sustainable livelihoods (con't)

POLICY SUPPORT

- Support **gender-responsive sectoral and national strategies and policies**, incl. tourism, digitalisation
- Strengthen the **gender-responsiveness of TVET systems**, including curricula and teaching materials and methodologies
- **Increase awareness and attractiveness** of high value-added TVET and STEMs occupations for young women
- **Gender-responsive education and labour market policies** (incl. in the light of Covid-19 and Future of Work)
- Strengthen the **legal and regulatory framework for private sector-supported care provision**
- **Address legal barriers** that women face in accessing opportunities, including in the green economy
- Promote **women's representation in all sectors of the economy and public service**, incl. at senior levels, especially in male dominated industries



Gender-responsive digital curricula and teaching material and methodologies



Introduce policies that **promote alternative working arrangements** (incl. better regulation of part-time, flexible working, etc.)



Address the care burden (incl. accessibility and affordability of child and elderly care solutions, leave days for carers, statutory and non-transferable paid leave for both mothers and fathers, etc.)



Reduce gender sectoral segregation and enhance gender equality in the workplace (incl. equal access to leadership positions, equal remuneration for work of equal value, etc.)



Ensure the **collection of sex-disaggregated education and labour market indicators**



Address harmful social norms that limit women's ability to participate in the economy and public life

KEY OPERATIONAL INSTRUMENTS

- Equal Opportunity Action Plans (EOAPs) as part of corporate and infrastructure investments, including with a focus on women with disabilities and/or ageing workforce cohorts
- Gender-responsive value chains as part of corporate or infrastructure investments
- Deepen the exploration of investments in elderly care and child care provision through investments across a range of sectors, e.g. corporate clients delivering assisted living solution and/or other innovative care models (incl. digital approaches such as telecare)
- Gender-lens green investments, including investments in renewables sectors that promote green skills and access to green jobs for women
- Promote women in STEM occupations through corporate and infrastructure investments



4.3 Strategic Directions 2021-2025 | Creating inclusive and gender-responsive services and public goods



ACCESS TO SERVICES AND PUBLIC GOODS

The promotion of **gender equality in the infrastructure sector** focuses on creating access to services, public good and public realms where their use can open up economic opportunities for women. This is underpinned by gender-responsive and participatory infrastructure design and delivery.

STRATEGIC FOCUS AREAS

EXISTING AREAS

- **Gender-responsive infrastructure design**
 - Incorporating the needs of women and as users and beneficiaries of the infrastructure and also as contributors accessing economic opportunities
- Promote **gender equality in access to skilled employment** in construction: establishing skills development, on the job training and apprenticeships opportunities
- **Gender-inclusive procurement**
 - Open up training and skills development opportunities for women by leveraging the procurement process of large infrastructure projects
- **Gender-responsive green urban development**
 - Ensure that green urban infrastructure development takes into account the needs and perspectives of women, e.g. safety, security, accessibility, affordability, etc.
- **Safe transport for all**

NEW AREAS


-  Promoting **increased female employment in technical and leadership positions** in green infrastructure and companies
-  Improving women's **access to digital information and communication technology** infrastructure and services as business owners, employees, and for home-based working; coupled with training and skills development where necessary
-  Introducing investments into private sector companies / **technologies for gender equality**
-  Deepening the exploration of investments into **care infrastructure/providers**
-  Supporting clients to introduce measures to **eliminate the risk of gender-based violence and harassment** in infrastructure projects - across client companies, contractors and sub-contractors.
-  Enabling countries and clients to **increase the participation of female-led/owned sub-contractors** in the supply chain
-  Promoting **gender and socially-responsive infrastructure design and procurement**
-  Enhancing **data collection on gender-differentiated impacts** of infrastructure projects



4.3 Strategic Directions 2021-2025 | Creating inclusive and gender-responsive services and public goods (con't)

POLICY SUPPORT

- Integrate **gender perspectives into sectoral strategies** (e.g. water and irrigation)
- Strengthen the **legal and regulatory environment** for care provision
- Promote **gender equality in public procurement**, including by incorporating social aspects in procurement policies
- Support **gender mainstreaming in municipalities and private sector clients** through the Green Cities
- Include gender equality-focused institutional policies and action plans in **dialogue with regulatory authorities and justice sector**

-  Promote **gender-inclusive policies** in climate-affected sectors and climate finance
-  Ensure **digital infrastructure roll-out and strategies** take into account gender-specific barriers to ICT access and consider GBVH risks
-  Strengthen the **legal and regulatory environment** for care provision
-  Support the design and implementation of policies that **address the risk of GBVH** and other forms of violence against women in the public space
-  Explore policy engagement on **GBVH to be identified as a “prohibited activity”** in national procurement regulation
-  Build capacity for **inclusive infrastructure planning** (incl. effective stakeholder participation at the community level)

KEY OPERATIONAL INSTRUMENTS

- Gender mainstreaming into Green City Action Plans (GCAPs)
- Equal Opportunity Action Plans (EOAPs) across infrastructure investments
- Gender Facility Audits
- Deepen the exploration of investments in municipal care facilities (including child / elderly care), public-private partnerships
- Gender and Socially Responsive Procurement as part of infrastructure investments
- Safe Transport Initiative
- Opening up occupations banned to women in infrastructure sector
- Promoting GBVH policies through ESAPs, TCs on GBVH and Bank’s other operational tools

4.4 Strategic Directions 2021-2025 | In conclusion, activities respond to the size and nature of sectoral gender gaps, and are prioritised at regional level for maximum focus, synergies and impact

While the EBRD expects to work on each of the three strategic focus areas in all of its COOs, **local context and gaps drive the selection of priority interventions** (see below example for illustration).

STRATEGIC FOCUS AREAS

SECTORAL GENDER EQUALITY GAPS

REGIONAL GENDER EQUALITY GAPS

i BUILDING INCLUSIVE AND GENDER-RESPONSIVE FINANCIAL SYSTEMS AND BUSINESS ENVIRONMENTS

ii BROADENING ACCESS TO SKILLS, EMPLOYMENT AND SUSTAINABLE LIVELIHOODS

iii CREATING INCLUSIVE AND GENDER-RESPONSIVE SERVICES AND PUBLIC GOODS

- | | FI | ICA | SIG |
|-----|--|-----|-----|
| FI | <ul style="list-style-type: none"> Women account for less than 2% of FI CEOs and less than 20% of executive board members. Women-led businesses tend to be smaller than those led by men, and concentrated in lower value added and less capital intense sectors. Globally, more than 1bn women still do not use or have access to the financial system. In emerging markets alone, there is an annual financing gap of \$300bn for formal women-owned SMEs. More than 70% of women-owned SMEs have inadequate or no access to financial services | ICA | SIG |
| ICA | <ul style="list-style-type: none"> Large gender gaps persist along the global supply chains. Women are underrepresented in high-income trading activities, TMT, energy and manufacturing, and those that work in the sectors face significant gender pay gaps. Women form 70% of workers in the global health and social care services and sectors, and conduct the majority of unpaid care for children and older persons. | ICA | SIG |
| SIG | <ul style="list-style-type: none"> Female participation in the transport, construction, energy and utilities sectors remains low and women entrepreneurs are significantly less likely than men to operate in these sectors. Due to low representation in the sector, women's needs and perspectives around infrastructure are not fully taken into account. For example, women tend to rely more on public transport and face many barriers that limit their mobility. | ICA | SIG |

CENTRAL EUROPE AND BALTICS

- Women in equity
- Care economy
- Women in corporate leadership
- Gender-responsive Green Cities

SOUTH-EASTERN EUROPE

- Promoting inclusive procurement
- Gender-responsive Green Cities
- Addressing GBVH

SEMED

- Voice and agency
- Safe transport
- Promoting inclusive procurement
- Removal of legal barriers
- Gender-responsive green skills
- Gender budgeting in climate action

TURKEY

- Care economy
- Voice and agency
- Women in leadership
- Addressing GBVH
- Gender and green

CENTRAL ASIA

- Gender budgeting in climate action
- Gender-responsive green credit lines
- Gender responsive infrastructure design
- WeFi

EASTERN EUROPE AND CAUCASUS

- Gender-responsive green skills
- Women in corporate leadership
- Gender-responsive green credit lines
- Addressing GBVH
- Gender responsive infrastructure design

TARGETED ACTIVITIES TO PROMOTE GENDER EQUALITY

4.5 Strategic Directions 2021-2025 | The SPGE enables the EBRD to actively support international efforts to promote gender equality at investment and policy levels

Outcomes of the EBRD's project and policy level priorities directly contribute towards the following five global agendas

SUSTAINABLE DEVELOPMENT GOALS (SDGs)



EBRD contributes to SDG 4 in supporting skills development, SDG 5 by promoting gender equality in its investments, SDG 8 by promoting economic opportunities, SDG 11 by focusing on safe and accessible transport, SDG 13 on gender inclusive climate action, amongst others. All of which are enshrined in the SCF 2021-2025.

BEIJING DECLARATION AND PLATFORM FOR ACTION (BPfA)



The three distinct focus areas for EBRD's work and additional thematic lenses respond to key issues identified in this roadmap for achieving gender equality: women's agency, services and infrastructure, finance and assets for entrepreneurship, skills for employment, and decent jobs and career opportunities.

ISTANBUL CONVENTION



Gaps in its adoption remain among EBRD COOs. EBRD supports the Convention by integrating GBVH considerations into its projects, for example, by addressing the risk of GBVH in infrastructure projects and by supporting policies that address GBVH and other forms of violence against women in the workplace.

PARIS AGREEMENT and UNFCCC's 5-YEAR ENHANCED LIMA WORK PROGRAMME



EBRD supports a gender-responsive approach to climate action and efforts to effectively mainstream gender into green economy investments in line with the Paris Agreement and the UNFCCC's 5-year enhanced Lima work programme on gender, aiming to ensure women's participation and leadership in the transition to a green economy.

ILO CONVENTION ON VIOLENCE AND HARASSMENT IN THE WORLD OF WORK (NO. 190)



ILO C190 recognizes the right of everyone to a world of work free from violence and harassment, including GBVH. The EBRD's work on GBVH and SEA through its projects and policy engagements has direct relevance to the implementation of the C190 convention across the Bank's COOs.



5 | Institutional Strengthening under the SPGE 2021-2025




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5.1 Institutional Strengthening under the SPGE 2021-2025 | Improved processes, systems and a range of new tools support the scaling up of gender activities across the Bank


Targeted implementation activities support the Bank in scaling up gender mainstreaming across operations and lead to sustained impact on gender equality in the EBRD COOs going forward. The new strategy introduces **four flagship initiatives** to significantly strengthen EBRD institutional capacity on gender equality, in line with the lessons learnt from the past SPGE and the key objectives and focus areas identified under the new strategy.

LESSONS FROM SPGE 16-20



(See [section 2.4](#))

KEY OBJECTIVES OF SPGE 21-25



(See [sections 4.1-4.3](#))

- Need to **create greater understanding** for the importance and business case of integrating gender equality considerations into investments
- Need to better **facilitate and reward** the design and delivery of projects with gender components

2021-2025 IMPLEMENTATION FLAGSHIPS

- I** New **EBRD Gender SMART process** to strengthen gender-responsive investment design and recognise projects with gender components beyond TI
- II** **Sectoral action plans** setting out the sectoral ambition for gender, including policy priorities
- III** **Toolkits and guidance notes** to provide guidelines on how to effectively integrate gender equality considerations into EBRD work
- IV** **EBRD Gender Academy** for all Bank staff as part of mandatory introduction, leveraging international expertise and knowledge creation

...supported by **enhanced data collection efforts, impact analysis and learning**

FACILITATE AND REWARD

BUILD KNOWLEDGE AND UNDERSTANDING

5.2 Institutional Strengthening under the SPGE 2021-2025 | I Facilitate and reward gender-responsive investment design: The EBRD's Gender SMART process

Gender SMART is a targeted process to enable the systematic integration of gender into investments. It is an additional tool that complements (and is complemented by) findings from standard client due diligence as carried out under the EBRD's ESP.

It is designed to support banking teams to:

- (1) **Introduce gender considerations earlier in the project design stages**, which improves the sustainability of the investment as well as expected impact;
- (2) **Create a standardised and systematic approach to addressing gender in projects**, decoupling this from staff's personal inclinations or knowledge; and
- (3) **Reflect appropriate incentives attached to gender mainstreaming into investments**, thanks to the inclusion of the Gender SMART tag in the Bank's Corporate Scorecard.

The EBRD Gender SMART tag differentiates four levels, with the top two levels qualifying for Gender SMART and the Bank's Corporate Scorecard target:

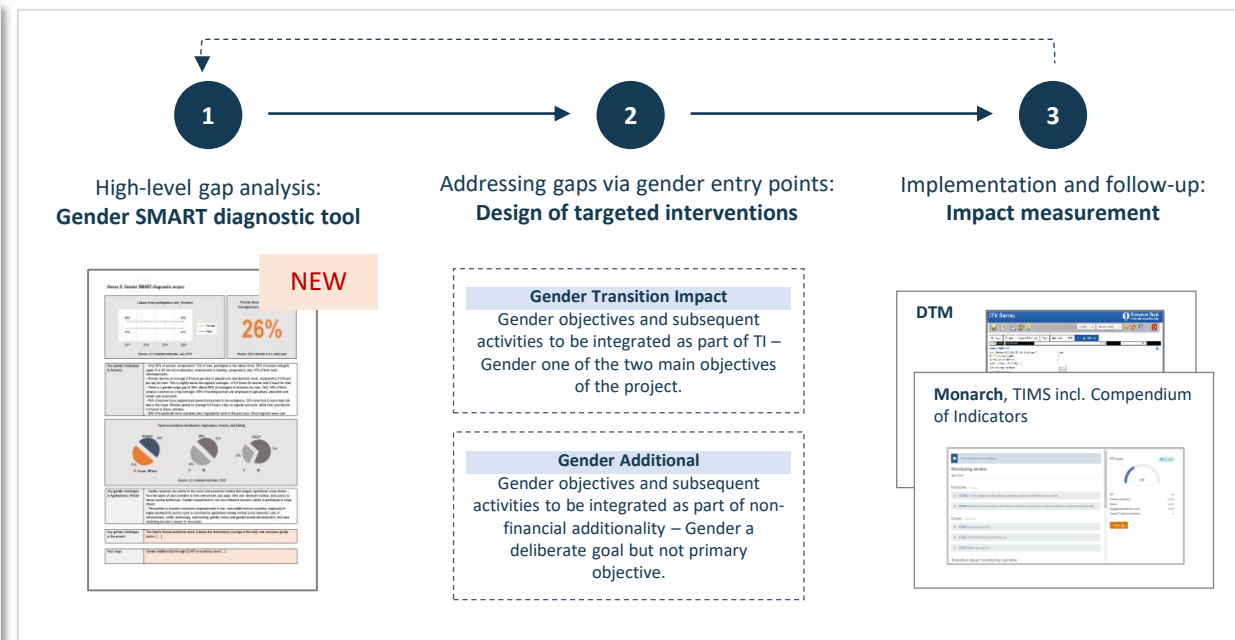
GENDER TRANSITION IMPACT | Gender objectives and subsequent activities to be integrated as part of TI – Gender one of the two main objectives of the project.

GENDER ADDITIONAL | Gender objectives and subsequent activities to be integrated as part of non-financial additionality – Gender a deliberate goal but not primary objective.

GENDER AWARE | Project has been assessed and is conscious of relevant gender angles but does not include any activities that explicit focus on gender equality.

NOT ASSESSED | Tracks projects that currently do not undergo the Gender SMART diagnostic (category expected to decrease over time as Gender is integrated into additional products of the Bank)

EBRD GENDER SMART



The EBRD Gender SMART tag builds on the three point scoring system of the OECD DAC gender equality marker and follows the “twin-track approach” to gender equality, combining dedicated/targeted interventions with gender mainstreaming.

5.3 Institutional Strengthening under the SPGE 2021-2025 |

II Enable sector-specific responses at project and policy level: Sector action plans for gender equality

To further strengthen the ability of sectoral banking teams to deliver ambitious goals around gender equality, the strategy implementation process pilots tailored **sector-specific action plans**.

The **Sector Gender Action Plans (SGAPs)** enable sector teams to lead in leveraging their unique sector knowledge combined with the Bank's gender equality priorities to identify **pathways to promote greater gender equality in their respective investments**.

The SGAPs provide a clear direction towards achieving the Bank's vision in promoting gender equality. The SGAPs are complemented by clear **policy priorities that provide a coherent alignment** to investment pipeline, with the aim of achieving wider change at the sector level over time.

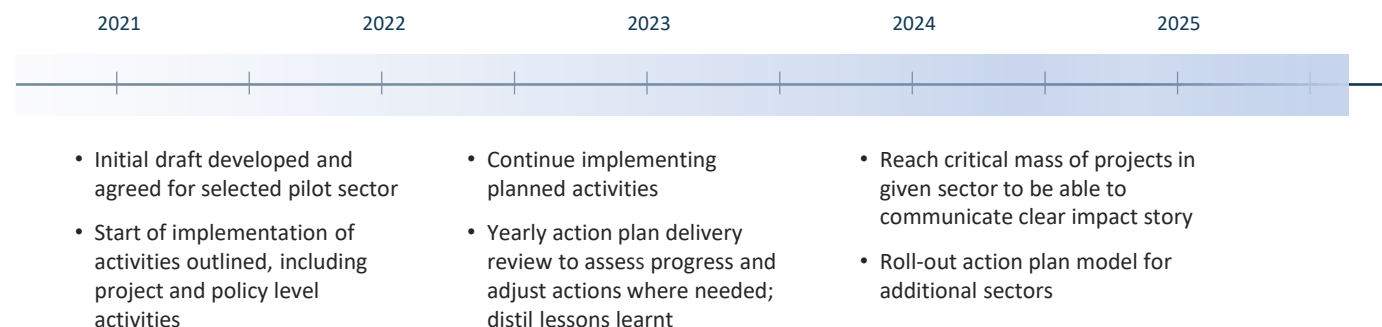
Developed as a collaboration between Bank-wide gender experts and sectoral banking teams, SGAPs are a road-map and serve to **strengthen ownership of EBRD's gender equality agenda** across the Bank and provide opportunities for additional **sector-level capacity development**. The SGAPs will inform Country Strategy priorities on gender equality, to ensure systemic private sector-driven progress.

POSSIBLE ELEMENTS AND/OR ISSUES TO BE COVERED BY ACTION PLAN

- Key **research questions** and/or **data needs** to be satisfied to develop and implement impactful sector-specific gender activities
- **Prioritised menu of gender activities** for sector pipeline (tailored to clients' level of capacity, current relationship with EBRD, etc.)
- Set of **medium- to long-term policy goals** for strengthening gender equality in a sector (including possible milestones)
- **Internal capacity building** commitments, incl. contribution to **self-evaluation and learning agenda** ([see section 5.6](#))



INDICATIVE TIMELINE FOR A FOUR YEAR ACTION PLAN



5.4 Institutional Strengthening under the SPGE 2021-2025 |

III Support gender mainstreaming across the institution: Toolkits and guidance notes

To fully mainstream gender considerations into projects, policy engagement and other operational instruments for EBRD impact, the **development of tailored toolkits and guidance notes** is a priority under the SPGE. Over the past strategy period, the Bank has already developed a number of resources for staff and also external audiences to support gender mainstreaming, with a focus on integrating gender equality consideration as part of investment design. The SPGE 2021-2025 continues this work, including under the new thematic lenses, and additionally pledges to increase the availability of relevant resources to mainstream gender as part of other EBRD business processes and non-transactional activities, such as technical cooperation and policy dialogue. The EBRD also looks for **opportunities to collaborate with others** on relevant materials, capitalising on its partnerships as part of the MDB WGs on Gender and SEAH, the W20 Initiative and other relevant platforms.

EXISTING GUIDANCE NOTES



NEW TOOLKIT AND GUIDANCE NOTE INITIATIVES

WITH A FOCUS ON HOW TO EFFECTIVELY MAINSTREAM GENDER AT PROJECT LEVEL

- Provide step-by-step guidance to staff and external audiences on **how to assess gender challenges and opportunities** at the project level and **design compelling projects** answering to the needs of all stakeholders
- Present a **strong business case** for gender mainstreaming, tailored to the challenges of a specific sector or country that can serve to market gender equality interventions towards clients
- Advise on suitable **monitoring and evaluation approaches** for projects to capture gender outcomes and impact

Priority areas for new toolkits include **gender and GREEN** (work has started on a Gender and Climate Investment Guide under the 2X Climate and Gender Taskforce), **gender and DIGITAL as well as gender and CARE**; EBRD Corporate Governance toolkit to integrate gender-specific considerations; development of a gender-responsive PPP institutional framework; internal guidance on ESP-related gender assessments (work in progress)

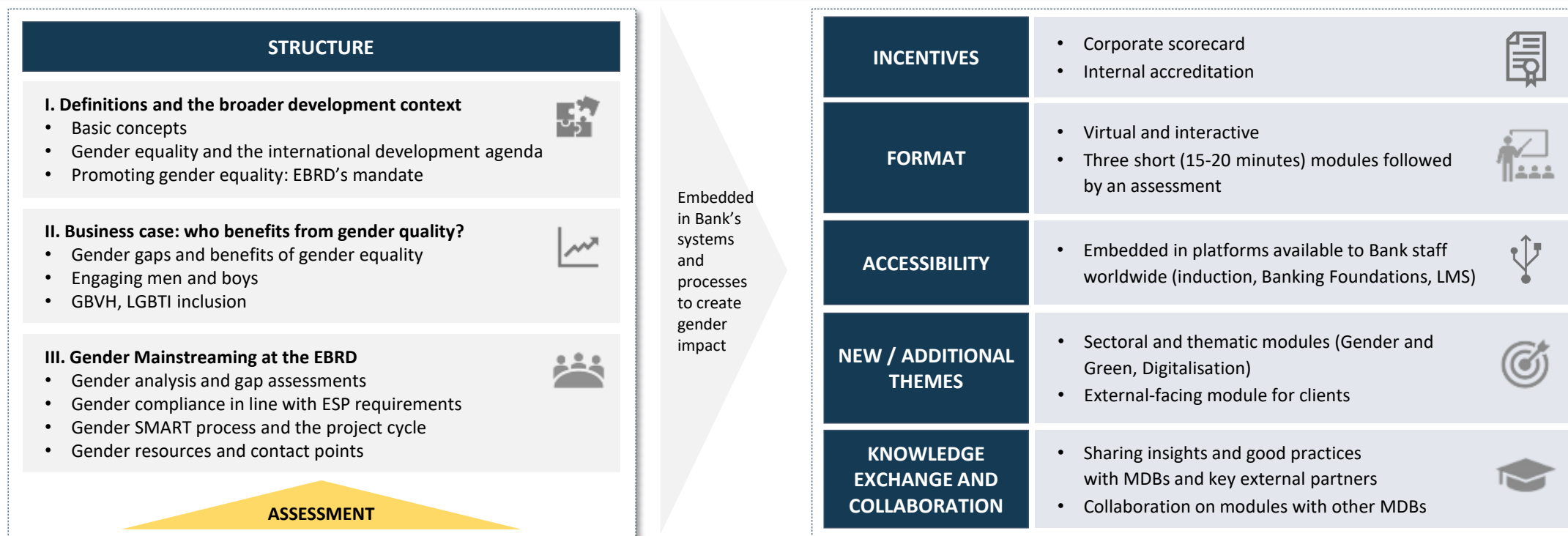
WITH A FOCUS ON WHERE TO STRENGTHEN GENDER MAINSTREAMING AS PART OF OTHER BUSINESS PROCESSES

- Working with different parts of the Bank to inform business processes on opportunities to integrate gender mainstreaming considerations, such as in the context of allocating donor funds (esp. SSF), selecting projects for impact assessment ([see section 5.6](#)), etc.
- Include guidance and suggestions in template documents and internal policies
- In order to more effectively mainstream gender through the Bank's business processes, gender equality considerations need to be integrated at the highest level to meet the Bank's delivery ambition

5.5 Institutional Strengthening under the SPGE 2021-2025 |

IV Equip clients and staff with the skills to identify and address gender gaps: EBRD Gender Academy

The **EBRD Gender Academy** is an online, mandatory, interactive gender training delivered as part of induction for staff and aiming at scaling up gender proficiency and mainstreaming across operations. As part of the effort to increase support for Bank-wide capacity development, the course positions staff to better support clients in designing and delivering effective gender-responsive project activities as well as policies across EBRD COOs.



5.6 Institutional Strengthening under the SPGE 2021-2025 | Implementation activities will be complemented by enhanced data collection efforts, impact analysis and learning

In addition to the four implementation flagships, the SPGE emphasises the **importance of strong data collection, analysis and learning**.

Better quantitative and qualitative data covering the EBRD region - for which broad data availability can be a challenge - constitutes an important input for country and sector strategies, ATQs and policy initiatives. Building on the objective of effectively mainstreaming gender as part of key business processes (see [section 5.4](#)), the **consideration of gender-differentiated impacts needs to become the norm**, including by collecting and analysing data in sex-disaggregated form wherever possible.

In line with the strategy's goal of reporting results with a focus on wider sector-/country-level impacts (see [section 7.1](#)), the SPGE envisages close alignment with the Bank's developing results and learning systems.

ENHANCED DATA COLLECTION EFFORTS

In line with overarching Bank priorities and available resources...

- Include key gender-related questions in the upcoming **Life in Transition Survey** (LITS) to strengthen availability of quantitative gender data for EBRD COOs
- Integrate gender-related components in **qualitative assessments of legal frameworks** in EBRD COOs, e.g. upcoming PPP Laws Assessment
- Identify suitable **platform for cross-Bank digital exchange of data** collected through project-level engagement, assessments and research on key indicators and barriers for gender equality
- Ensure systems for Bank-wide data collection include capability for **sex-disaggregation of data**, e.g. Monarch TI assessment and monitoring module

IMPACT ANALYSIS AND LEARNING

- **Ongoing OCE research projects** with a dedicated focus on gender, including impact evaluation on flexible forms of microcredit to increase loan take-up among female borrowers, impact of the Women in Business (WiB) programme in Turkey, gender-differential time-use impacts from water infrastructure improvements, as well as EBRD-internal analysis on knowledge teams, careers, and gender; gender-disaggregation as part of the 2021-22 EBRD Transition Report on digitalisation transition
- Propose projects and policy engagements with gender equality focus or components under the **annual self-evaluation work programme** as per the processes developed under the EBRD's new self-evaluation system
- Continue to **actively disseminate learnings internally and externally**, in line with the Bank's Knowledge Management systems; and explore the introduction of a dedicated **EBRD Gender Equality and Equality of Opportunity Effectiveness Report (ER)**

INCREASE INTERNAL CAPACITY TO IDENTIFY AND RESPOND TO GENDER BARRIERS AND GAPS and
CONTRIBUTE TO GLOBAL KNOWLEDGE CREATION ON GENDER EQUALITY



6 | Collaboration with donors and other partners



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6.1 Collaboration with donors and other partners | EBRD's active partnerships serve as vehicles to co-create, innovate and scale up in key emerging areas

The Bank's partnerships on gender have been instrumental in developing key strategic intervention and align on MDBs best practices. Under the SPGE, the Bank strengthens partnerships to mobilize support on gender in private sector investments in key emerging areas such as the green and gender nexus, digitalisation and care economy. Partnerships also offer an opportunity for knowledge sharing and collaboration on advocacy and policy dialogue.

STRATEGIC PARTNERSHIPS

- UN Women & UNDP: gender inclusion
- Green Climate Fund: gender and green
- 2X Challenge to increase gender lens investing
- 2X Climate and Gender Taskforce: gender and green
- We-Fi : Support for Women Entrepreneurs
- ILO, ETF and UNESCO Inter-Agency WG: green and digital
- UN Women Generation Equality Action Coalition: gender and climate change

KNOWLEDGE PARTNERS

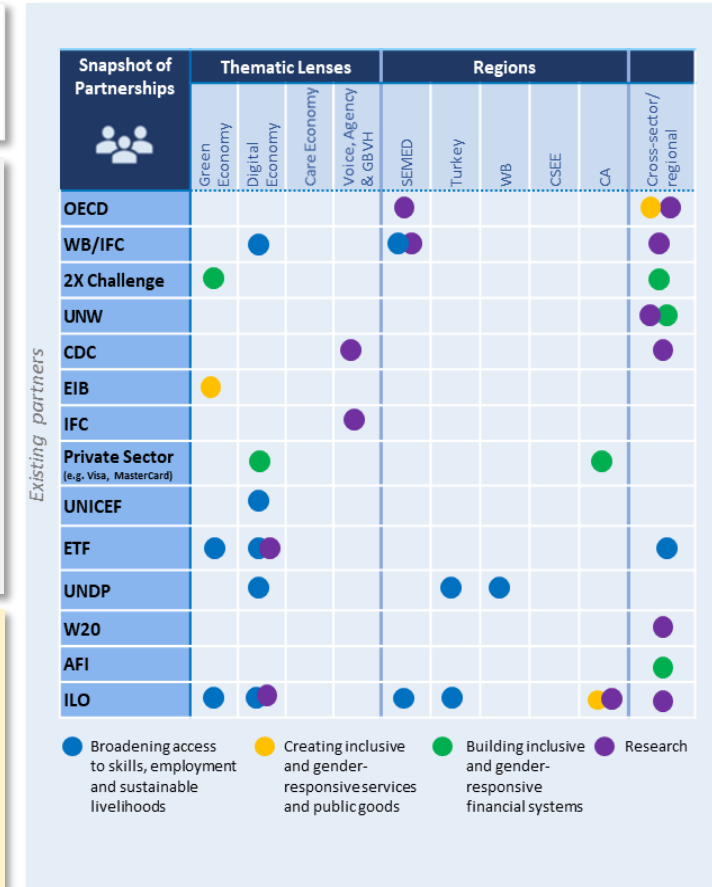
CDC, IFC, W20, IDLO, IDS, ICRW, J-PAL

MDB COOPERATION

- MDB Climate Change Working Group (WG)
- MDB Gender WG
- Equal Aqua (EA) Inclusive Water Institutions Platform
- 2X Challenge 2021-2022 across 8 DFIs and 3 MDBs
- 2X Climate and Gender Taskforce
- Climate Investment Fund's Gender WG
- JTI Climate Investment Fund's Gender WG
- MDB WG on Sexual Exploitation, Abuse and Harassment (SEAH)
- Harmonized Indicators for Private Sector Operations (HIPSO) WG
- We-Fi – co-operation across 6 MDBs

The **success of these partnerships** is illustrated in some of our recent work:

- Practical guide to support primarily the private sector in efforts to address gender-based violence and harassment (GBVH) developed by the EBRD, IFC and CDC Group;
- Policy Brief developed by the EBRD and W20 to present policy recommendations for the immediate post Covid-19 recovery phase as well as long term rebuilding efforts that can be implemented across the G20;
- EBRD and GCF launched a US\$ 7 million technical cooperation initiative supporting the renewable energy sector and promoting gender equality in Egypt.



6.2 Collaboration with donors and other partners | Donor funding is critical to EBRD's gender work and funding needs continue to grow in line with the ambition to significantly scale up impact

The GEI team TC portfolio and pipeline has steadily grown since 2016, indicating consistent donor interest in promoting gender equality through private sector development.

- **94 Bank Wide Technical Cooperation (TC) assignments** with a gender focus
- **More than EUR 120 million in funds** received for gender related TC and co-investment projects across the Bank
- EBRD's Shareholder Special Fund (SSF) has funded over two thirds of gender TC projects

As the Bank continues to scale operations to promote gender equality and the 2030 Agenda for Sustainable Development, donor funds remain fundamental for EBRD's ability to support its clients and COOs in promoting gender equality.

Donor partnerships have unlocked high impact to date:



- ✓ The EU has supported the EBRD's flagship Women in Business Programme across EBRD COOs since 2014;



- ✓ In partnership with the GCF, EBRD developed a roadmap promoting women's participation in the renewables sector in Kazakhstan;



- ✓ Supported EBRD's recent policy report on the care economy;

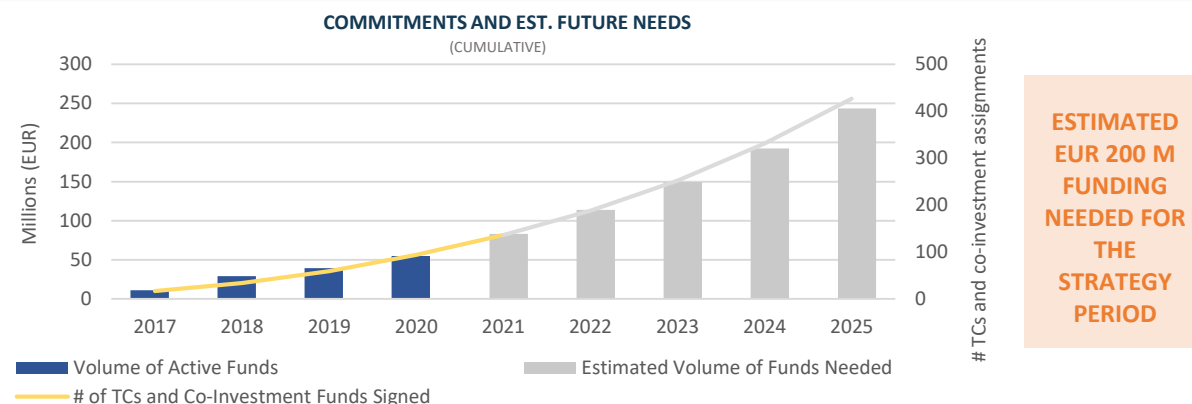


Japan

- ✓ Supported the design and implementation of a successful campaign on combatting GBVH on public transport in Egypt;



- ✓ Support for EBRD's "Women of the Steppe" Women in Business Program in Central Asia



SCALING UP GENDER & EQUALITY OF OPPORTUNITY FUND RAISING

The scaling up of work for this agenda will require the Bank's own investments to be supported by increased access to donor funds. EBRD's new SSF Work Plan provides an additional important source of funding.

A dedicated donor fund is also envisaged to help mobilise the extra resources required to meet the full ambition of these new strategies. Such a fund could:

- ✓ Focus on the key strategic priority areas of the two strategies
- ✓ Promote the Bank's gender equal and inclusive investments, client capacity building, policy reform, higher standards and practices, innovation and knowledge creation (including data collection, analysis and learning)
- ✓ Pool resources from a variety of donors more efficiently
- ✓ Enable targeting through regional funding windows



7 | Approach to Results and Monitoring



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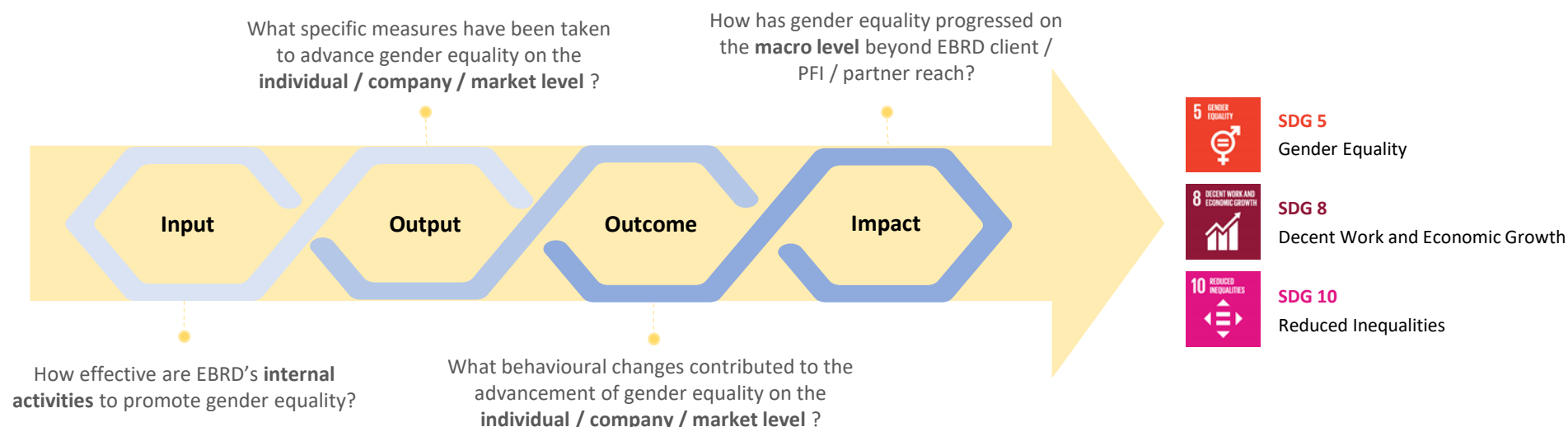
7.1 Approach to results and monitoring | Based on the new Theory of Change, the SPGE 2021-2025 reports results with a focus on outcomes on company/market level and impact

The Bank's new Strategy for the Promotion Gender Equality (SPGE 2021-2025) aims to **scale-up and strengthen** the EBRD's gender-responsive investment culture across sectors and countries of operations. EBRD's role within the attribution context of impact is to advance gender equality by fostering and empowering companies to shape market systems through equal opportunity private sector policies and practices as agents of change for gender equality.

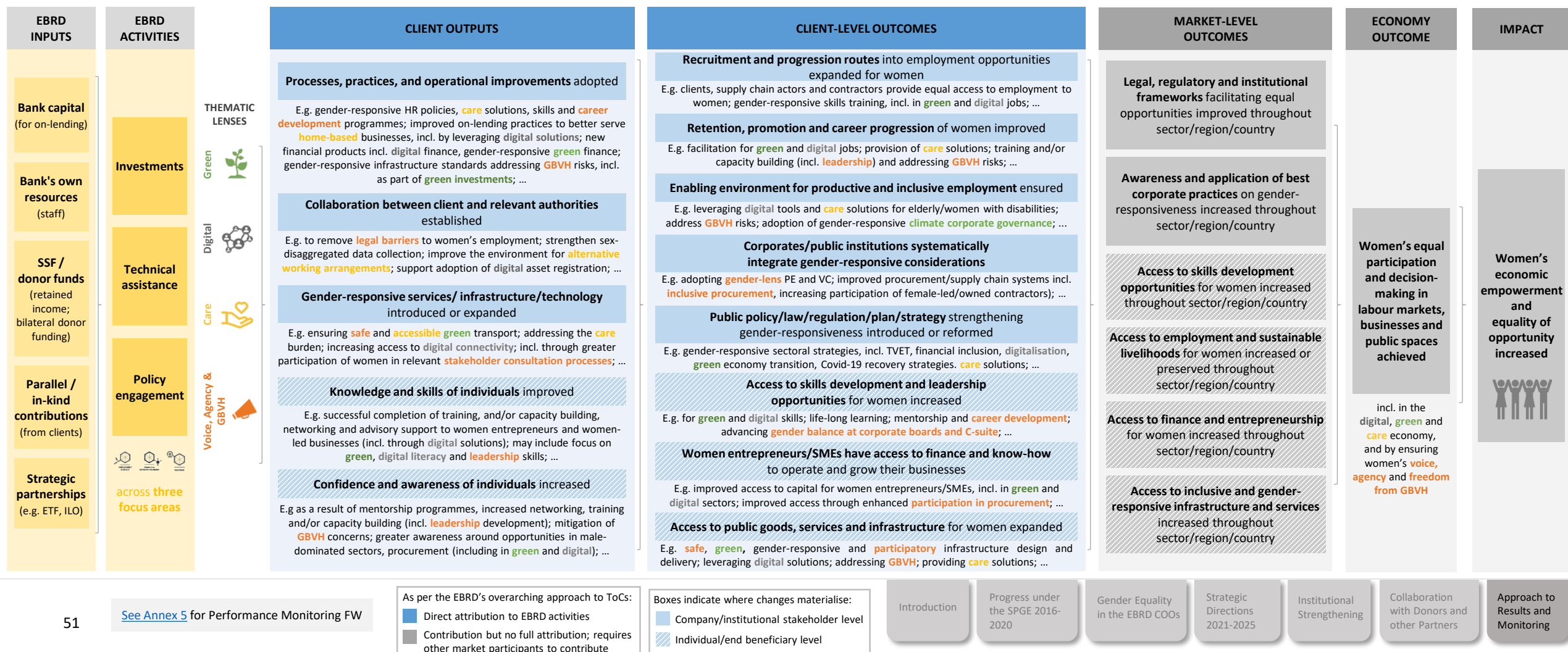
To monitor its activities, the Bank has developed a new measurement framework that is focused on **systemic impact achieved** and is embedded in the Bank's overall results framework and platforms. The monitoring framework is based on the new **Theory of Change** and the bank-wide **Assessment of Transition Qualities (ATQ)** indicators. It aligns to the **SDG standards** and has identified indicators on impact, outcome, output and input level. The cross-cutting nature of the gender equality strategy is reflected in the number of SDGs the strategy is feeding into.

MEASURING IMPACT

THEORY OF CHANGE



7.2 Approach to results and monitoring | The EBRD's work on gender follows the Bank's new standardised Theory of Change approach, reflecting client-level changes as well as higher level results



Annexes

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2020 Gender ATQs | EBRD COOs

Rank	Country	Region	Gender ATQ	Rank (con't)	Country	Region	Gender ATQ
1	Poland	CEB	7.34	20	Tajikistan	CA	6.03
2	Mongolia	CA	7.29	21	Cyprus	CYPRUS AND GREECE	6.02
3	Slovenia	CEB	7.23	22	Kyrgyz Republic	CA	6.02
4	Kazakhstan	CA	7.11	23	Azerbaijan	EEC	5.94
5	Croatia	CEB	6.98	24	Greece	CYPRUS AND GREECE	5.90
6	Belarus	EEC	6.96	25	Albania	SEE	5.82
7	Ukraine	EEC	6.96	26	Georgia	EEC	5.74
8	Latvia	CEB	6.93	27	Turkmenistan	CA	5.72
9	Romania	SEE	6.88	28	Bosnia & Herzegovina	SEE	5.72
10	Lithuania	CEB	6.87	29	Kosovo	SEE	5.48
11	Bulgaria	SEE	6.86	30	Uzbekistan	CA	5.46
12	Serbia	SEE	6.74	31	Armenia	EEC	5.31
13	Russian Federation	RUSSIA	6.73	32	Turkey	TURKEY	4.45
14	Estonia	CEB	6.73	33	Tunisia	SEMED	3.27
15	Slovak Republic	CEB	6.70	34	Lebanon	SEMED	2.97
16	Moldova	EEC	6.63	35	Morocco	SEMED	2.68
17	Montenegro	SEE	6.37	36	Jordan	SEMED	2.54
18	Hungary	CEB	6.36	37	Egypt	SEMED	2.46
19	North Macedonia	SEE	6.16	38	West Bank and Gaza	SEMED	2.20

PLEASE NOTE: 2020 Gender ATQs are based on 2019 data or latest. Updated Gender ATQs are published each year alongside the EBRD's annual Transition Report. 2021 Gender ATQs will thus be made available as part of the launch of the EBRD's Transition Report 2021-22 in November 2021.

ASSESSING PROGRESS ON TRANSITION QUALITIES AND GENDER EQUALITY ACROSS THE EBRD REGION

Following the revision of the transition concept in 2016, the EBRD has developed an approach to track **progress in transition**. The new methodology assesses developments along six qualities of a sustainable market economy: Competitive, Well-governed, Green, Inclusive, Resilient and Integrated.

Progress in each of these qualities is captured by the set of composite indices (referred to as “**assessments of transition qualities**” or “**ATQs**”), which combine information from a large number of indicators and assessments in a consistent manner. The resulting ATQ scores measure each economy's performance against that of comparator advanced economies as well as other economies in the EBRD regions. Scores range from 1 to 10, where 10 represents a synthetic frontier corresponding to the standards of a sustainable market economy.

Under the Inclusive quality, progress towards achieving gender equality is expressed by the **Gender ATQs** which capture measures relating to women's access to entrepreneurship and finance, skills, jobs and livelihoods as well as services and public goods.

Progress under the SPGE 2016-2020 | Project- and policy-level highlights of the strategy period

PROJECT

PROMOTING EQUAL OPPORTUNITIES IN MALE-DOMINATED SECTORS

- EBRD worked with Turkish electricity distributor OEDAS to launch an Equal Opportunities Action Plan (EOAP) for women within the company. The project established sex-disaggregated data collection systems at all HR stages to track progress against EO targets, a confidential ethics hotline, a breast-feeding room to improve work-life balance, and more.
- The project will increase the number of women in technical and engineering roles from 2% to 19% and from 7% to 15% in managerial roles by the end of 2022.



TAJKI CLIMATE RESILIENCE FINANCING FACILITY ClimADAPT

- Under the Tajikistan Climate Resilience Financing Facility (Climadapt), EBRD's partner banks have helped women access productive assets while boosting their resilience in the face of climate change.
- Of the 3,548 businesses and homeowners supported to invest in climate resilient technologies, 28 percent were women-led businesses and female household members who reported benefits related to time saved and decreased household task burdens.



MAKING TRANSPORT SAFE FOR ALL

- EBRD has supported Egyptian National Railways (ENR) to make passenger services safer for men and women and to prevent sexual harassment.
- Recommendations included improving lighting in stations and trains, and increasing security personnel.
- ENR also implemented an awareness-raising campaign associated with internal capacity building to prevent and respond to incidents of sexual harassment in railway transport, and established a Sexual Harassment Prevention Committee.



POLICY

WOMEN ENTREPRENEURS FINANCE INITIATIVE WE-FI

- As part of the multi-stakeholder We-Fi partnership, EBRD is working across Central Asia to improve the enabling policy and legal environments for women's entrepreneurship and introduce gender dimension in economic policies formulation.
- This includes introducing a unified definition for women-led businesses, promoting gender-responsive regulatory impact analysis, a framework for collection of supply-side sex-disaggregated financial and SME data and promoting gender diversity.



REMOVING JOB RESTRICTIONS FOR WOMEN

- In 2019, EBRD signed a MoU with the Ministry of Transport (MoT) and the Ministry of Labour, Migration and Population Employment (MoL) of Tajikistan to remove restrictions on women's employment in the transport and construction sector, eliminating at least 90% of job restrictions in these sectors by 2025.
- In addition, EBRD will support MoT with the preparation of an inclusive transport strategy, and support MoT and MoL with the promotion of women and girls' employment in the sector.



SUPPORTING WOMEN IN POLICYMAKING FOR SKILLS GOVERNANCE

- The EBRD is supporting TVET reforms in Jordan and setting up private sector-led platforms (Sector Skills Councils) in various sectors, including Hospitality and Tourism.
- This includes working closely with the newly-established Technical and Vocational Skills Development Commission on producing a bylaw on guidelines for setting up the Sector Skills Councils, which emphasised the importance of women's representation on boards of the Councils in line with their participation in corresponding sectors.



Progress under the SPGE 2016-2020 | Institutional capacity building, knowledge creation and enhanced incentive structures underpin the Bank's commitment to gender mainstreaming

OVER THE PAST FIVE YEARS, THE EBRD HAS...

BUILT DEDICATED GENDER EXPERTISE	STRENGTHENED GENDER LENS IN INCREASING NUMBER OF ACTIVITIES	SUCCESSFULLY CREATED AND SHARED KNOWLEDGE	PROMOTED JOINT ACTION WITH PARTNERS	INTRODUCED TARGETED INCENTIVES
<ul style="list-style-type: none"> The Bank has started to embed gender expertise across the institution, at sectoral and regional levels. This has been achieved by integrating gender experts within resident offices and as part of sectoral teams, often in the form of part-time secondments In addition, in April 2019, the EBRD Gender Champions Network was launched. It brings together colleagues across the Bank who have volunteered to support efforts to promote gender by advocating for, advising and supporting staff in identifying opportunities to integrate gender in EBRD investments and policy initiatives 	<ul style="list-style-type: none"> As part of the 2019 revision of the Bank's ESP, gender considerations were further strengthened. For instance, PR 2 and PR 4 now require clients to take measures to prevent and address any form of violence and harassment, bullying, intimidation, and/or exploitation, including any form of gender-based violence and harassment (GBVH). As part of the Bank's Legal Transition Programme (LTP), included female quotas in trainings of law professionals; advised on policies to increase diversity on corporate boards; and conducted assessments to identify key barriers to gender equality in the legal sphere Stepped up external communication on EBRD gender work through dedicated Twitter account 	<p>EBRD has produced relevant research and analysis to further global action on gender equality, including:</p> <div>  <p>OCE research on “Gender discrimination in small business lending: Evidence from Turkey”</p> </div> <div>  <p>Transition Report 2016-17 “Transition for all: Equal opportunities in an unequal world”</p> </div> <div>  <p>“How private sector investment can support gender-responsive, climate-resilient development in Tajikistan”, together with CIF</p> </div> <div>  <p>“Joint Guidance Note on Addressing GBVH – Good Practice for the Private Sector”, together with IFC and CDC</p> </div>	<ul style="list-style-type: none"> Issued policy recommendations on enhancing gender equality with the W20 partnership, the official G20 engagement group for women's empowerment Contributed to the work of the cross-MDB WGs on Gender and on Sexual Exploitation, Abuse and Harassment (SEAH) Led several initiatives related to the gender and climate change nexus, e.g. co-developed multiple knowledge products and hosted CIF Gender WG in February 2020 	<ul style="list-style-type: none"> In 2020, the Bank's shareholders agreed to introduce a gender scorecard target based on the share of yearly projects with gender components. This top-level target is cascaded across sectoral and regional banking teams and further incentivises the design and delivery of gender equality activities as part of the Bank's projects and policy activities.

STRENGTHENED INSTITUTIONAL CAPACITY FOR GENDER MAINSTREAMING

Collaboration with donors and other partners | EBRD is aligned with other MDBs and IFIs and actively contributes knowledge creation and learning on gender mainstreaming

THEMATIC ALIGNMENT










As a member of the **Multilateral Development Banks' Working Group on Gender** (MDB WGG) the EBRD continues to develop synergies and ensures minimum overlap with partners, while pushing for the global agenda on gender equality.

Cooperation amongst MDBs and IFIs is represented across key thematic lenses. Collaboration include the **MDB Working Group on Sexual Exploitation, Abuse and Harassment (SEAH)** to harmonize and coordinate approaches to address SEAH in our respective development operations and the **MDB Climate Change Working Group** to discuss and share experience on gender equality issues.

EBRD's overall approach is in line with other MDBs/DFI who place a **specific emphasis on mainstreaming gender** across their investments and key focus areas.

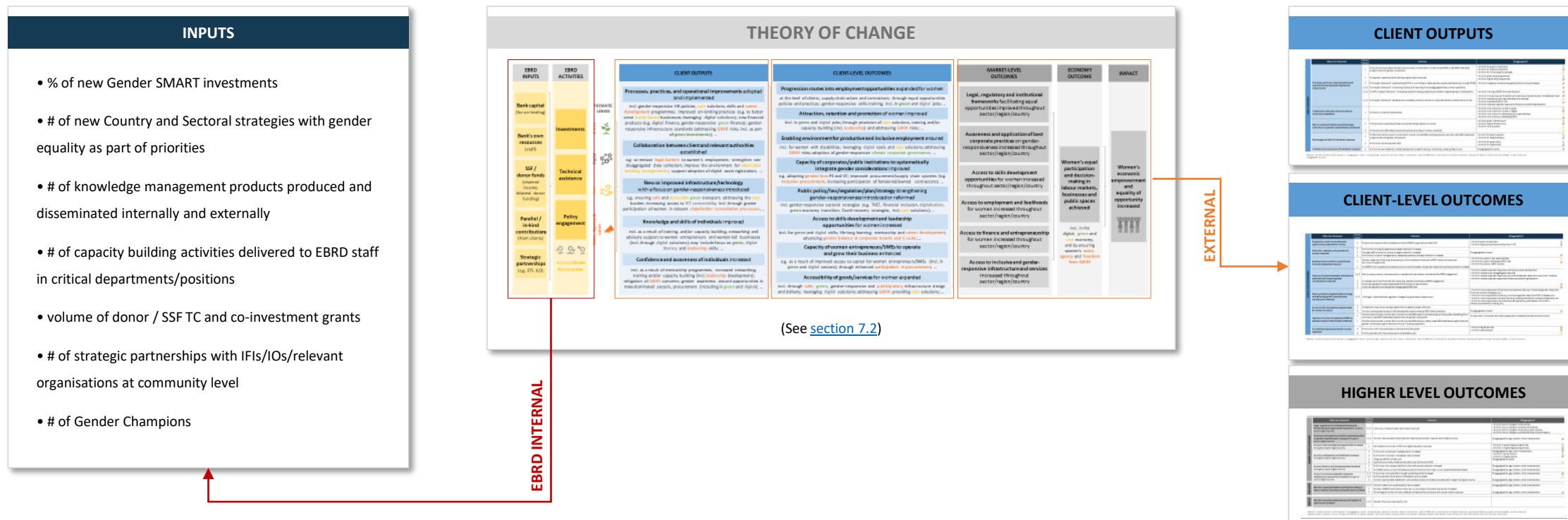
- With its new strategy, **EBRD strengthens its approach to gender mainstreaming** at both impact and compliance levels and expanding gender engagements in key areas including green, digital and care economy;
- **EBRD has a strong position on the green and gender nexus** which is reflected across its key focus areas as well as policy work. The IDB's and AfDB's gender strategies also stress this important nexus.
- The **EBRD's SPGE does not contain a focus on health and social protection** which is prominent in gender strategies of other MDBs such as the World Bank;

STRUCTURES AND PROCESSES

	Gender Strategy	Gender Department	Gender in Bank Wide Strategic Framework/ Strategy	Gender Champions Network	Tracking Tools	Capacity Building / Toolkits	Performance Objectives
 THE WORLD BANK	✓	✓	✓		✓	✓	✓
 European Investment Bank	✓					✓	✓
 IFC	✓	✓	✓	✓	✓	✓	✓
 CDC	✓		✓		✓	✓	
 ADB	✓	✓	✓		✓	✓	✓
 AfDB	✓	✓	✓		✓	✓	✓
 AIIB			✓				
 IDB	✓	✓	✓	✓	✓	✓	✓
 European Bank	✓	✓	✓	✓	✓	✓	✓

SPGE 2021-2025 Performance Monitoring Framework | EBRD level: Monitoring the Bank's internal effectiveness in advancing gender equality

The Bank reports the supporting layers of impact through input, output and outcome indicators, as described in the SPGE's [Theory of Change](#). Input indicators serve to assess the effectiveness of EBRD's internal activities, output indicators to measure the specific measures taken on individual, company and market level; outcome indicators are specified to assess behavioural changes in the context of advancing women's economic empowerment. Tracked client output and client-level outcome indicators are in line with the EBRD's overall Compendium of Indicator list and in line with the Bank's overall results systems.



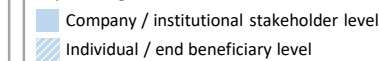
SPGE 2021-2025 Performance Monitoring Framework |

Client Outputs: Objectives and Indicators













Icons reflect links to thematic lenses:



As per categories introduced within ToC:



The SPGE Performance Monitoring Framework reflects the Theory of Change (ToC) of EBRD's work on gender. Indicators have been selected to correspond to the key objective statements included in the ToC, and link to the three focus areas of the SPGE – building inclusive and gender-responsive financial systems and business environments (focus area 1), broadening access to skills, employment and sustainable livelihoods (focus area 2), and creating inclusive and gender-responsive services and public goods (focus area 3).

CLIENT OUTPUTS	Objective Statement	Focus Areas	Indicator	Disaggregation ¹	
	Processes, practices, corporate policies and operational improvements adopted	1	# of sub-loans provided to female sub-borrowers, women-led or women-owned SMEs under EBRD dedicated programmes with gender components	◦ of which for green investments ◦ of which for digital investments ◦ of which for home-based businesses	
		2	# of gender-responsive skills training programmes introduced	◦ of which green skills programmes ◦ of which digital skills programmes	
		2	# of target institutions ² implementing EOAPs or committing to higher gender equality standards (e.g. through EDGE)	◦ of which targeting contractors/suppliers/sub-borrowers/investees	
		1,2,3	# of target institutions ² introducing tracking and reporting of sex-disaggregated data on their operations		
		1,2,3	# staff in target institutions ² completing capacity building programmes to better integrate gender considerations	◦ of which training of EBRD Nominee Directors	
		1,2,3	# of target institutions ² adopting new processes, products, services or corporate policies to better serve women	◦ of which introducing new financial instruments (e.g. gender bonds) / embedding fintech ◦ of which addressing care responsibilities of employees ◦ of which addressing GBVH risks ◦ of which relating to gender-responsive infrastructure planning/operation	
	Collaboration between client and relevant authorities established	1	# of policy initiatives implemented with client's participation	◦ of which with a focus on women in green ◦ of which with a focus on women in digital ◦ of which with a focus on addressing care responsibilities ◦ of which with a focus on addressing GBVH	
	Gender-responsive services/ infrastructure/technology introduced or expanded	3	# of operations expanding infrastructure/technology capacity to women	◦ of which green infrastructure ◦ of which digital infrastructure ◦ of which care solutions	
		3	# of quality and affordable care places opened according to industry standards		
	Knowledge and skills of individuals improved	1	# of female sub-borrowers, women-led or women-owned SMEs accessing advisory services under EBRD dedicated programmes with gender components	◦ of which for green advisory ◦ of which for digital advisory	
		2	# of women enhancing their skills	◦ of which for green skills ◦ of which for digital skills	
	Confidence and awareness of individuals increased	2	# of women participating in career development programmes (e.g. mentorship, career guidance, etc.)	Disaggregated by sector	

¹ Wherever possible, indicators will be reported in a disaggregated manner, including by age, urban/rural and other, relevant characteristics; while the EBRD aims to track data for all indicator mentioned, reporting will depend on project and data availability as well as resources.

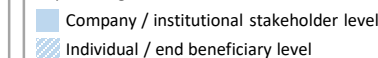
² Disaggregated by sector.








SPGE 2021-2025 Performance Monitoring Framework | Client-Level Outcomes: Objectives and Indicators

Icons reflect links to thematic lenses:



As per categories introduced within ToC:



CLIENT-LEVEL OUTCOMES	Objective Statement	Focus Areas	Indicator	Disaggregation ¹	
	Recruitment and progression routes into employment opportunities expanded for women	1	Employment opportunities increased as a result of EBRD-supported activities [Y/N]	<ul style="list-style-type: none"> of which green employment of which digital employment/employment in TMT 	
	Retention, promotion and career progression of women improved	1	% of women in senior management or leadership positions at target institutions		
	Enabling environment for productive and inclusive employment ensured	1	Gender-responsive HR policies and practices in the workplace implemented by EBRD client [Y/N]	<ul style="list-style-type: none"> of which focused on care responsibilities of which focused on addressing GBVH risks of which focused on LGBTI inclusion 	
		1	% of EBRD client suppliers/contractors/sub-borrowers/investees with gender-responsive business practices increased		
	Corporates/public institutions systematically integrate gender-responsive considerations	1,2,3	New process, practice, corporate policy or operational improvement implemented	<ul style="list-style-type: none"> of which related to gender-responsive training and career development of which related to sex-disaggregated reporting of which related to gender-responsive procurement/gender-responsive value chain initiatives of which related to gender-responsive infrastructure planning/operation 	
		1	Increased use of new financial instruments (e.g. Gender bonds) by clients beyond EBRD direct support		
		1	Financial regulators implement gendered KPIs & disclosure requirements		
	Public policy/law/regulation/plan/strategy strengthening gender-responsiveness introduced or reformed	1,2,3	Legal, institutional and regulatory changes in a given sector/area/country	<ul style="list-style-type: none"> of which improving access to finance and entrepreneurship (e.g. introducing gender-responsive financial inclusion strategies, etc.) of which improving access to skills (e.g. introducing gender-responsive TVET strategies, etc.) of which improving access to employment (e.g. enabling alternative working arrangements, etc.) of which improving access to services and public goods (e.g. participation of women in infrastructure decision-making, etc.) 	
	Access to skills development opportunities for women increased	2	Number of target institutions offering training programmes for women beyond EBRD direct support		
		2	Women report greater access to skills development opportunities at EBRD client/contractor	Disaggregated by sector	
	Women entrepreneurs/SMEs have access to finance and know-how to operate and grow their businesses	1	% of female sub-borrowers, women-led or women-owned SMEs report improved access to finance after benefitting from sub-loans under EBRD dedicated programmes with gender components	As reported in consultant-led impact assessments of selected sample of sub-borrowers	
		1	% of female sub-borrowers, women-led or women-owned SMEs advisory clients under EBRD dedicated programmes with gender components report improved turnover / business operations		
	Access to public goods, services and infrastructure for women expanded	3	# of women with improved access to services and public goods	<ul style="list-style-type: none"> of which digital services of which safe transport 	
		3	# of households with improved access to child/elderly care		

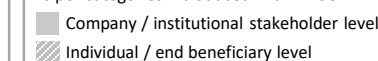
¹ Wherever possible, indicators will be reported in a disaggregated manner, including by age, urban/rural and other, relevant characteristics; while the EBRD aims to track data for all indicators mentioned, reporting will depend on project and data availability as well as resources.

SPGE 2021-2025 Performance Monitoring Framework | Higher-level Outcomes: Objectives and Indicators







Icons reflect links to thematic lenses:



As per categories introduced within ToC:



For higher-level outcomes at market-, economy- and impact level, the SPGE aims to establish contribution rather than attribution. Indicators are proposed to be evaluated to the extent that data and resources are available and where collecting this information is most meaningful and generates most learning. These indicators are illustrative and are subject to change to reflect their relevance and data availability; they are, however, not supposed to serve as performance measures for the strategy as such, as changes in the indicators cannot be attributed to the EBRD's activities apart from in selected cases where programmes have sufficient scale and reach to make a contribution at these higher levels.

MARKET-LEVEL OUTCOMES	Objective Statement	Focus Areas	Indicator	Disaggregation ¹	
	Legal, regulatory and institutional frameworks facilitating equal opportunities improved throughout sector/region/country	1,2,3	COO score in relevant policy (sub-)index ²	◦ of which due to changes in skills policies ◦ of which due to changes in employment policies ◦ of which due to changes in financial inclusion policies ◦ of which due to changes in policies affecting voice and agency	
	Awareness and application of best corporate practices on gender-responsiveness increased throughout sector/region/country	1,2,3	Women report greater levels of gender-responsive practices in a given sector/region/country	Disaggregated by age, location, other characteristics	
	Access to skills development opportunities increased throughout sector/region/country	2	Overall participation of women in TVET and higher education	◦ of which in green degree programmes ◦ of which in digital degree programmes	
	Access to employment and sustainable livelihoods for women increased or preserved throughout sector/region/country	2	% of women employed in targeted sector	Disaggregated by age, other characteristics	
		2	% of women working in managerial roles	◦ of which in green sectors ◦ of which in digital sectors	
	Access to finance and entrepreneurship increased throughout sector/region/country	1	% of women who access credit from a formal financial institution	Disaggregated by age, location, other characteristics	
		1	% of SMEs led by women that believe access to finance to be a major or very severe obstacle	Disaggregated by age, location, other characteristics	
	Access to inclusive and gender-responsive infrastructure and services increased throughout sector/region/country	1, 3	% of women who paid bills or bought something online	Disaggregated by age, location, other characteristics	
2,3		# of households with access to child/elderly care			
3		% of women reporting greater satisfaction with overall provision of infrastructure/services in target city/region/country	Disaggregated by age, location, other characteristics		
ECONOMY	Women's equal participation and decision-making in labour markets, businesses and public spaces achieved	1,2,3	Women's labour force participation rate	Disaggregated by age, location, other characteristics	
		2	Wage equality for similar work	Disaggregated by sector	
		3	Expenditure on early childhood education and care as a % of GDP		
		1	Number of EBRD COOs where women can run a business in the same way as men		
		3	Percentage of women who ever suffered intimate partner physical and/or sexual violence	Disaggregated by age, location, other characteristics	
IMPACT	Women's economic empowerment and equality of opportunity increased	1,2,3	Gender ATQ score for COO		

¹ Wherever possible, indicators will be reported in a disaggregated manner, including by age, urban/rural and other, relevant characteristics; while the EBRD aims to track data for all indicators mentioned, reporting will depend on project and data availability as well as resources.

² Selected based on relevance, country coverage and frequency of updates; examples may include: Women, Business and the Law; Women's Workplace Equality Index; Women, Peace, and Security Index; Africa Gender Index; Girl's Education Policy Index.





Further details on selected approaches | Possible areas for EBRD engagement and impact on care and GBVH

CARE ECONOMY

The objective of the EBRD is to **alleviate women's disproportionate care burden** and **enhance their participation in the labour force**; this involves

- shifting care work¹ from unpaid to paid sectors;
- ensuring unpaid work is shared more equally between men and women by addressing stereotypes and removing structural barriers (e.g. lack of paternity leave policies);
- improving the environment in which individuals engage in unpaid care work, such as by strengthening infrastructure that alleviates their work burden (e.g. solid waste services) and/or promoting family-friendly work arrangements (e.g. teleworking, home-based entrepreneurship).

Specific examples of EBRD project and policy-level engagement could include

-  supporting private and public sector clients (e.g. Istanbul Metro) in labour-intensive sectors to pilot employee childcare schemes, such as on-site care provision or childcare vouchers, through technical assistance and capex (where needed); helping clients upgrade their corporate HR policies and practices to better account for care responsibilities (e.g. improved leave policies, flexible working);
-  exploring investments into (PPP) providers of early childhood care based on solid affordability and quality standards, exploring opportunities for investments with services and/or hospitality clients offering auxiliary care solutions for the elderly (e.g. meal delivery), and potentially piloting approaches to invest into companies providing innovative solutions on care (e.g. digital platforms for carers);
-  piloting financing for municipal clients combined with policy commitments to improve public sector care provision;
-  strengthening the legal and regulatory environment care provision through policy dialogue; in Turkey, for instance, the EBRD is working with employers and the Turkish Union of Municipalities to clarify the legal, financial and operational aspects for different child care models and improve local delivery capacity.




ADDRESSING GENDER-BASED VIOLENCE AND HARASSMENT (GBVH)

The objective of the EBRD is to **reduce the risk of women and other vulnerable groups being exposed to any forms of GBVH** and enable them to **fully participate in the economy and in public life**; this involves

- creating safe and inclusive workplaces that adopt a zero tolerance policy towards GBVH;
- designing public spaces in ways that promote safety and security by removing possible sources of risk and actively encouraging the participation of all;
- shifting attitudes around harmful gender norms and practices by creating wider awareness about the costs of GBVH to economy and society.

In this, the EBRD **combines work at the compliance level with activities that promote impact and additionality**.

Specific examples of EBRD project and policy-level engagement could include

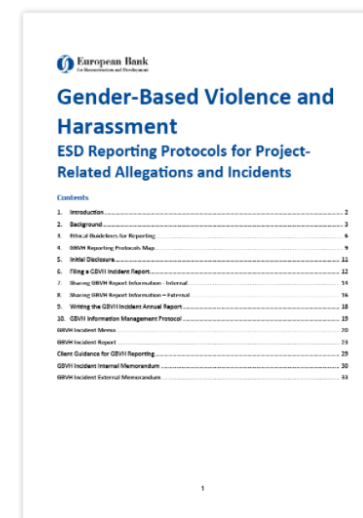
-  supporting clients across sectors to develop gender-responsive HR policies and practices that establish clear processes around GBVH prevention and response through technical assistance, especially in sectors where individuals may be at a heightened risk of GBVH from colleagues (e.g. due to harmful gender stereotypes) and/or as a result of frequent contact with the public (e.g. in transport jobs, retail, tourism and hospitality, or public services);
-  working with clients in the Infrastructure sector to introduce measures to eliminate the risk of GBVH during construction of infrastructure assets, incl. at contractors and sub-contractor level;
-  strengthening the legal environment for GBVH prevention and response through policy dialogue, e.g. ensuring that labour laws enable employers to adopt zero tolerance policies on GBVH (incl. possible disciplinary action) and establish grievance mechanisms and investigation procedures.

Further details on selected approaches | Addressing GBVH from a compliance perspective through EBRD's Environmental and Social Policy

The EBRD is committed to support its clients to develop and implement policies and mechanisms that address gender-based violence and harassment risks. New provisions on GBVH in the *2019 Environmental and Social Policy and Performance Requirements 2 and 4*, require clients to identify risks, prevent GBVH and implement suitable response mechanisms. To action these commitments and requirements, GBVH Project risk screening, assessment and monitoring procedures and reporting protocols have been developed. These protocols are intended to help the EBRD work with its clients to manage project-related GBVH incidents in an appropriate manner. Through developing better management of GBVH incidents, we can promote better support for survivors at the project level, and help reduce the reputational and financial risks to EBRD and its clients.



- Step 1 GBVH Risk Screening**
Assign a GBVH risk rating to a project
- Step 2 GBVH Risk Appraisal**
Assess a client's capacity to manage project-related GBVH risks
- Step 3 GBVH Risk Mitigation**
Advise a client on minimum required GBVH risk mitigation actions to improve their capacity to manage project-related GBVH risks
- Step 4 GBVH Risk Monitoring**
Monitor a client's efforts to mitigate GBVH risks



- Step 1 Initial GBVH Disclosure**
- Step 2 Filing a GBVH Incident Report**
- Step 3 Sharing GBV Report Information**

GBVH Training and Awareness Raising

- Six internal training sessions since 2019, in-depth training of five GBVH Focal Points in ESD, and external launch webinar for the EBRD-CDC-IFC joint publication *Addressing Gender-Based Violence and Harassment*
- Mandatory eLearning module for project-facing Bank staff under development

Development of practical guidance and tools for clients, including six sector briefs

Appointment of GBVH Focal Points




Additional Case Studies | Fostering equal opportunities in male-dominated sectors

CHALLENGE	<p>Women's participation in the Moroccan automotive industry is low even compared to the overall manufacturing sector: the average share of female employment is below 15 percent.</p>
RESPONSE	<p>In 2019, EBRD provided a EUR 15m long-term loan to Varroc Lighting Morocco a tier-1 automotive component company, to finance its operations. As part of the project with EBRD, VLS has initiated a gender equality and equal opportunities initiative which opens up more opportunities for women in STEM.</p>
IMPACT	<p>By employing a disproportionate number of women, the client will increase the female share of its workforce to at least 50 percent, representing a net increase of 14 percentage points (up from a baseline of 36 percent).</p> <p>The project will have an additional component targeting youth inclusion. The Client will work with ENSA Tangier – an engineering school for applied sciences in Tangier – to launch a new dedicated Master of Sciences (MSc) Degree programme to train future engineers.</p> <p>The new programme will improve skills in Morocco's automotive lighting components manufacturing industry and other manufacturing sub-sectors that use electronic components (e.g. Morocco's growing aerospace industry).</p> <p>In doing so, the client aims to take up TC support from EBRD in terms of fulfilling a bespoke Equal Opportunities Action Plan in order to ensure holistic impact.</p> <p><i>This TC is generously supported by the Swiss State Secretariat for Economic Affairs, SECO.</i></p>



Additional Case Studies | Promoting women and local farmers as actors of change in a greener future

CHALLENGE	Morocco experiences chronic water scarcity , with the country expected to enter a situation of extreme water stress in less than 21 years. This has significant economic and social consequence through its impact on agricultural production, which is central to Morocco's economy. In addition, there are large gender disparities in Morocco's agricultural sector , increasing the likelihood of women not being able to seize potential economic opportunities due to a lack of formal education and social barriers to economic participation, especially in the disadvantaged Orientale.	IMPACT	<p>The Project promotes economic inclusion of women and local farmers in commercial agriculture in both regions of the Project. It will also raise awareness on women's role, needs, expectations and integration by applying a gender-responsive approach. As a result women's access to economic opportunities will increase. The inclusion impact is supported by technical and business management trainings for at least 200 local farmers and entrepreneurs, including at least 100 women farmers or entrepreneurs.</p> <p>The programme will focus on:</p> <ul style="list-style-type: none">• Assisting the farmers in adopting water efficient practices;• Supporting the farmers in adopting modern agricultural practices; and• Enhancing gender inclusion through a dedicated training for women farmers/entrepreneurs to enhance access to economic opportunities in commercial agriculture. <p>EBRD's first policy dialogue on gender and agriculture / rural inclusion will start in 2021. In cooperation with the Moroccan Ministry of Agriculture, we will promote gender equality and address policy barriers to women's economic inclusion in agriculture and rural areas in the recent Plan Maroc Vert and Morocco's Green Generation Strategy.</p> <p><i>This TC is generously supported by the Green Climate Fund (GCF).</i></p>
RESPONSE	EBRD is providing a EUR 150 million sovereign loan in favour of the Kingdom of Morocco to co-finance: (i) the construction of key components of the Saiss water transfer network; and (ii) the rehabilitation and modernisation of the water distribution network. The project will enable the switch from unsustainable groundwater abstraction from the Sebou/Saiss basin to the use of more sustainable and climate resilient surface water resources from the M'Dez dam.		
			

Additional Case Studies | Enhancing gender-inclusive transport

CHALLENGE

In Georgia, women's and men's labour force participation is marked by strong vertical segregation: more than 90% of employees in sectors such as construction and transport are men, while women make up more than 80% of employees in health care and education. At Tbilisi Transport Company (TTC), this situation was reflected in a very low number of female bus drivers.

RESPONSE

Under a 2016 loan for the purchase of 144 new buses, TTC worked with EBRD to analyse the barriers to equal opportunities within the company and developed an Equal Opportunities Action Plan based on the seven UN Women's Empowerment Principles (WEPs).



IMPACT


The Equal Opportunity Action Plan supported TTC to reach a number of important achievements, including:

- Principle 4: Promote education, training and professional development for women | When the project started, there was only one woman driving a bus. **Thanks to dedicated recruitment and training exercises, Tbilisi has 20 qualified women driving passengers around the town on a daily basis.**
- Principle 5: Implement enterprise development, supply chain and marketing practices that empower women | **Equal Opportunities has become part of TTC's branding and its marketing practices.** TTC has been very active in the media to make the TTC's Equal Opportunity's strategy visible, including on television, radio, newspapers, and social media. One of the television programmes covered the newly appointed women bus-drivers.
- Principle 6: Promote equality through community initiatives and advocacy | **TTC participated in the 'orange ribbon campaign' initiated by the municipality of Tbilisi to end violence against women,** which took place in November 2018. Bus drivers participated in this campaign wearing an orange ribbon and explaining the campaign to the passengers.

The project also created the basis for further follow-up actions, including the organisation of a **national outreach event** bringing together key stakeholders to showcase and discuss best practices and lessons learnt in the field of equal opportunity and workforce management in Georgia.

The two phases of this TC are generously supported by Japan.

Additional Case Studies | Championing financial inclusion for women entrepreneurs

CHALLENGE	Women in Central Asia often face higher constraints and qualitatively different barriers to setting up, running, and growing their businesses compared to their male counterparts. For one, women-led SMEs find it harder to access credit and satisfy their business’s financing needs, and often lack the know-how, networks, and mentoring opportunities their male counterparts capitalise on.	IMPACT	(i) Multi-stakeholder collaboration on gender strategies <ul style="list-style-type: none">Signed an MoU with the National Commission on Gender Equality at International Women’s Day in Uzbekistan on 3rd March 2021;Established the Advisory Council for the Development of Women Entrepreneurship to facilitate efficient and synergistic inter-agency coordination to improve the business climate for women entrepreneurs.
RESPONSE	The EBRD’s flagship Women in Business Programme was launched in Tashkent on 2 December 2020. Loan agreements were signed with Davr and Ipoteka Banks. For the first time, the Central Asia Women in Business framework promises a strong policy reform component (focused on legislation, regulation, institutions, and economic policy-formation) aimed at promoting the development of women’s entrepreneurship and expanding economic opportunities.		(ii) A conducive legal and regulatory environment for women-led businesses <ul style="list-style-type: none">Cooperated with the Ministry of Justice on Gender-Responsive Regulatory Impact Assessment to enable the government to proactively identify, understand, and mitigate any potential negative or discriminatory impact of policy, regulation, or legislation on women entrepreneurs.
			(iii) Reformed financial regulation and sex-disaggregated data collection <ul style="list-style-type: none">Devised an Action Plan with the Central Bank, focusing on their methodology and capacity to collect, analyse, and use sex-disaggregated SME data;Enshrined a definition of women-led SMEs in the draft SME law and Entrepreneurship Code to standardise sex-disaggregated SME data;Engaged with the National Statistics Agency on sex-disaggregated SME data to ensure they possess: (i) the technological capability; and (ii) the institutional know-how on sex-disaggregated SME data.
			(iv) Bolstered capacity-building and knowledge-sharing for policymakers <ul style="list-style-type: none">Hosted the Central Asia WiB Regional Webinar, a forum for peer learning on international best practices and examples of sex-disaggregated SME data;Strengthened partnerships with international organisations (AFI, WWB, USAID, UN Gender Group). <p><i>The Women in Business Central Asia policy work is generously supported by the Women Entrepreneurs Finance Initiative, We-Fi.</i></p>



Additional Case Studies | Transforming credit guarantees for women-led SMEs

CHALLENGE

Women entrepreneurs find it **more difficult to access finance to set up, run, and grow their businesses** than their male counterparts due to the lower assets level and shorter credit history with the banks. Socio-cultural norms might also influence bankers' perceptions of female entrepreneurs' creditworthiness and capability, and as such the increase the perceived risk associated with extending them loans. A First Loss Risk Cover (FLRC) helps financial institutions to **tap into this under-served segment by alleviating concerns on the riskiness of the borrowers** (which may be justified – based on lack of collateral or credit history – or unjustified – influenced by bias).

RESPONSE

The EU, the EBRD and the Turkish Ministry of Labour and Social Security have collaborated on Women in Business (WiB) Programme Phase I, whose implementation was supported with funding from the EU Instrument for Pre-Accession Assistance, Turkey national budget and EBRD. To **incentivise PFIs to lend to female entrepreneurs**, an under-explored market, WiB included an FLRC component (guaranteeing PFIs against losses they may incur as a result of extending loans to 'riskier' women-led SMEs).

IMPACT

Programme-level

Under the Programme, we disbursed EUR 300 million to 5 PFIs. The volume of FLRC offered stood at EUR 29.4 million, with 3 out of 5 PFIs claiming just over 20% of the total FLRC. First-time WiB borrowers constituted 42.2% of sub-borrowers. Notably, nonperforming loan (NPL) ratios were lower on average for WiB loans, incentivising further lending to women-led SMEs. EBRD's OCE is conducting an ongoing study (with the Turkish Central Bank) tracking all women and men borrowing entrepreneurs over 2014-2019. The preliminary results show that banks participating in the Turkey WiB programme increased the share of women in their loan portfolio relative to non-participant banks, especially among first-time borrowers. Lending to first-time borrowers was stronger among banks using FLRC than others.

Ecosystem-level

Following the success of the EBRD's WiB Programme, the EIB scaled up the FLRC model provided by the EBRD through its SME Facility. Subsequently, the well-established government-run Turkish 'KGF' for SMEs transformed its guarantee structure to follow the EBRD's WiB FLRC model as well.

As such, the FLRC model provided by the EBRD's flagship WiB programme has had an enduring inclusion impact over and above the programme-level, transforming the ecosystem of credit guarantees for SMEs in Turkey. By pioneering a scalable and self-sustaining model, adapted and leveraged by national stakeholders (the Turkish government) and other players in the European financial architecture (the EIB), the EBRD's inclusion intervention is still helping female entrepreneurs in Turkey access finance today.

*The Turkey Women in Business programme is generously sponsored by **Turkey, the European Union, and EBRD Shareholder Special Fund, SCF***

Glossary of terms | A-C

Access and control over resources	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. ^[1]
Addressing and engaging men	Addressing men and boys refers to better understanding 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. ^[2] Engaging with men in the design of projects refers to understanding 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.
Agency	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).
Beijing platform for Action	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. ^[3]
Care economy	The care economy refers to all forms of paid and unpaid care provided within a society, including childcare, early childhood education, disability and long-term care, elderly care and other types of care. It also captures the domestic provisioning of food, clothing and shelter.
Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)	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. 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). ^[4]

Glossary of terms | D-G

Decent work	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, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men. ^[5]
Diversity	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.)
Equal Opportunities	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 practice equality have access to a larger and more diverse workforce.
Equal pay for work of equal value	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. ^[6]
Equal rights	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.
Gender	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. ^[7]
Gender analysis/assessment	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.

Glossary of terms | G-G

Gender-based Violence and Harassment (GBVH)	GBVH 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 GBVH vary across cultures, countries and regions. Examples include sexual violence; domestic violence; harassment in public and work space; rape; trafficking; honour crimes, etc.
Gender blind	Ignoring/failing to address the gender dimension (as opposed to gender sensitive / gender-responsive) ^[8]
Gender Data	Gender data, including statistics and gap analyses, is a tool to facilitate the understanding of which gender-based inequalities and differences exist and where.
Gender discrimination	The systematic, unfavourable treatment of individuals based on their sex/gender, which denies them rights, opportunities or resources.
Gender (or sexual) division of labour	<p>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> <p>Productive roles: 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>Reproductive roles: Activities needed to ensure the reproduction of society's labour force. This includes house work like cleaning, cooking, childbearing, rearing, and caring for family members. These tasks are done mostly by women and are usually unpaid and not recognised.</p> <p>Community managing role: 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>Community politics role: 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>Triple role: 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.^[9]</p>
Gender equality	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.
Gender equity	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.
Gender identity	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. ^[10]

Glossary of terms | G-S

Gender mainstreaming	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. ^[11]
Gender sensitivity	Gender norms, roles and inequalities have been considered and awareness of these issues has been raised, although appropriate actions may not necessarily have been taken; also referred to as Gender awareness .
Gender responsiveness	Gender norms, roles and inequalities have been considered, and measures have been taken to actively address them; goes beyond Gender sensitivity and/or Gender awareness.
Multiple discrimination	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. ^[12]
Occupational segregation	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). ^[13]
Participation	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).
Sex disaggregated statistics	The collection and separation of data and statistical information by sex to enable comparative analysis. ^[14]
Sexual harassment	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. ^[15]
Sexual orientation	A person's sexual identity in relation to the gender or genders to which they are attracted.

Glossary of terms | S-W

Social norms	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. ^[16]
Sustainable Development Goals (SDG)	The SDGs were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity (also called Agenda 2030 for sustainable development). Building upon the Millennium Development Goals, the 17 SDGs recognize that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.
Systemic Impact (EBRD methodology)	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 <ul style="list-style-type: none"> - Scale of the project: the project is in itself systemic, i.e. in the context of an underdeveloped region; - 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).
Theory of Change	A specific type of methodology for planning, participation and evaluation. It defines long-term goals and then maps backwards to identify necessary preconditions.
Voice	Voice refers to one’s ability and power to speak up and be heard in the society, community and in the household. ^[17]
Women’s empowerment	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”. 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. 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. ^[18] 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
Women’s (economic) empowerment	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. ^[19]

Glossary of terms | References

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