
Gender Action Plan

FP086: Green Cities Facility

Multiple Countries | EBRD | B.21/15

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**GREEN
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Annex 8. Gender Action Plan: Gender Advisory Services activities and expected results

Activities	Indicators and Targets	Timeline	Responsibilities
<p>Impact Statement: Gender considerations integrated in EBRD clients' business delivery (municipalities and municipal service providers) in terms of (a) access to employment in the clients' workforce and (b) access to and use of gender-sensitive municipal infrastructure and services</p> <p>Outcome Statement: EBRD municipal clients (a) ensure they are equal opportunities employers and provide gender sensitive infrastructure and services, (b) participate in policy dialogue activities to enhance women's access to employment and access to services and (c) enhance learning in the area of promoting gender equality in access to services and employment through information sharing.</p>			
<p>Output 1: Gender Analysis: Sector specific country-level gender assessments GCAP gender-sensitive public consultations and gender-sensitive pre-investment due diligence:</p>			
<p>(i) Municipal sector gender assessments will be undertaken to better understand the different needs and perspectives of women and men in terms of access to services and infrastructure (by sector) and relevant recommendations will be made to address them in beneficiary cities.</p> <p>(ii) Findings of the gender assessments will be presented and discussed at country-level multi-stakeholder workshops and will help develop recommendations on the design of the GCAPs</p>	<p>Number of gender assessments developed.</p> <p>Number of multi-stakeholder workshops held</p> <p>Number of participants at the multi-stakeholder workshops</p> <p>Enhanced understanding of different needs and priorities of men and women in each city of intervention to inform the design of policy dialogue and investment activities (data to be obtained through Workshop Evaluation Forms)</p>	<p>On a rolling basis within eight months from the signing of the 'trigger project'</p>	<p>EBRD Consultant with support from local stakeholders funded by GCF</p>
<p>Based on the findings of the gender assessments:</p> <p>(i) Public consultations held to prepare GCAPs will</p>	<p>Number and % of women and men attending GCAP public consultations;</p>	<p>(i) On a rolling basis, as public consultations</p>	<p>EBRD GCAP and Gender consultants funded by GCF</p>

<p>be gender-sensitive¹⁶</p> <p>(ii) GCAPs developed will include gender considerations</p>	<p>Concerns and questions raised by women and men are documented and addressed in GCAP, where appropriate.</p> <p>Evidence of gender reflected in social analysis undertaken for the preparation of GCAP (evidenced in GCAP technical assessments and stakeholder-based prioritisation).</p>	<p>are held on GCAPs</p> <p>(ii) Upon GCAP completion</p>	
<p>Gender assessments will be undertaken for all investments in pre-investment due diligence (i.e. within feasibility studies, environmental and social due diligence, stakeholder engagement) and will:</p> <p>(i) Identify any investment-specific potential gender adverse impacts and develop measures to mitigate¹⁷ them; evidence of the assessments delivered as part of the due diligence.</p> <p>(ii) Collect and present sex-disaggregated employment statistics of the service provider companies (e.g. number and % of women and men both in absolute terms and across positions).</p> <p>(iii) Analyse the infrastructure and services provision of the service provider companies from a gender perspective.</p>	<p>Number of pre-investment due diligence deliverables (reports or other) that include a gender assessment, sex-disaggregated employment statistics and an analysis of gender-sensitive service provision</p>	<p>On a rolling basis, at the time of the pre-investment due diligence</p>	<p>EBRD's E&S consultants who undertake Environment and Social Due diligence for each investment funded by GCF</p> <p>EBRD Gender Consultant funded by GCF</p>

¹⁶ Both GCAP and project-level public consultations will ensure adequate information dissemination including modifying “standard” approach in terms of the format of the consultations (timing/location/ language) as and when needed in order to ensure that both men and women end users are reached through the appropriate communications channels.

¹⁷ In addition to the mitigation of potential gender adverse impacts in all GCF-supported investments, these gender assessments undertaken during pre-investment phase are expected to identify opportunities to enhance positive gender impact of projects by promoting gender equality with respect to access to services and employment (See the output 2 below)

<p>Output 2: Gender Advisory Services provided to service providers and municipalities to promote gender equality in their operations (both in terms of gender-sensitive service provision and women’s access to employment)</p>			
<p>At the investment level, based on the findings of the pre-investment gender assessment Technical Co-operation (TC) programmes will be designed and implemented to support municipal service providers promote equal access to employment for women and men in their respective workforce</p>	<p>Up to 4 investments in the Facility introduce a gender component to promote women’s access to employment in the relevant sub-sector.</p> <p>Number and % of women and men (employees as well as future recruits of the service provider companies) benefiting from capacity building and training opportunities provided by the Facility.</p> <p>Number and % of people trained is women (to be benchmarked against the baseline).</p> <p>Improved HR policies and practices with respect to gender (e.g. gender action plans approved and implemented by the service providers; improved/new HR policies and practices) (evidence provided by the clients).</p> <p>Increased female representation in the service providers’ workforce, both in absolute terms and across positions including high skilled roles that are male –dominated such as drivers and technical maintenance (% - to be benchmarked against baseline).</p>	<p>On a rolling basis, as sub-projects come through</p>	<p>EBRD Consultant funded by GCF</p>

<p>At the investment level, based on the findings of the pre-investment gender assessment Technical Co-operation (TC) programmes will be designed and implemented to support municipal service providers introduce gender-responsive infrastructure and services</p>	<p>Up to 4 investments in the Facility introduce a gender component in the area of gender-sensitive infrastructure and services.</p> <p>Number of recommendations¹⁸ provided to municipal service providers implemented</p> <p>Improved infrastructure design and service delivery that integrates gender considerations (measured against the baseline data collected during the pre-investment due diligence and recommendations provided).</p>	<p>On a rolling basis, as sub-projects come through</p>	<p>EBRD Consultant funded by GCF</p>
<p>Output 3: Policy dialogue activities to help foster an enabling environment to realise women’s economic opportunities</p>			
<p>Where and as applicable, the EBRD will work closely with eligible clients on policy dialogue activities to improve the regulatory and policy environment with a view to promoting women’s economic opportunities. Specifically the EBRD will support eligible sub-project clients to:</p> <p>(i) Based on findings from the gender assessments and through advisory services support, undertake a legal, regulatory and policy review at sub-</p>	<p>Areas for future policy dialogue activities to promote women’s economic opportunities identified</p> <p>Number of relevant policy dialogue roadmaps produced</p> <p>Increased awareness of relevant</p>	<p>By the Facility’s end date</p>	<p>EBRD supported by the EBRD Consultant funded by GCF</p>

¹⁸ Recommendations will be based on the results of the gender assessment and may include but not be limited to the following: design transport infrastructure with gender-responsive physical design features; improve mobility and safety for all passengers, men and women alike who were less mobile/ immobile due to unsafe/inconvenient transport; amend transport schedules and payment arrangements considering different travel patterns of women and men (off-peak hours, less affordability, etc.) (**transport**); Accessibility and design of solid waste collection points so that they meet the needs of both men and women (**solid waste**); to provide lay-out of streets, pedestrian areas and traffic control mechanisms that enhance personal safety and provide harassment-free and accessible public space for all, men and women (**street lighting**); to consider access, use and affordability questions in the delivery of water and wastewater infrastructure as well as district heating services for the most vulnerable groups of population (poor, female-headed households, etc.). Ensure that mechanisms to receive inquiries and complaints are designed to accommodate the needs of both men and women customers, reflecting their respective preferences in terms of channels for filing complaints (such as telephone hotline, mail or in person meetings) (**water and sanitation, district heating** as well as the rest of the municipal service providers). **This is neither a comprehensive nor an accurate list of recommendations that will be applicable to all service providers but rather some of the indicative actions that may be recommended (alongside others) in line with the results of the gender assessment.**

<p>project level to identify potential barriers to women's employment, specifically jobs and occupations that women are legally prohibited from accessing</p> <p>(ii) Develop and implement a comprehensive plan to ensure women and men are able to equally access opportunities connected to operations in terms of direct technical and operations skills and employment</p> <p>(iii) Increased employment and enterprise opportunities for women and men</p>	<p>stakeholders of policy and legal constraints to women's employment (e.g. attendance by the city administrators and other key stakeholders, e.g. policy makers of the events to discuss the suggested policy reforms, their active participation and adoption of the recommendations provided by the EBRD).</p> <p>Improved policy and legal environment for women's employment and gender-sensitive services provision (e.g. gender-sensitive municipal practices introduced; laws/regulations changed and/or discussions/process for actual changes initiated).</p>		
<p>Output 4: Networking and learning opportunities through the Green Cities Facility's knowledge platforms</p>			
<p>Enhance knowledge and learning of EBRD clients by providing knowledge building opportunities to integrate gender considerations in green city planning and investment, through:</p> <p>(i) Green Cities forums where gender will be the focus of panels, workshops and discussions. An annual forum will include the Facility's beneficiaries, potential future beneficiary city representatives, city representatives from beyond the Facility's region and representatives from international and national organisations focused on sustainable urban development.</p> <p>(ii) Provision of gender focused capacity building workshops, facilitated through the development process for Green City Action Plans</p>	<ul style="list-style-type: none"> • Number of panels and discussions focusing on gender held in association with an annual Green Cities forum • Number of gender focused capacity building workshops conducted as a part of the GCAP process • Number of gender professionals engaged through the Global Platform for Sustainable Cities 	<p>At the time of the delivery of workshops, on a rolling basis</p>	<p>EBRD Consultant funded by GCF</p>



(iii) Inclusion of gender topics and discussions as a part of the Global Platform for Sustainable Cities events			
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Annex 9. Indicative budget for the Gender Action Plan

DIRECT EXPENSES				
The Fees section reflects all the consultancy work required to deliver all four outputs				
1. Fees (Remuneration):				
Job Titles	In the Field (days)	In Home Office (days)	Expert Rate	Total
Project managers	90	90	1,000	180,000
Senior consultants	190	235	800	340,000
Junior consultants	225	190	600	249,000
Facility support (mid-level)	This is a lump sum for the Facility's duration (5 years)		130,000	130,000
Total Fees				899,000
2. Per Diem Allowance:				
Place	Number		Per Diem	Total
In countries participating in the GrCF	240 (80 visits x three nights)		75	18,000
Total Per Diem				18,000
REIMBURSABLE EXPENSES				
3. Air Travel: (Full Economy Class or Equivalent)				
Routing	Air Fare	No. of Flights		Total
To and from the consultants' origin and clients' destination	450	80		36,000
Total Air Travel				36,000
4. Local Travel				
(Travel from home to departure airport and return, and reasonable local travel when abroad)				
Type of travel	Cost	Number of journeys		Total
Local travel	30	90		2,700
Airport pick up/drop off	40	150		6,000
Total Local Travel				8,700
5. Knowledge sharing platform, workshop,				

knowledge products			
Type of a product	Number	Fee	Total
Workshops	3 workshops (regional)	40,000	120,000
Supporting materials for knowledge building activities		30,000	30,000
Total knowledge sharing			150,000
6. Miscellaneous:			
Item	Comment		Total
Visas			1,000
Interpretation/translation	Translation of all project documentation into local languages		10,000
Communications	Communication costs incurred locally		3,000
Other Miscellaneous Expenses	Any other miscellaneous costs that cannot be foreseen at this stage		40,000
Miscellaneous Total			54,000
<u>OTHER</u>			
6. Contingencies			
Contingencies, utilisation only after prior approval by the EBRD			84,300
TOTAL			
			EUR 1,250,000.00

Annex 10. Case studies on the promotion of gender equality in green city investments

EBRD's urban infrastructure projects, which have incorporated gender, have covered sub-sectors such as urban planning, solid waste, water, public transport and district heating. The below includes projects already undertaken and those that are currently being implemented.

Sfantu Gheorghe Street and Lighting Rehabilitation Project, Romania, 2010-11

The Sfantu Gheorghe Municipality Project entailed modernisation of streets and public lighting in the centre of Sfantu Gheorghe in Romania. Gender issues investigated included the different travel patterns of men and women, access to transport provision, safety priorities and convenience issues. The objective of the gender assignment was to identify how and where the investment plans, with respect to the rehabilitation of the roads, lay out of streets and pedestrian areas and street lighting could be adapted to better take into account the respective needs and priorities of men and women in Sfantu Gheorghe. Based on the recommendations, the project design and sequencing was altered so as to take into account the priorities and needs of women and men at no additional financial cost to the client.

Bishkek Water Project, Kyrgyz Republic, 2010-11

The Project comprised of a sovereign loan to the Kyrgyz Republic for on-lending to the Bishkek Water Company. This was the first EBRD financing of a municipal operation in the Kyrgyz Republic. The investment involved the rehabilitation or replacement of the network and pumping infrastructure of the Bishkek Water Company as the system faces problems of interruption of supply, poor quality of drinking water and low cost recovery. The gender analysis identified differences in water use and consumption, perception of water quality as well as access to water sources. For example, women were more concerned with the quality of water while men valued permanent supply over quality. Recommended activities included strengthening the water company's capacity to take into account gender differences when developing services, increasing women's employment opportunities in the company, and designing and delivering a gender-differentiated communication strategy.

Bishkek Public Transport Project, Kyrgyz Republic, 2010-11

The Project involved improving the public transport system of Bishkek by introducing new trolleybuses and an automated fare collection system, and providing advice for restructuring the institutional and regulatory framework of public transport in Bishkek. The gender analysis assessed how men and women use public transport and their respective priorities and concerns. Based on the findings, the public transport company included the purchase of low-floor trolleybuses to allow easier access for passengers with prams and shopping bags, especially for women. The client made significant progress in incorporating the recommendations throughout its operations. Highlight progress includes (i) creation and support of a Women's Committee responsible for auctioning the recommendations; (ii) trolleybus procurement tailored to needs of women and vulnerable populations; (iii) improved HR policy and practice, specifically aimed at supporting women employees; (iv) dedicated gender training including topic of workplace harassment; (v) workplace infrastructure improved to address women's needs including building women's shower and locker room, and (vi) operations policy updated to account for women's needs and preferences including increased frequency of trolleybus arrivals/ reduction in waiting times; increased number of routes servicing larger parts of the city, etc.

Ivano Frankivsk District Heating Project, Ukraine, 2011-12

The investment involved priority capital expenditure programme for the Ivano Frankivsk District Heating Company in Ukraine, aimed at reducing energy losses, gas and electricity consumption and improving the quality of service of the heat and hot-water supply system. During the preparation phase EBRD and Sweden's SIDA, which co-financed the investment, agreed with the Ivano Frankivsk District Heating Company to incorporate a gender component in its Corporate Business Plan and Customer Communication Strategy. Recommendations were made and actions agreed with respect to the Corporate Strategy. This included changing the language used in documents, revising the mission statement so as to include gender equality standards, addressing gender balance in the company work force and analysing the gender impact on tariff increases. In addition, the client agreed to pay more attention to gender, namely by making more effort to communicate with women since they are mainly responsible for paying the bills and more prone than men to raise complaints about poor levels of service.

Bishkek Municipal Advisory Services, Kyrgyz Republic, 2012-13

The objective of the advisory services was to help the City of Bishkek make services more demand driven and to improve human resource policies and practices both from an equal opportunities and commercially focused perspective. The gender assignment comprised of three components, which included developing processes to include gender considerations in the design and delivery of demand driven municipal services; promoting equal opportunities in HR policies and practices and adopting an approach for gender responsive budgeting and capacity building to deliver demand driven and customer response services. The assignment culminated in a three-day seminar, organised by EBRD, which brought together key staff of the Municipality and Bishkekvodakanal (Water), Tazalyk (Solid Waste) and the Trolley Bus Company to equip them with the latest tools, based on best international practice, focusing on employment policies and international human resource management practices, as well as inclusive service provision of water, solid waste and transport services.

Istanbul Ferries Project, Turkey, 2011 - 14

The investment involved privatisation of the municipally-owned Istanbul Deniz Otobusleri (IDO) in Turkey, which is one of the world's largest commuter ferry companies. One of the aspects of The EBRD's involvement in the privatisation was its support for equal opportunities at the Company. During the Project's due diligence The EBRD identified that there were very few women working in the company. Of the 626 direct employees only 17 were women, all working in the office. It was agreed to take measures to promote international best HR practices and policies regarding equal opportunities and provide specific recommendations for the IDO to consider with respect to its own HR practices and policies with a view to improving the ratio of women not only in absolute terms but across different positions. As a result, IDO started implementing the recommendations. For example, IDO amended its management Policy and drafted a new sub-policy of "Diversity and Equality of opportunity". Further improvements in the area of equal opportunities included improved communication methods in order to inform employees of the Company's ongoing efforts in the area of equal opportunities. In 2013, the Company signed protocols with a number of Turkish universities agreeing to offer internships to young graduates in the Company and provided internship places to both female and male graduates. Furthermore, IDO joined the "Equality at Work platform", a platform

established as part of the efforts of a task force formed under the umbrella of the World Economic Forum. Also, the Company signed up to a Gender Equality Certification program of Kagider, a Women Entrepreneurs Association in Turkey, and got certified after having met the criteria in the area of equal opportunities.

District Heating projects in Kyzylorda, Aktau and Semei, Kazakhstan, 2014

The assessment identified potential gender aspects and priorities in connection with district heating and other sources of heating in three projects in Kazakhstan. These projects were identified under the CTF (Clean Technology Fund) approved project frameworks. The study covered various aspects, such as preferred source of heating, the quality of district heating services and different interests in consumption-based energy regulation. The recommendations were made to include gender analysis in the feasibility studies of all future DH projects; conduct extensive consultations with both men and women residents; consider new payment modalities for low income households including female-headed households, and to promote employment in the provision of district heating services.

Almaty Bus Sector reform, Kazakhstan, 2013-15

The objectives of this programme were to (i) promote international best HR practices and policies regarding equal opportunities in the Almatyelectrotrans and (ii) provide training and appropriate support to enable women to become bus drivers at Almatyelectrotrans, leading to their subsequent employment in the Company. EBRD project team worked with the Client to identify legal barriers that prevent women from driving buses and engaged in policy dialogue with the authorities to demonstrate the business case for amending the existing licensing system, which was an obstacle to women's employment as bus drivers. It also mobilised donor funding to work with the Company to put in place a defined approach to human resources and equal opportunities, with a specific focus on addressing the existing gender gap. As a result of the policy dialogue, the Government of Kazakhstan issued an administrative order on a pilot basis permitting trolleybus drivers to become bus drivers. Further to that, the Company recruited first three female bus drivers. To showcase the importance that equality of opportunity represents both in terms of staffing and client service, a visit funded by the TaiwanBusiness-EBRD Technical Cooperation Fund allowed officials from Almatyelectrotrans to meet counterparts in Taipei and learn best practices in human resources and customer service. Also, The EBRD organised a regional event in Almaty, together with UNDP, on equal opportunities and public transport bringing together key stakeholders.

Osh Public Transport Project, Kyrgyz Republic, 2015- present

In 2015 EBRD developed a Gender Advisory Services Programme for the Osh Public Transport Company after pre-investment due diligence revealed that only 20 of the Company's 236 workforce were women and that only one of the company's 164 drivers was female. The Company expressed an interest in receiving Bank support to recruit more female drivers and to also make its services more responsive to the needs of all of its passengers, including women. Since the start of this programme, EBRD-supported consultants' team has undertaken a number of activities, which included a training session to bring together key staff from the City administration and the Company to look at the following: (i) how gender perspectives can be incorporated into HR management with a view to increasing employment opportunities for women; and (ii) transport service delivery. Further to the workshop, the programme finalised an in-depth situational analysis on equal opportunity in the workplace at the Company and on gender-sensitive and inclusive service delivery, based on which a

set of recommendations has been developed. The recommendations have focused on recruiting female bus and trolley bus drivers as they are currently the most underrepresented at the Company. In cooperation with the recently established Equal Opportunities working group, EBRD Project team is currently drafting an Equal Opportunities action plan based on the study findings and recommendations. In addition, five employees from Osh Public Transport Company and the Osh Municipality have recently joined municipal transport companies from Tajikistan to take part in a four-day study tour in Taipei in April 2016, which allowed the participants to directly experience the results of public transport sector best practice in the fields of equal opportunity, workforce management and occupational health and safety, and to further cement the progress that The EBRD and the Osh authorities are making in this area.

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