HOW CAN PROJECTS CLOSE EMPLOYMENT GAPS IN THE INFRASTRUCTURE SECTORS?

The report *Stepping Up Women’s STEM Careers in Infrastructure: An Overview of Promising Approaches* describes several interventions and promising approaches, organized around the stages of the career pathway. Project teams have an opportunity to design actions, analysis, and indicators around women’s employment, for example through a focus on leadership and/or on child care. The Gender Tag Good Practice Note\(^1\) provides detailed information for project teams on how to apply the Gender Tag, including the Mozambique Energy for All - P165453 project example in Box 3. More information is also available at the Gender Tag Resources and Tools page.\(^2\)

**BOX 2 Elements of The Gender Tag**

The Tag identifies operations that seek to close gender gaps in human endowments, more and better jobs, and ownership and control of assets; and promote women’s voice and agency, which constitute the four pillars of the World Bank Group Gender Strategy 2016-2023. Operations tagged for gender need to meet two criteria: they address one or more of the pillars of the Strategy, and the Project Appraisal Document (PAD) articulates a logical chain from analysis, to actions, to indicators in the Results Framework.

- **Gender Gap Analysis**: Identify and substantiate gaps between or among females and males in a given sector or project.
- **Gender Action**: Design interventions to address identified gender gaps.
- **Indicator**: Results framework indicators to measure progress of the proposed actions.

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\(^1\) Good Practice Note for the Gender Tag May 2020 available at https://worldbankgroup.sharepoint.com/sites/Gender/Knowledge%20Base/Gender%20Tag%20Good%20Practice%20Note%20Updated%20May%2013%202020.pdf

\(^2\) Gender Tag Resources and Tools available at https://worldbankgroup.sharepoint.com/sites/Gender/Pages/Gender-Tag-Good-Practices-Online-Tool-03262020-145306.aspx?deliveryName=DM60108
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<tr>
<th>Gender Gap Analysis</th>
<th>Gender Action</th>
<th>Indicator</th>
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<td>The analysis needs to provide substantiated evidence of the gender gaps, with specific baseline information and data relevant to the project and targeted area or country. Systematic Country Diagnostics, Country Partnership Frameworks, Regional Gender Action Plans and GP Follow-up Notes are a helpful start. Gender gaps can also be analyzed using quantitative and/or qualitative data from existing research, such as academic and gray literature, studies produced by line ministries, local think tanks/universities or the UN and other international agencies. Alternatively, primary research that may be conducted early in the project cycle, through social/gender assessments.</td>
<td>Actions need to close gaps relevant to the four pillars of the Gender Strategy and the project objectives. Gender does not mean only rectifying female disadvantage; there can be a gap to the disadvantage of males, such as higher-than-female school drop-out rates or male morbidity. Beyond disadvantage, projects should consider men’s roles as agents of change to improve outcomes for gender equality.</td>
<td>Gender gaps addressed by the operation should have indicators that measure the narrowing of the gender gap in the project. The results framework can include quantitative indicators based on sex-disaggregated statistical data from surveys or administrative records. These can be process, output, or outcome indicators, as appropriate.</td>
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<td>Gender gaps can also be analyzed using quantitative and/or qualitative data from existing research, such as academic and gray literature, studies produced by line ministries, local think tanks/universities or the UN and other international agencies. Alternatively, primary research that may be conducted early in the project cycle, through social/gender assessments.</td>
<td>It is good practice if the actions are reflected in the description of the components, instead of being confined to a single paragraph on gender in the PAD. It is also good practice to spell out in sufficient detail key features of the gender gap-related actions, including which entities will be responsible for implementing the action; what resources will be required; how the narrowing or closing of the gap/s would be achieved and measured; and the process for evaluating and improving upon actions during the operation.</td>
<td>Baseline data should be collected in order to set targets for the indicators. If these data are not available, then a baseline of zero can be used to measure changes over time. All person-level indicators should be sex-disaggregated. However, the standard share of female beneficiaries is insufficient. Indicators should explicitly aim to measure improvements in the identified gap.</td>
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SUMMARY NOTE: ENTRY POINTS FOR WORLD BANK PROJECT TEAMS

BOX 3 Example of Gender-Tagged Operation. Moçambique Energy for All - P165453

**Gender Gap Analysis**
- Electricity of Mozambique (Electricidade de Moçambique) (EDM) conducted a general review of women’s participation in EDM’s operations by the end of 2017.
- The results indicated that women represent 17 percent of the work force, and 40 percent of them perform activities related to their training areas: 25 percent of them work in technical areas, 57 percent have a university degree, 34 percent have an undergraduate degree, and 9 percent a basic education.
- Around 50 percent of the women have at least 12 years of service at EDM. One out of four executive board members is a woman.

**Gender Action**
- The project will support part of the implementation of the gender strategy (Engendering EDM), driven by the Human Resources Directorate (POG), in coordination with other development partners.
- Specifically, the project will support a gender audit to assess the challenges in terms of gender participation, diversity and equality; and based on the results, will formulate a corporate gender strategy.
- In addition, the project will ensure that at least 30 percent of the candidates hired in the Young Professionals Program are women, thereby closing a gender gap at the institutional level, given the current baseline of only 25 percent of all EDM women working in technical areas.

**Indicator**
- Develop and disclose a policy for gender equality and justice in EDM (Yes/No).
- Percentage of females hired under the Young Professionals Program at EDM (Percentage) Baseline: 0%
  Target: 30%

3. Baseline set at zero given uncertainty around exact number of women hired under Young Professionals Program and also given the limited time it has been running.