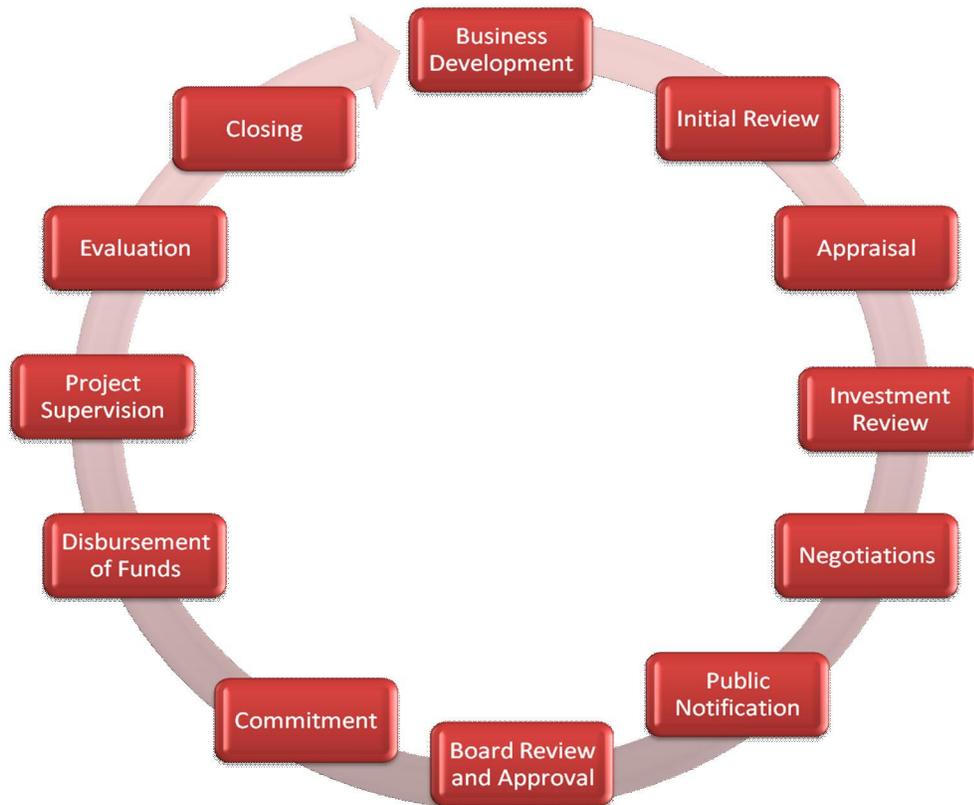


## Gender Equality Checklist for Fund Managers

This checklist identifies gender-related and women specific issues to be addressed by fund managers at each step in the investment cycle.

### Investment Cycle Steps



#### 1. Business Development

Initial gender equality needs assessment of client/company

- What are the top 3 most obvious gender-related issues at client/project level at first glance?

Potential role for the DFI to promote gender equality in project

- Does the DFI have any in-house gender expertise to offer to client/project?
- Is the DFI able to facilitate access to gender expertise from elsewhere, e.g. IFC GEM?

#### 2. Initial Review

DFI requires client/project to carry out a gender equality self assessment using the Gender Equality Self Assessment Tool (See Annex I)

DFI applies initial gender risk category to the client/project and allocates time and resources accordingly.

DFI expectations with respect to gender equality requirements are clearly communicated with client/project and clearly stated in the Mandate Letter.

### **3. Appraisal**

DFI assesses client/project, in terms of potential women's rights and gender equality risks/impacts as well as benefits (contribution to women's socioeconomic development). DFI assesses client's/project's willingness and capacity to address gender equality issues.

Assessment covers the following: (i) work floor issues, (ii) supply chain/ outsourcing activities and (iii) project affected communities/people. (See Annex II - Gender Equality Checklist)

DFI determines gender risk category as specified in the Gender Equality Considerations for Investee Companies Tool.

DFI lists gender issues identified on the basis of which it: (i) formulates necessary mitigation measures and (ii) proposes draft legal conditions.

### **4. Investment Review**

DFI front office staff draft financial/project proposal, which has a dedicated 'women's rights and gender equality' paragraph summarizing findings and recommendations, as well as draft legal conditions related to gender issues. The actual gender assessment results (along with the environmental and social assessment results) are annexed to proposal.

DFI investment committee (or similar decision making body) verifies financial/project proposal in terms of compliance with DFI's overall Gender Policy and objectives. The assessment should include the following: Are the appropriate (inter) national standards and legislation applied with respect to women's rights and gender equality? Is the client/project willing to and capable of addressing the gender related issues identified? Are the proposed mitigation measures adequate and deemed effective?

### **5. Negotiations**

All relevant women's rights and gender equality concerns are adequately and effectively build in into conditions of disbursement, covenants, performance and monitoring requirements, and action plans.

DFI staff enters into negotiations with client/project with clarity and consensus, on what the real priority issues and potential deal breakers are in terms of the women's rights and gender equality issues identified.

### **6. Public Notification (if applicable)**

Notification includes a dedicated paragraph with respect to women's rights and gender

equality issues.

## **7. Board Review and Approval** (if applicable)

The Board review needs to assess the gender related risks associated with the client/project in question. Ideally the Board should have gender expertise or have access to such expertise elsewhere to do this adequately.

## **8. Commitment**

If gender equality objectives have been identified at client/project level, then legal documentation must include:

- A Gender Action Plan (GAP), which is a dedicated section in the Environmental and Social Action Plan (ESAP) that clearly defines all gender equality objectives and related mitigation and development measures
- Gender-specific Conditions of Disbursement (CoD) and Covenants
- Legal definitions of gender terminology
- Clear reference to applicable gender-related international standards and human rights instruments

## **9. Disbursement of Funds**

Clarity and consensus among DFI staff involved with client/project, on which gender-related CoDs are absolute and which might be eligible for waive requests.

## **10. Project Supervision**

Require client/project to report on its contribution to gender equality objectives against key indicators, on the basis of "Embedding Gender in Sustainability Reporting" - IFC/GRI Publication (2009)

## **11. Evaluation** (if applicable)

In any sample of projects selected for evaluation, the DFI must include a minimum of 50% projects with clear gender equality objectives in order to learn how to effectively address gender equality concerns in this field.

## **12. Closing**

The closure document should include a description of the main success and failure factors related to achieving gender equality objectives.

## **ANNEX I - Gender Equality Self-Assessment Tool for Portfolio Companies**

1. Who (women/men) will benefit/be disadvantaged, and in what way, by the activities for which our company seeks financing?
2. Is our company sufficiently aware of women's rights and gender equality issues to ensure that the project is implemented in a gender sensitive way?
3. Does our company have or plans to have a Policy or Code of Conduct with regard to women's rights and gender equality issues?
4. Does our company's Policy or Code of Conduct address women's rights and gender equality issues in the work place? In the supply chain or outsourced activities? In community relations?
5. Has our company sought or plans to seek information, technical assistance, and/or government support to develop gender equality good practices.
6. Has our company ever been exposed to any litigation, reputational damage or third party scrutiny in terms of women's rights and gender equality issues?
7. Will the activities for which our company seeks financing lead to any physical or economic displacement of communities or individuals, including women?

## **ANNEX II – Gender Equality Checklist for Fund Managers**

How do you score the company on their knowledge and the extent to which they address gender equality in the following areas (0-6, 0= no knowledge, do not address to 6= high knowledge and actively address):

### **Recruiting and Contracting**

1. **Staff Recruitment Process:**
  - Does the company hire women? What percent at what levels? Please give examples.
  - Does the company have an affirmative action policy regarding women?
  - Does the company actively seek women for certain kinds of jobs? If yes, why?
  - Does the company's recruitment process exclude women? If yes, why?
  - Does the company's recruitment process discriminate against married or pregnant women?
  - Does the company's recruitment process discriminate against HIV positive persons? Does it discriminate on any other basis?
  - Does the company conduct any pregnancy or HIV/AIDS testing at the time of recruitment?

**2. Contract Conditions:**

- Does the company have any specific conditions for women in the contract? If yes, explain
- Does the company offer different labour contract conditions to women and men? If yes, explain

**Workplace Issues**

**3. Pay & Facilities**

- Does the company pay men and women the same for the same kind of work?
- Does the company have a mechanism to address sexual harassment or intimidation on the job? Do you know of any examples where a woman felt inappropriately treated? What happened? How was this addressed?
- Does the company have separate sanitary facilities for women?
- Does the company provide childcare facilities?
- Does the company provide workers (men and women) with transportation to and from work?

**4. Training & Promotion:**

- Does the company provide on-the-job training for new hires? If yes, do they provide this opportunity to men and women equally?
- Does the company have a policy on professional development of staff? If yes, how do they implement it? Please give examples
- Does the company send staff for specialized training? If yes, do they provide this opportunity to men and women equally? Please give an example (e.g. How many women had the training? What percent of the total number of women employed was that? What was the corresponding percentage for men?)
- In the company, are women eligible for management jobs? What is the percentage of women in management? Senior management? Board of Directors?

**5. Leave:**

- Does the company provide paid sick leave to managers and staff? Do women and men use this equally? Explain.
- Does the company provide maternity benefits? If so, please summarize.
- Does the company provide social security benefits equally for men and women? If yes, what?
- Does the company hold back benefits (e.g. for pensions) equally for men and women? If yes, what?

**6. Representation:**

- Does the company allow workers collectives, such as worker's councils or unions?
- Are women represented or included in these collectives?
- Are women's workplace and other concerns represented in these collectives?
- What kinds of issues do the workers groups deal with? Please give examples

**7. Dismissal:**

- Does the company have a retrenchment policy?
- In the company, are women's jobs more vulnerable than men's? Provide examples.
- Has the company had to fire staff in the last 5 years? If yes, why? Were the majority of people fired men? Women?

**8. Organizational Culture:**

- Can you describe the culture of the company you invest in? Describe.
- What values do you look for in the company? Describe.
- What characteristics do you look for in company managers? Workers? Describe

## External Issues

### 9. Supply Chain/Outsourcing:

- Does the company outsource any activities or business processes? Are any of these women-led businesses?
- Does the company purchase goods and services? Are any of these women-led businesses?
- Does the company outsource to/ purchase from companies that employ large numbers of women?
- Does the company outsource to/ purchase from businesses which consider themselves women-friendly?

### 10. Health & Safety Impacts of Women & Girls:

- Is the company aware of any health impacts of their work/products on girls and women?
- Is the company aware of any negative impacts on women and girls in terms of HIV/Aids, violence and sexual exploitation as a result (direct or indirect) of its work? If yes, does the company address these negative impacts? Describe

### 11. Social & Environmental Impact Assessment:

- Does the company have a policy on social and environmental impacts?
- Has the company ever carried out a social and environmental impact assessment? Explain.
- Is the company involved in a process requiring a social & environmental impact assessment?
  - a. Does the company have any procedures in place to adequately identify women & girl specific impacts?
  - b. Does the company know of any indirect or direct effect on women's access to natural resources (land, water, biodiversity etc) as a result of its operation? If yes, what? How are these issues being addressed?
  - c. Does the company ensure adequate participation of women in informal and/or formal decision-making processes or complaint mechanisms, where impacts of operations are concerned? How?
  - d. Does the company ensure addressing women & girl specific issues in 'public disclosure and public consultation'?