

Recommendations

These projects offer key good practices for other projects for forest and land restoration and large-scale renewable energy to consider. They provide critical learning points for guiding gender-responsive project design, implementation and monitoring and evaluation—showing the importance of including gender in staffing and programming within the project as well as in the communities affected by the project.



Forest and Land Restoration Projects

Companies implementing public private partnership projects for forest restoration that want to increase the percentage of women staff in permanent and temporary staff positions can consider varied approaches, including, for example:

- Contacting women university students studying social, forestry and other fields related to the project, offering them the possibility to develop their thesis in the area of the project or the organisation, which could include a job opportunity at the end of their studies
- Offering and specifically advertising child-care (baby-care) facilities during the promotion or recruitment of a new position, so women with small children are informed about this option
- Pursuing affirmative actions that promote job opportunities for women
- Continuing to strengthen existing leadership opportunities, such as job shadowing, mentoring, scholarships, etc., so local young women can also be promoted or otherwise supported in career opportunities that can potentially result in formal, permanent job positions

Large-scale Renewable Energy Projects

In the process of developing good practices and tools to mainstream gender into the project, MASEN and ACWA Power have created an enabling environment to strengthen their gender equality strategies and outcomes through the institutionalisation of gender considerations into the companies’ policies and actions. Companies seeking to replicate this experience may explore:




- Ensuring strong senior management support for gender equality, to foster institutional cultures where women and men are and feel treated as equals, and where opportunities are provided equitably to both based on skills
- Conducting social impact assessments with a gender lens, which allow for the understanding of the local context, and the identification of social development activities that are realistic and appropriate to local circumstances
- Recognising the need to allocate budget and qualified personnel to support activities promoting gender equality and equity, particularly in CSR activities
- Tracking progress in a sex-disaggregated manner, as a minimum, and reflecting on manners to continue improving the situation of women and men in the adjacent communities

FOR MORE INFORMATION ON THE AFRICAN DEVELOPMENT BANK AND CLIMATE INVESTMENT FUNDS INCLUSIVE CLIMATE ACTION INITIATIVE, PLEASE CONTACT

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Endnotes and References

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- 3 MASEN website. At: <http://www.masen.ma/en/>
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Introduction

Climate change—including both its causes and the initiatives designed to combat its drivers and impacts—is not gender neutral. With widespread repercussions that include strains across economic sectors, climate change affects women differently than men. For example, noting that women constitute two-thirds of the agricultural labour force on the African continent—and that they are the ones producing the majority of African food—climatic impacts on the sector will hit women and their families the hardest.¹ Yet, women can also uniquely contribute to climate change action. They can contribute and benefit greatly from mitigation activities by joining non-traditional labour markets— including those related to the energy transition—and from accessing more efficient production means.

Understanding this context, the African Development Bank aims to be the leading African financial institution addressing gender and climate change, as a strategy to both boost the social benefits of its portfolio investments on climate change and to strive towards ensuring gender equality in the continent. The Bank has been mobilising funding from the Climate Investment Funds (CIF) to strengthen understanding of and capacities to address the interlinkages between gender and climate change of Bank staff and African Countries.

To support these efforts, African Development Bank’s Department of Gender, Women and Civil Society designed in partnership with the Climate Change and Green Growth Department the African Development Bank/CIF Inclusive Climate Action Initiative, which is implemented by the International Union for Conservation of Nature (IUCN). The purpose of the Initiative is to support the concrete integration of gender into future climate-related initiatives implemented under the supervision and support of the Bank by conducting context-specific research, developing two case studies on good practices and producing a set of knowledge resources to support the work of the African Development Bank and its staff.

This brief summarises good practices from the two case studies, which explored gender-mainstreaming processes undertaken in projects financially supported by the CIF and African Development Bank: a forest project in Ghana and a renewable energy initiative in Morocco. Each demonstrates numerous gender-responsive strategies for realising improved results, captured in this document towards raising wider awareness on approaches.

The Ghana Public Private Partnership for the Restoration of Degraded Forest Reserve

2014: **Participatory consultation** process conducted with the communities explained the project idea, possible activities **and identified differentiated needs of women and men**

2014-2015: FORM GHANA LTD. conducted an **Environmental and Social Impact Assessment (ESIA)**, which includes relevant social information about levels of education, illiteracy, migration patterns, crops cultivated and cultural analysis

2015: FORM GHANA LTD. created a socio-environmental impact mitigation action plan (SEIMAP/RAP), which **presented data on household characteristics in a sex-disaggregated manner and identified a specific package for livelihood support for people affected by the project**

Benefit-sharing agreement made between the Government of Ghana, local communities and FORM GHANA LTD.; it is a mechanism to **ensure all stakeholders in the communities can benefit fairly from the project**

The Project

The Public Private Partnership for the Restoration of Degraded Forest Reserve project aims to restore degraded forest reserves by establishing an 11,700 ha commercial forest plantation composed of teak and local tree species. The partnership is implemented by FORM GHANA LTD.² in collaboration with the Government of Ghana, through its Forestry Commission (FC). FORM GHANA LTD. is the first Forest Stewardship Council (FSC)-certified Forest Plantation Company in Ghana and the whole of West Africa, and the forest reserve generates carbon credits as per Verified Carbon Standards (VCS) procedures.

Design Phase

FORM GHANA LTD. and the FC conducted a participatory and gender-sensitive process to have a better understanding of the differentiated roles, needs and constraints faced by women and men in relation to access to information and work opportunities. This analysis informed the design of the project, which incorporated specific actions, indicators and targets to ensure high participation of women and reduce gender gaps.

Monitoring and Evaluation

The monitoring and evaluation process prioritises sex-disaggregated data collection for employment and social surveys. Having the system in place has allowed the company to monitor the performance of women and men as workers, discovering, for example, that women in the field outperform their male counterparts as they provide more attention to their chores and show more discipline in their tasks. The system also allows the company to report the advances made toward the project's gender equality indicators and targets.



Examples of gender-responsive activities

Based on the findings from the ESIA, the SEIMAP/RAP and the public consultation processes, FORM GHANA LTD. identified a series of **gender considerations in the project document** to guide its implementation. For example, some of the specific **project activities** to mainstream gender include:

- Encouraging women to apply for jobs
- Establishing affirmative actions in recruitment processes
- Providing training and capacity-building opportunities to female employees with potential talent for leadership
- Supporting the women's association at the company
- Hosting regular meetings with women and men in the communities
- Developing a gender policy for the company with principles and procedures addressing equal rights, responsibilities and opportunities for both women and men



Implementation Phase

FORM GHANA LTD. identified several good practices for implementation to facilitate gender equality:

Implementing Policies and Strategies for Gender Equality

- Gender-responsive policies on human resources and corporate social responsibility (CSR) act as a mandate for all staff to work towards the promotion of the equality between women and men
- The support of these policies from the company's senior management signals commitment, helping ensure effective implementation both within the company and at project sites

Building Strategic Alliances

- FORM GHANA LTD. has sought technical guidance for increasing women's participation, reaching out to gender experts and consulting with a gender network located in Accra for this purpose

Developing the Capacity and Skills of Women and Men

- FORM GHANA LTD. provides equal opportunities to women and men to learn and develop skills in relation to the different activities conducted on the plantation, allowing them to practice until they develop competency in using these tools and ensure their safe use



The Solar Energy Program (NOOR Ouarzazate) in Morocco

2010: **Framework Environmental and Social impact Assessment (FESIA)** conducted, **including social and gender considerations**

2010: **Public consultation to present project** and then periodically organised until 2012; **measures to include women and respect use of local language are introduced**

2012: **Specific Environmental and Social Impact Assessment (SESIA)** conducted, **including relevant social information** on illiteracy rates, agricultural activities and access to health services

2012: **Construction Environmental and Social Management Plan (CESMP)** identified the **Project Director as responsible for delivering actions on social responsibility and job creation opportunities** for local population

2014: **Framework Environmental and Social impact Assessment (FESIA)** updated

2015: CESMP for NOOR Ouarzazate II and III were conducted, **further identifying measures for ensuring social responsibility**—i.e. the placement of social and development experts in site—and further strengthening commitment to increase job opportunities for the local population

The Project

The Solar Energy Program (NOOR) located in Ouarzazate (NOOR Ouarzazate), in the South-Central region of Morocco, is one of the largest concentrated solar power (CSP) facilities in the world. NOOR Ouarzazate is implemented by the Moroccan Agency for Solar Energy (MASEN)³ and the Arabian Company for Water and Power (ACWA Power),⁴ and is expected to diversify Morocco's energy mix, providing enough solar-generated electricity to the national grid to displace the use of 2.5 million tons of oil per year.⁵

Design Phase

When MASEN approached the development of NOOR Ouarzazate, the company identified the most stringent sets of safeguards from national legislation and its investors⁶ to design its internal guidelines for social impact assessment.⁷ This proactively included gender elements, which are used to guide activities with private developers, such as ACWA Power.

Monitoring and Evaluation

The monitoring and evaluation process prioritises sex-disaggregated data on the labour force composition and the different CSR activities implemented at the community level. The companies undertake periodic monitoring visits and have established a grievance procedure that adjusts to the literacy levels and customs of the Ouarzazate population. Most recently, ACWA Power obtained a W+ Standard⁸ certification, marking increased social and economic benefits for women participating in economic development or environment projects, for the verification of CSR activities in Ouarzazate.



Ensuring participation of women and vulnerable groups in community consultations

Four good practices are implemented by MASEN to ensure **appropriate outreach to vulnerable groups during the design phase**⁹:

- Ensure clear and realistic information is shared with regards to assistance from and expectations of the project
- Plan specific meetings for women to attend
- Share information with illiterate people by way of pictures, videos and photos to enable better understanding
- Adapt or translate communication means (videos, for example) to Amazigh language



Implementation Phase

The strong support of management for gender equality has contributed to an institutional culture in which women and men are treated equally and express that indeed it feels that way, as opportunities are provided based on professional skills and qualities and not based on gender. Examples of policies and initiatives taken by MASEN and ACWA Power along these lines, include:

Engaging Women in the Energy Sector

- Both companies engage women and men in equal terms when recruiting new staff, ensuring equal access to labour benefits and for career growth
- HR managers have increased the number of female candidates for a job posting for the site, by directly asking ANAPEC (the national job recruitment agency) to include women as candidates and by targeting women recruits for posts or activities where these women can be trained on the post and no previous technical experience is required

Economic Opportunities for Women

- CSR activities include the support for women and men to engage in new or more efficient economic activities. The activities identified respond to the cultural context of Ouarzazate, with women being supported to increase their skills for sheep rearing and trading; vegetable production; and garments and handicraft production

Participatory Consultation Processes

- CSR activities are identified by the companies, in consultation with the women and men in the communities surrounding the CSP, through their social development experts
- MASEN is adding new tools—which increasingly strengthen gender considerations—to the participatory approach with communities. One of these tools is the development of a call for proposals process, intended to increase the capacity of the women and men in Ghessate to identify their development priorities and secure funding on their own, supporting ownership of ideas and—in the long-term—increasing the sustainability of actions

Investing in Girls and Education

- To reduce gender and educational gaps, the companies support a series of activities designed to increase the school attendance of girls and boys. These include the construction of toilet facilities in primary schools, the establishment of a school bus service and the creation of a dormitory for girls attending high school in the city. Summer camps and field trips for girls and boys are also organised, to allow both recreation opportunities and exposure to other contexts in Morocco.