

A large circular graphic on a dark blue background. It features a stylized profile of a woman's head in white, facing right. The interior of the head is filled with a vibrant magenta color. A thick yellow arc curves around the top and sides of the head. The text "Gender Risk Assessment Tool" is written in white, bold, sans-serif font across the magenta area.

# **Gender Risk Assessment Tool**



# Acknowledgement

The technical content of the Gender Risk Assessment Tool (GRAT) was developed by Michelle M. Shayer, Lead Environmental and Social Officer in the Social, Environmental and Governance Division (SEG), under the leadership of Luiz Gabriel Todt Azevedo, SEG Division Chief and Rachel Robboy, Chief Risk Officer at IDB Invest.

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# Contents

08

Identification  
and Management  
of Risks and Impacts

14

Consultation  
and Engagement

20

Working  
Conditions

34

Community  
Health and  
Safety

42

Resettlement



## Introduction

Development projects may have both positive and negative impacts. In assessing those impacts we must consider several factors, including gender diversity. Certain elements affect people of different genders and gender identities differently for a variety of reasons (such as socioeconomic roles and control over assets).


The Gender Risk Assessment Tool (GRAT) was developed with the purpose of understanding and mapping the ways in which different genders are affected by a project or a company. The analysis includes the client's workforce and the surrounding community.

In using this tool the client will gain more clarity regarding the risks and opportunities that a project can present for different genders, as well as the necessary steps to manage them accordingly. Answering all the questions is a task for a multidisciplinary team, and not knowing certain information can also serve as an indicator for the need of a deeper evaluation.<sup>1</sup>

Equipped to carry out this analysis, the Social, Environmental and Corporate Governance Division (SEG), together with the Advisory Services and Blended Finance Team (NFP) from IDB Invest, are able to offer technical assistance and solutions tailored to each client's reality.

<sup>1</sup> In this document, references to the "project" refer to projects or clients, depending on whether the operation is a project finance or corporate loan.

# Identification and Management of Risks and Impacts



1

Content

**This chapter explores the project's or company's context. The legal framework is important to reveal the fragilities or strengths already present in the region so the client can better compare and contracts them with IDB Invest requirements.**

Non-discrimination on the basis of gender is required by law in all countries of Latin America and the Caribbean.<sup>2</sup> However, since the application and enforcement of these rules is neither uniform nor consistent, it is useful to gain a deeper understanding of how the law is enforced in each city, state or other sub-national unit in order to assess gaps with international best practices.

Environmental and Social Impact Assessments normally contribute important data for understanding local realities. They provide information as to the way in which a project or company interacts with certain characteristics of the surrounding community. However, indexes such as domestic violence or sexual exploitation databases are not usually required in the baseline component of these documents. On other occasions, the existing database does not provide disaggregated data that can clarify the way in which impacts affect different genders or specific groups of people. As a result, supplemental information is often required. This can be accomplished by collecting and interpreting secondary data or even developing primary data (in some cases by forging partnerships with government agencies or civil society organizations).

IDB Invest often requires a cumulative impact evaluation of a project combined with other initiatives in the area of influence. Some factors, such as mass migration of workers and the installation of worker's housing in small towns (that might not have adequate structure and capacity to absorb multiple firms at the same time) may aggravate the impact of sexual violence against women or LGBTQI+ individuals in the community, for example.

The value chain of a project or a company is a fundamental part of IDB Invest's risk analysis. According to the IDB Invest Sustainability Framework, when the client can exercise reasonable control over its subcontractors or suppliers, it should

incorporate in its assessment the gender impacts that may be caused by the value chain.

As we will see in more detail in each section of this document, understanding the reality and complexities of the region not only helps a company anticipate the need for risk management actions, but it also leads to better strategies in community relations programs and/or workforce management.

<sup>2</sup> Besides signing several international treaties, every one of the Bank's member countries in the region has ratified the Universal Declaration of Human Rights (1948), the Convention on the Elimination of All Forms of Discrimination against Women or CEDAW (1979), the Inter-American Convention on the Prevention, Punishment, and Eradication of Violence against Women (1994), the Programme of Action of the International Conference on Population and Development (1994), the Platform for Action of the Fourth World Conference on Women (1995), UN General Assembly's Resolution on measures for the prevention of crime and the criminal justice in order to eliminate violence against women (1998), Adopted Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women (1999), the Sustainable Development Goals (2015), and Yogyakarta Principles on the Application of International Human Rights Law in Relations to Sexual Orientation and Gender Identity (2006 updated 2017).

## Identification and Management of Risks and Impacts

► Does national legislation guarantee non-discrimination?

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► Are there differences, in local law, in how women and men are treated that are pertinent to the project/company?

► Are there impacts, caused by the project, that can affect or harm women/girls more than men? What kind of analysis was done to reach this conclusion?

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► The context of the region where the project is located is riskier to women/girls (because of social conflicts, high level of violence, etc.)?

► Were women engaged in the process of assessing the use of natural resources?

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► Is there available data on SEA (Sexual Exploitation and Abuse) and Gender Based Violence (GBV) for the DAA/IAA (Direct/Indirect Affected) areas?

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► Is there available data on IPV (Intimate Partner Violence) in the region where the company/project is located?

► Does the Client have organizational competency to manage gender risks and impacts? How is this evaluation reflected/incorporated on the ESMS? Which department(s) manages it? How are the results reported to senior management? What kind of indicators are available for measuring gender risks and impacts?

**Consultation  
and Engagement**



Content



**IDB Invest's Sustainability Framework requires that consultation with affected communities, in which positive and negative project impacts are discussed, is done in an inclusive way. For various reasons men and women may have different access and control over data, material assets, benefits and job opportunities. It is important that measures are taken to ensure that perspectives and points of views of both genders and different groups are heard and taken into consideration in project/company management.**

### Invitations and dynamics

In mapping the people affected by a project, the formal and informal leaders of the region should be identified. Women often cannot formally assume leadership roles; therefore, diversity is an important factor to be included when recognizing representatives of the community, or when deciding on groups and entities to be consulted. Extending invitations to groups of mothers, young professionals, students, members of informal community associations, members of LGBTQI+ organizations, people with disabilities, and representatives of the elderly, for example, is key in ensuring a more diverse participation. The language and format of the information distributed need to be consistent with local customs and the invitee's formal educational level. Sending written invitations might not be the most efficient way to reach all local audiences. Alternatives might include sound trucks, illustrated brochures, local radio, invitations translated into local dialects and door-to-door conversation.

The time and place of meetings need to be planned in a way that enables both women and men to attend. In some regions, it is harder for women to leave the house in the evening because of safety concerns, restrictions imposed by partners or relatives or childcare responsibilities. Scheduling alternative hours and allowing children to be taken to the meetings by providing childcare will help

increase attendance by women, for example. Choosing an accessible venue may make it possible for people with physical disabilities to participate, for example.

The dynamics of the meetings should be adapted so that both women and men can express themselves in a balanced way. Cultural barriers sometimes lead to a preponderance of male participation. Women, young people, LGBTQI+ individuals or the elderly may feel intimidated or discouraged from expressing their concerns. Opinions expressed by these groups can be downplayed, not taken into consideration or even ridiculed. To prevent this from happening, focus groups or dedicated meetings with fewer participants could be organized so that everyone has a chance to freely speak.

When it is anticipated that a company or project could have negative impacts on

ecosystem services or natural resource usage, it is especially important to obtain the community women's opinion, since in many cases they are the principal users of those resources.

It is quite common in Latin America and the Caribbean the existence of governmental and civil society organizations that deal with gender based violence protection and prevention, including domestic violence, sexual violence, sexual and labor exploitation. To include such entities in the mapping of stakeholders and in the engagement plan enables the client to become familiar with the incidences and cases existing prior to the arrival of the project/company. It also helps with the development of robust indicators and sound monitoring of prevention plans. More information on this issue can be found in Section 4 of the GRAT.

Consulting primarily with men provides only half the story.



Photo: Fiorella Pino Luna

## Consultation and Engagement

- ▶ The leadership mapping for the community took into consideration women groups/informal roles as leaders?  
\_\_\_\_\_•
- ▶ Were the invitations addressed to women as well as to men? The invitations were assessible to women (taking into consideration cultural and educational characteristics of the community)?

- ▶ If any sensitivities were perceived (like the fear/intimidation of talking in the presence of male leaders), there were dedicated meetings with women or diversity groups?  
\_\_\_\_\_•

- ▶ The time and location of the meetings allowed for women and diversity groups to easily participate (accessible, safe, children care available, etc.)?

- ▶ The dynamic of the consultation meeting took into consideration the need to facilitation/mediation to secure that women and diversity groups felt comfortable in sharing their views?  
\_\_\_\_\_•

- ▶ Did the engagement plan consider groups with informal female leadership?  
\_\_\_\_\_•

- ▶ Specific meetings with women or diversity groups were conducted?

- ▶ Entities that deal with GBV, IPV and protection of children and adolescents are engaged in a regular basis? Does the company have partnerships or joint initiatives with them?  
\_\_\_\_\_•

- ▶ Health entities that deal with sexually transmitted diseases are engaged on a regular basis? Does the company have partnerships or joint initiatives with them?

**Working  
Conditions**



**Content**

**The workplace must be adapted to enable both men and women to be hired, do their jobs and have the opportunity for secure and fair professional development. For this to happen, certain precautions need to be taken in terms of infrastructure and personnel management.**

### Working conditions

In cases where workers are provided with housing, it is important that separate facilities for men and women are arranged. Lodging facilities must be safe and well-lit and have locks on the doors. The same applies for worksite restrooms and locker rooms. It is common for women to feel safer and more comfortable if they have their own facilities, especially in remote or isolated locations.

If transportation is provided from the job site to the lodging facilities, it is vital to analyze whether female workers are at risk due to a reduced number of women during certain shifts, or for being isolated during the commute. Meeting points must be well lit, accessible and safe.

If there are security personnel that might interact with employees or that may perform inspections, it is vital that female security agents be present during all shifts while female workers are on duty.



### Occupational Health and Safety

Occupational health and safety analyses can determine the existence of labor risks, leading to the need of differentiated protective measures for women and men. Personal protective equipment, for example, must be made to accommodate the physical differences among its users (including the ones caused by pregnancy). Protective gloves that are too big, for instance, may cause accidents instead of preventing them. The same is true for boots, uniforms, safety glasses and vests (see “Most common problems with ill-fitting PPE and recommendations at the end of the word”).

In certain cases, heavy metal, pesticide, solvent, radiation, chemical agent, vibration or noise exposure analysis needs to be performed in order to assess the risk and its impact on a fetus and the expectant female worker, primarily in the early stages of pregnancy. Changes in the worker’s immune system, respiratory capacity and muscular strength must be considered in the analysis of occupational risks and hazards with primary attention to activities that are physically demanding, require long periods of standing or sitting, repetitive motions, lifting, carrying of heavy weights or demanding postures.

It is common to recommend a pregnant worker to be temporarily reassigned to avoid exposure to hazards during the gestation, returning to regular activities only after the breastfeeding period is

over. It is also important to develop informative campaigns about potential risks and hazards, as well as additional care needed during pregnancy to the entire workforce.

Life and fire prevention and safety plans need to be designed to include female workers whose mobility is reduced or impaired by pregnancy, as well as for other workers who have mobility difficulties or other physical limitations.

This consideration is especially important when a female employee suffers from gestational diabetes. Regular breaks for healthy meals should also be considered.

Due to menstruation women require convenient and constant access to re-strooms. Adjustments in break lengths and the proximity to workplace sanitation facilities are aspects observed during a gender-focused health and safety analysis.

**“Organizations that lack a female perspective — whether in safety roles, leadership roles and even on the front lines — can be less safe. If employees are not attuned to women’s occupational hazard risks because the majority doesn’t encounter such risks, the hazards will remain.”<sup>3</sup>**



<sup>3</sup> American Society of Safety Professionals, *Women and Safety in the Modern Workplace Study* 2019



Most common problems with ill-fitting PPE, and recommendations

PPE	MOST COMMON PROBLEMS
Work gloves that are too big	Woman’s hands are smaller - shorter, narrower fingers and a smaller palm circumference.
Safety goggles that are often too large	A woman’s face is generally smaller than a man’s. If woman is using protective eyewear that is sized for a man, the gaps they leave at her temples may allow flying debris from a machine to enter her eyes.
Lack of maternity PPE for expectant mothers	Less likely to wear any PPE or wear ill fitting PPE.
Gear that is too long or too bulky	It can create tripping hazards or expose more of the body to hazards.
Safety boots that are too wide and big	Typical woman’s foot is both shorter and narrower than a typical man’s foot, so a smaller boot may be the right length but not the right width.
Hard hats that are too big	A woman wearing a hard hat designed for a man may risk having her vision obscured by a hard hat that falls in her eyes. Many manufacturers recommend that women wear hard hats with a chin strap in order to improve fit.
Slip and fall protection	An improperly sized safety harness can hinder a woman’s movements and affect the ability to work safely.

Source: Adapted from Industrial Accident Prevention Association Study

OSHA\* RECOMMENDS:

- ▶ **Purchasing PPE in a wide range of sizes**, including those designed for women.
- ▶ **Avoiding PPE marketed as “unisex”, “universal” or one-size-fits-all.**
- ▶ **Maintaining a directory of PPE manufacturers**, and suppliers and the sizes they offer.
- ▶ **Allowing female and male employees**, to test PPE before they have to use it and replacing it if it doesn’t fit.
- ▶ **Provide ratings** and reviews of PPE and work gear.

Forced Labor and Modern Slavery

Ensuring that the contracting of workers is done according to the International Labor Organization (ILO) Conventions<sup>4</sup> and the International Finance Corporation Performance Standards, which IDB Invest has adopted, are essential conditions in all financed operations. This questionnaire contributes to the analysis, focused

on the observance of rights assured to women and vulnerable groups. In many Latin American and the Caribbean regions, networks of organized crime that engage in human trafficking, including women and girls, are common.

Reports show that many factors contribute to human trafficking, including: (a) the high global demand for domestic servants, agricultural laborers, sex workers and factory labor; (b) lingering “machismo” that tends to lead to discrimination against women and girls; (c) existence of established trafficking networks with sophisticated recruitment methods; (d) public corruption, especially complicity between law enforcement and border agents with traffickers; and (e) limited economic opportunities for women in Latin America and the Caribbean.<sup>5</sup>

In addition to ensuring that the contracting of its workforce is done according to appropriate standards, the company/project must monitor the conduct of its subcontractors and its value chain.

Since the great majority of women and girls who are trafficked are destined for sexual exploitation,<sup>6</sup> it is vital to be attentive to the possibility that workers (the company’s own and those employed by third-parties) may be helping to perpetuate this crime by using the sexual services of vulnerable individuals or victims of trafficking.

<sup>4</sup> In 1998 the ILO adopted the Declaration on the Fundamental Principles and Rights at Work which commits Member States to protect and promote principles and rights related to the four core labor standards, regardless of having ratified the relevant Conventions. These Principles and Rights refer to non-child labor, no forced labor, non- discrimination and freedom of association and collective bargaining.” IFC’s Guidance Notes to the Performance Standards.

<sup>5</sup> Congressional Research Service (2016), *Trafficking in Persons in Latin America and the Caribbean*.

<sup>6</sup> United Nations Office on Drugs and Crime (UNODC)

\*Occupational Safety and Health Administration

## Occupational Health and Safety

► An assessment was done to evaluate the adequacy of the PPE for the female workforce (such as size, uniform adjustable to pregnancy, etc.)?

► Has an ergonomic assessment been conducted to ensure that equipment is appropriate and safe for female workers?

► Does the health and safety risk assessment consider work environment safety for pregnant women (exposure to radiation, high level noises prolonged exposure to high temperatures, heavy equipment vibration, etc.)?

## Working Conditions

► Are there separate lodging facilities for men and women?

► The lodging facilities are safe (enough lighting, locks in rooms, etc.)?

► Are there options to reasonably accommodate pregnant and breastfeeding women to avoid hazards?

► Single sex changing and shower facilities are available on site? And single sex restrooms? If not, the gender-neutral toilets guarantee privacy and comfort for all users?

► Are there women working in the security personnel team (especially if worker's body searches are conducted)?

► Has the emergency plan taken into consideration the needs of impaired people or pregnant women with difficulties to quickly move?

► Does the company secure transportation to community-based employees or to lodging facilities? The conditions of the buses are appropriate to guarantee security to men and women?

## Forced Labor

► What are the measures in place to guarantee that all workers are hired according to international labor standards and applicable ILO conventions?

► Those measures are applied to contractors and subcontractors? How the company enforces and monitors its labor requirements and procedures?

### Nondiscrimination and Equal Opportunity

It is fundamental to allow for equal opportunities in a company. Employment decisions should not be made based on personal characteristics unrelated to inherent job requirements but on equal opportunity and fair treatment principles. Nondiscrimination should be pursued in respect to any aspects of the employment relationship, such as recruitment and hiring, compensation (including wages and benefits), working conditions, terms of employment, access to training, job assignment, promotion, termination of employment, retirement and disciplinary practices.

To ensure that nondiscrimination prevails, it is vital to explicitly formalize a policy that is adopted by senior management and disseminated widely to all audiences, as well as reiterated in codes of conduct, training and onboarding activities. Furthermore, procedures and processes need to be implemented and monitored to guarantee that the elements of the policy are applied in day-to-day activities.

Nondiscrimination does not apply only to gender differences but includes a broad spectrum of diversity, such as racial, nationality, ethnic, social or indigenous origin, religion or belief, disability, age and sexual orientation.

When having influence over suppliers and contractors, the company should

share its commitment to non-discrimination and require that the same principles are incorporated in their management systems. When such suppliers and sub-contractors are significant components of the value chain of a project financed by IDB Invest, the company must guarantee their performance in adhering to the principles of proper working conditions and nondiscrimination by managing and monitoring it appropriately.

In addition to the explicit commitment to nondiscrimination, it is essential for a company to determine whether the practices it follows might be excluding certain groups of people, whether because of conditions of infrastructure and accessibility or because of the absence of rules that encourage widespread headhunting, recruitment, hiring or career development.

In various regions of Latin America and the Caribbean, it is common that formal educational level or technical skills exclude women from being considered in recruitment processes. A company can invest in procedures to classify and train individuals to assist them in overcoming those barriers and influence its sub-contractors to do the same.

The way in which job openings are announced, as well as the places where they are publicized, can increase female participation. For this reason, it is important to be familiar with the realities

of the location where the project is being executed. Adopting procedures that allow adequate maternity and paternity leave, as well as ensuring accommodations for nursing mothers when they return to work, help retain female employees.

### Sexual Harassment and Grievance Mechanisms

Unfortunately, sexual harassment is still common in Latin America and the Caribbean. IDB Invest requires its clients to take firm measures to prevent and address harassment, intimidating and/or exploitation.

Some factors contribute to increasing the risk of sexual assault and harassment for women employees: working in isolated spaces (such as janitors, domestic care workers, hotel workers and agricultural workers); undocumented jobs or working while holding a temporary work visa (the most common in agriculture, food processing, garment factories, domestic work and janitorial services); working in occupations (or shifts) where they are a small minority; or working in an environment where there are significant power disparities between workers (particularly given women's lower likelihood of being in senior positions).<sup>7</sup>

The company must have a documented commitment to zero tolerance for sexu-

al harassment and assault, publicizing the content and constantly training the workforce - including content for managers and supervisors on how to respond when observing instances of sexual harassment and on bystander intervention.

This content, which is often part of a code of conduct, should be conveyed to the entire workforce and subcontractors. Clear procedures as to how allegations of harassment (and any other gender violence that occurs in the workplace) are to be handled and investigated should be formalized and publicized.

The procedure must clearly define the measures that might be imposed, such as oral or written reprimands, suspensions without pay, changes in job assignments, dismissals, etc. Continual informative campaigns are an efficient way to remind people of the company's commitment and to raise employee awareness.

Grievance mechanisms are essential components of proper workforce management. A channel should be made available so that workers (as well as sub-contractors) can express concerns, report problems, violations of rules, hazardous or improper behavior or ask questions.

<sup>7</sup> The Institute for Women's Policy Research (IWPR)

The mechanism may feature several channels, to better adapt to the nature of the company and its workforce characteristics. Possible features include a dedicated telephone line, physical suggestion/complaint boxes with paper and pens nearby, an email address and a smartphone app. The channels must allow for anonymity, be free of charge and accessible to all workers, even to those who do not have access to computers at work or who have a lower level of formal education and/or difficulty expressing themselves in writing.

It is important that the complaint mechanism be continually and widely publicized. Under no circumstances should a company discourage contributions or suggest reprisals for those who use these channels.

A procedural flow, written registration and resolution of complaints are important elements of a sound grievance mechanism. Clear procedures should indicate a) the team responsible for receiving the content of the different grievance channels (emails, phone calls, etc) b) procedures to register them, and c) instructions to channel each type of complaint/question to specific teams-such as environment, health and safety, operations, engineering, human resources, etc. d) response deadlines and how to provide feed back to the complainer, among other aspects.

An analysis of the contents of the

grievance mechanism should be shared with senior management periodically, influencing changes and improvements in the company's management, and allowing for a more transparent performance.

Allegations of improper conduct of sexual harassment need to be evaluated by a balanced committee with a diverse group of members, as well as representatives of different divisions inside the company (human resources, legal, operations, etc).

A special procedure that guides the investigation of such charges is fundamental. It is recommended that independent companies specialized in those cases are retained and conduct the investigations autonomously. It is also important to provide specific training to the workers that manage different grievance channels (or those who compile the complaints received) so that their personal opinion doesn't prejudice the registration of a sexual harassment/improper conduct complaint, nor is it tainted by the reputation of the complainant (or the accused).

Gathering details and obtaining detailed information should be encouraged, helping the investigation.

Both the mechanism and the investigation must ensure privacy for accuser and aggressor, and the analysis of the incident should result in action plans that improve the client's management system.

### INTIMATE PARTNER VIOLENCE AND THE WORKPLACE

**When a worker suffers from Intimate Partner Violence (IPV), the company can also be impacted. The worker may present less productivity and more propensity to accidents. Absenteeism and turnover rates might increase, and some aggressors can look for confrontation in the partner's workplace - risking the security and welfare of the workforce. Companies can act against IPV by developing:**



Clear anti violence policies and constant awareness campaigns.



Climate surveys addressing worker's welfare.



Evaluation of building security procedures and assessment of risk factors.



Assistance programs (psychological, social, legal).



An analysis, together with the IPV impacted worker, as to liaise with public authorities.



Trainings for managers and supervisors on how to address potential IPV affected workers.



Grievance Mechanism for employees.



## Non-Discrimination and Equal Opportunity

► Does the company have a non discrimination policy?

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► Is the policy applied on a project level? Is it valid for contractors?

► How does this policy address gender nondiscrimination?

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► How does the company assess contractor's/supplier's compliance with the nondiscrimination policy?

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► Is there a gender equity/diversity policy?

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► Are there procedures regarding hiring, dress code, salary and benefits, promotion, discipline and termination, layoffs or retirement benefits that treat men and women differently?

► Are these policies applicable to subcontractors/suppliers? How are they monitored?

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► Is there written policy on sexual harassment and gender-based violence?

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► Does the client have lactation rooms at the office and on site of the project? Are they advertised to the workers? Are they used?

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► Does the company have a grievance mechanism suitable for receiving sexual harassment and GBV complaints (e.g. as psychological support/contact with authorities, etc.?)

► Are there training programs to disseminate the content of the policies/codes of conduct?

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► Indicate the number of complaints of sexual harassment and GBV received in the last 12 months.

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► What are the most common penalties for employees who commit sexual harassment or GBV?

**Community  
Health and  
Safety**



**Content**

As pointed out in Section 1 of this document, understanding the region where the project and/or company is located is key to identifying potential positive and negative impacts.

In infrastructure or agricultural projects, for example, an influx of labor commonly occurs during construction or harvest time. The presence of workers might bring various benefits and risks to the community. Focusing on gender, the migration and housing of male workforce with purchasing power has the potential to increase cases of sexual violence or harassment, as well as lead to an increase in sexual exploitation of vulnerable persons.

To better understand (or develop) the region's baseline, it is recommended to conduct a diversified and comprehensive consultation with diverse stakeholders, such as: public health agencies that serve the community (e.g. compiling aggregated data on adolescent pregnancies or sexually transmitted diseases), police stations and precincts (e.g. units specialized in the prevention of violence against women are still rare in many countries), prosecutors and local judges, civil society organizations that house and protect sexual and domestic violence survivors, government and non-governmental entities that serve and protect children and adolescents, organizations representing women, organizations that represent LGBTQI+ groups, schools, public units that serve

vulnerable populations, religious entities and neighborhood associations.

Diverse information provided by different stakeholders allow the company to comprehensively understand the region, identifying the presence or absence of public policies directed at women, adolescents or vulnerable people, map sites of sexual exploitation or prostitution, and become familiar with the existing protection network of entities that serve or house survivors, as well as the organizations that should be contacted in cases of gender based violence.

This mapping exercise is important to understand the additional impact that might be caused by the project and to anticipate mitigating actions, as well as to strengthen the engagement and constant dialogue that can support the successful application of such measures.

The value chain and subcontractors must be included in the analysis of the impacts of the company/project, and that the integration of those actors with the entities consulted is vital.

In terms of labor influx, the magnitude of the impact depends on the scale of the workforce and the capacity of the hosting community. The lower the capacity of the community to manage and absorb the workforce, the greater the vulnerability.

The first recommendation is always to reduce the presence of outside workers in fragile communities that may not

be ready to receive them. A company should increase the number of local workers hired—investing in training and skillbuilding when necessary. If bringing a significant contingent of migrant workers is inevitable, the company must seek to increase the numbers of female hires and the choice of a lodging site must avoid areas near schools where adolescents and young people congregate, places frequented by sex workers (especially those potentially engaged in sexual exploitation), bars and facilities known to attract drug users.

Lodging facilities substituting workers camps should have controlled access in order to prevent individuals who are not members of the workforce from visiting. Interactions with the neighboring communities must be monitored, as well as the behavior within the housing facility. It is recommended that inde-

pendent companies with appropriate expertise be retained to provide additional oversight, promoting lodging safety and assuring the proper application of the code of conduct.

Providing suitable facilities for housing sites, as well as a variety of recreational activities, sportive practices, access to television and to the Internet, allow workers to use their free time in a healthy way and limit their presence in the community. The company's social experts team must constantly check on the employees, assist them in connecting to family and friends, listen to their concerns and suggestions on how to improve the facilities, and reinforce the respectful interaction with the community.

The company also needs to develop additional measures: Draft clearly written codes of conduct that demonstrate

Photo: Fiorella Pino Luna





zero tolerance for violent behavior and harassment against members of the community (such codes must be distributed to all workers and widely published); promote campaigns to convey information and raise awareness on the harm caused by sexual violence and exploitation of vulnerable individuals; and offer transportation services between the work site and lodging facilities – avoiding overloading the public transportation system and limiting interactions with local riders.

A mechanism for filing grievances should be available so the community can express concerns, ask questions, allege improper behavior by workers or report on any topic that might be important to them. This mechanism, in addition to being equipped as described in Section 3, should be widely publicized in the region to allow any

community member to contact the company in a quick, efficient, and safe manner, with no financial cost. External complaints must be registered, investigated and properly addressed, and the solution should be shared with the complainer and reported back to senior management.

### Community Exposure to Disease

The arrival of outside workers as direct hires or subcontractors in a determined region may lead to exposure to or an increase in the number of certain diseases. Special attention should be paid to the impact of infectious diseases, including those that are sexually transmitted.

For example, in most settings, long-haul truckers have significantly higher rates of STDs than the host communities. Clients should carefully consider specific education and training programs for transportation contractors. In the tourism industry, particularly in community contexts where there is a higher prevalence of STDs, the client may be able to prevent the further transmission of communicable diseases, after the construction phase, following best practices on the prevention of travel and tourism sexual exploitation that affects particularly women and children.<sup>8</sup>

It is advisable to maintain a robust occupational health program that includes

regular visits by physicians and the provision of examinations and care by the company to prevent disease from spreading and overloading local public health facilities. In addition, the company should implement campaigns on disease prevention and awareness of health issues targeting the work force.

**Training and awareness campaigns are fundamental to prevent sexual violence and harassment.**



<sup>8</sup> IFC Guidance Note 4 - Community Health and Safety

## Community Health and Safety

► Is there available data on SEA (Sexual Exploitation and Abuse) and Gender Based Violence in the project/company area of influence (from local health entities or the police)?

► The public entities that deal with children and adolescents protection in the project region were included in the stakeholder mapping and in the engagement plan?

► The ESIA mapped vulnerable areas for sexual exploitation of women and minors near the project? The project workers, or contractor's, can increase this risk?

► How the company/project is dealing to prevent those impacts/risks?

► Is there a code of conduct that clearly states the company's zero tolerance towards sexual exploitation of minors and GBV?

► Are there workforce trainings and awareness campaigns for GBV and prohibition of sexual exploitation of minors?

► Number of sexual harassment and GBV complaints reported in the last 12 months.

► The grievance mechanism has special procedures to deal with sexual harassment or GBV complaints (like psychological support/contact with authorities, etc.)?

## Community Exposure to Disease

► A baseline for health assessment in the affected community was performed in the ESIA? Numbers of sexual transmitted diseases and youth pregnancy are known in the project's area?

► Does the company monitor those numbers to establish trends, and assess its contribution?

► Are there campaigns and actions to raise awareness and prevent sexual transmitted diseases (available to workers and contractors)?

► The workers and contractors have adequate medical assistance in the region to receive treatment for sexual transmitted diseases?

Resettlement



Content



Resettlement programs may have negative impacts, but if properly conducted, they can also allow for improved living conditions. Guidance on overall requirements related to proper management of a resettlement plan can be found in several documents produced by development finance institutions<sup>9</sup>. This section discusses recommendations on how to address gender differences during a resettlement process: a) consultations should ensure active participation by diverse and balanced groups with attention given to having affected population representatives in the decision making meetings. A sound census that contains granular information and disaggregated data on the impacted families is an important first step; b) guarantee that different perceptions are taken into consideration when selecting the relocation area, type of compensation to be paid and the new house features. Those are factors that differ greatly depending on the audience consulted. It is not uncommon that women value more the proximity to public health clinics, schools and daycare centers, or that they consider safety factors such as proper illumination, protected access to public transportation and barriers between the homes and roads that carry heavy traffic, for example.

The recommendations presented in Section 2 should be incorporated in order to ensure equal participation in discussions and decisions related to resettlement. The financial compensation from a) indemnifications associated with expropriation of land or assets, b) assistance with moving expenses and livelihood restoration should be equally accessible to both men and women. In many cultures and regions, it is customary for financial discussions to involve only men, since they will be the sole recipients of funds. To promote a more inclusive and balanced process, the company should strive to inform and sensitize men and women on the importance of gender equality. Whenever possible, the resettlement program should provide the formal deed (property title) to both men and women that used to live in the affected house.

It is recommended that expost monitoring of the resettlement program continue to observe the commitment to diversity. Furthermore, the dedicated resettlement grievance mechanism should capture and address concerns raised by both women and men in an equal manner.



**Training and awareness campaigns are fundamental to prevent sexual violence and harassment.**



Photo: Fiorella Pino Luna



Photo: Fiorella Pino Luna

<sup>9</sup> IFC Guidance Notes on Land Acquisition and Involuntary Resettlement, for example.

## Resettlement

► Were all social and ethnic groups from all project affected communities represented in the consultations (including women)? Does the company have disaggregated data for attendance of consultation meetings?

► Other resettlement assistances were equally available to men and women?

► The concerns/preferences raised by women were taken into consideration in the definition of the host community (access to school, nurseries, health clinics, etc.)?

► The documents of ownership or occupancy and compensation arrangements were issued in the names of both spouses?

### Gender Plan

A gender-focused plan is a compilation of the analysis and actions presented in this guide. It includes the evaluation of risks and impacts that were discussed in detail in the preceding sections, as well as actions structured to prevent and mitigate the negative impacts identified.

Responsibility for the management of a gender plan benefits from the participation of more than one team within the company, since it involves different topics - ranging from health and safety to community relations, encompassing human resources, legal affairs, planning, supplier management, and others.

However, it is necessary that a coordinating unit be established to develop and monitor planned programs and activities, thereby ensuring integration and consistency in the results.

Implementation of the plan should be part of (or aligned with) the company's environmental and social management system and therefore be managed considering the planning, execution, evaluation and adjustment stages, promoting continuous improvement.

The results of the Gender Plan should be reported to senior management and used to guide future decision-making and planning.



## CORE ASPECTS TO CONSIDER FOR CONTRACTORS IN DEVELOPING A GENDER RISK PLAN



**Bidding criteria:**  
Include the development of a Gender Plan as a requirement, demand knowledgeable and sufficient team to implement gender actions



Ask the subcontractor/supplier to supervise lodging and transport facilities and services - preferably hiring external independent oversight teams



Have a in house knowledgeable and sufficient team to liaise with and monitor the subcontractors/suppliers



KPIs - Impose penalties for noncompliance with the Gender Plan



Contractors and core suppliers should be considered "accountable partners"



Offer awareness and trainings on gender risk topics

## Leveraging Financial Opportunities

IDB Invest has a specialized department that can offer advisory (technical assistance) on leveraging economic empowerment of women and other under-represented groups (Indigenous and Traditional People, Afro-descendants, People with disabilities, LGBTQI+).

► Will this project be creating jobs? If so, can women fill these positions? If not, why not, and can the company or a local partner train them?

► What is the proportion of women and men in administrative positions, middle management and leadership levels? What is the proportion of women in positions on the field or in non-traditional roles?

► Does the company create sex-disaggregated data on the labor force and the supply chain by position and sectors/department? Can the company provide information on HR policies, company practices and company facilities?

► Does the company source from women-owned businesses? Are they willing to help informal providers formalize?

► What skills are needed for the most highly paid positions and/or technical fields? How do people train in these skills (informal networks, training institutes, etc.)?

# Protect to Promote

“IDB Invest believes that the more we protect people from all gender identities in the projects we finance, the more we can promote equality through value added activities. A gender risks analysis is therefore an instrumental tool for businesses to deploy.

By assessing differentiated impacts on all gender identities, this Gender Risk Assessment Tool can support projects and companies to avoid and mitigate such impacts. IDB Invest’s Social, Environmental and Corporate Governance Division continues investing in knowledge and capacity-building for clients to implement gender risks analyses in their operations, support which is available here: [idbinvest.org](https://idbinvest.org)”

**Rachel Robboy**  
*Chief Risk Officer*

# Acronyms

CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
DAA/IAA	Direct/Indirect Affected Areas
ESIA	Environmental and Social Impact Assessment
ESMS	Environmental and Social Management System
GBV	Gender Based Violence
GRAT	Gender Risk Assessment Tool
HR	Human Resources
IDB Invest	Private sector arm of the IDB Group (Interamerican Development Bank)
IFC	International Finance Corporation
ILO	International Labor Organization
IPV	Intimate Partner Violence
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex and others
NFP	Non-Financial Products and Advisory Services Division at IDB Invest
OSHA	Occupational Health and Safety Administration
PPE	Personal Protective Equipment
SDG	Sustainable Development Goals
SEA	Sexual Exploitation and Abuse
SEG	Environmental, Social and Governance Division at IDB Invest
STD	Sexually Transmitted Disease
UN	United Nations
UNODC	United Nations Office on Drugs and Crime



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