Working with the Private Sector to Empower Women: How to Build the Business Case for Change

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Working with the Private Sector to Empower Women: How to Build the Business Case for Change

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Adriano Scarampi
Arab Women’s Enterprise Fund & MarketShare Associates

Julia Hakspiel
Arab Women’s Enterprise Fund & MarketShare Associates

Margaux Yost
BSR
Julia Hakspiel
AWEF/MarketShare Associates
jhakspiel@marketshareassociates.com
About the Arab Women’s Enterprise Fund (AWEF)

MENA is the region with the lowest rates of female economic participation in the world.

1. **Access**: Increased income and access to markets
2. **Agency**: Improved **voice, choice and control** for women; increased wellbeing

**WHY this programme?**

**WHAT is AWEF’s objective?**

1. Increase economic opportunities and well-being for **150,000 poor women** in the MENA region

2. **2015-2020**
3. **Target countries**: Egypt, Jordan, OPTs (-2018)

4. Through a **Market Systems** approach that engages the private sector to address barriers that women face in target value chains

5. **WHAT and WHERE?**

**WHEN**

**HOW does AWEF operate?**

**IMPACT?**
About the Learning Brief

• Provides a pragmatic approach to private sector engagement by co-creating business cases for WEE.

• Builds on our experience of implementing AWEF, as well as 17 case studies from the wider practitioner community

• Presents a range of business frameworks, approaches, tools, data and metrics.
Co-Creative Business Case Development Process

1. Select a business case framework
2. Select key business indicators for tracking
3. Determine data collection requirements
4. Agree on cost and data sharing arrangements
5. Collect and analyse data
6. Present data to firm and other market actors
7. Inform strategic business decisions
Business Metric Selection Based on Segmentation

- How a firm interacts with women determines the potential benefits generated & the right metrics to use.
- Metrics should capture both financial & non-financial outcomes (and potentially social ones).
- The type of industry, value chain & even the size of the business will determine indicator selection.
Women as Workers

• Identify labour-related constraints.

• Identify potential benefits of hiring women.

• Leverage labour standards & global codes of conduct.
# Women as Workers – Select Indicators

<table>
<thead>
<tr>
<th>Business Outcome</th>
<th>Business Metrics</th>
<th>Why Measure?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved staff attraction, retention and motivation</td>
<td>Time and cost of recruitment</td>
<td>Inflict significant direct and indirect cost on business.</td>
</tr>
<tr>
<td></td>
<td>Staff turnover</td>
<td>Inflict significant direct and indirect cost on business.</td>
</tr>
<tr>
<td></td>
<td>Staff absenteeism</td>
<td>Inflict significant direct and indirect cost on business.</td>
</tr>
<tr>
<td>Improved productivity &amp; quality of work</td>
<td>Output per worker</td>
<td>One of the most important determinants of ability to turn a profit in manufacturing sector.</td>
</tr>
<tr>
<td></td>
<td>Error rates</td>
<td>Tracks quality performance on the production floor.</td>
</tr>
<tr>
<td>Improved corporate reputation and business terms with buyers</td>
<td>Order size and buying commitments</td>
<td>More new and repeat orders.</td>
</tr>
<tr>
<td></td>
<td>Improved performance in audits</td>
<td>Alignment with supplier codes of conduct.</td>
</tr>
</tbody>
</table>
Return on Investment from AWEF’s RMG Intervention

- Improved perception of the supervisors: (Better respect and treatment of workers, improved leadership, communication, problem solving, confidence)
- Improved production completion time and improved productivity due to reduced time spent in conflict resolution
- Improved performance in audits / inspections from buyers, is more likely to maintain contracts or increase sales
- Improved level of workers' satisfaction & motivation (communication, meeting production targets, improved ability to voice opinion, efficient work)
- 100% of the trained supervisors are able to contain routine and non-routine problems faster. Improvement in the supervision time required to solve routine problems by 32%. Improvement in the supervision time required to solve non-routine problems by 41.5%

Product quality improvement for 42% of the trained supervisors

Increasing trend of referral based recruitment: Present the total number 1,720 workers

Arafa saved 1,922,057 LE
Less Turnover saved 1,388,487 LE
Less Absenteeism saved 521,515 LE
Key Lessons

• **Co-creation** process – choose framework & metrics that align with business incentives and existing KPIs based on **segmentation of women**
• Use business case development process to **drive business process improvement**
• Agree on **data sharing arrangements** up front - the data required for is often confidential and highly-sensitive.
• **Qualitative data** can speak to hard data and be equally compelling
• Help firms pitch and **make the business case internally**
• Use broader business & economic benefits achieved to demonstrate **value for money to donors**
Margaux Yost
BSR
myost@bsr.org
HERproject drives impact for women and business via proven workplace-based interventions on health, financial inclusion, and gender equality.

14 Countries
800 Factories and Farms
850,000+ Women
What should we consider when building a business case?

Who is the business case for?

How does the program respond to business needs?

How will the data be used?
Who is the data for?

HERproject focuses on supporting companies to integrate a gender lens at the raw materials and manufacturing stages where women make up a majority of the workforce and often face barriers that prevent them from reaping the full economic and personal benefits of employment.
Improved business performance and women’s empowerment go hand in hand

Have you ever left the workplace early because you did not have the necessary menstruation product (cloth/pad) to continue working?

- Yes, 31%
- No, 68%
- No answer, 1%

In a normal month, how many days of work do you miss due to your menstruation?

- 0 days: 81%
- 1 day: 13%
- 2 days: 3%
- 3 days: 2%
- 4 days: 0%
- 5 days: 1%

Data collected in June 2019 with structured interviews with 240 women in Hawassa, Ethiopia
This table includes topline indicators measured through HERproject baseline and endline surveys.

<table>
<thead>
<tr>
<th>Impact Area</th>
<th>Program</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavior</td>
<td>HERhealth</td>
<td>% of women with demonstrated dietary diversity</td>
</tr>
<tr>
<td>Behavior</td>
<td>HERhealth</td>
<td>% of women using menstruation products</td>
</tr>
<tr>
<td>Behavior</td>
<td>HERhealth</td>
<td>% of women who report willingness to get tested for HIV/AIDS</td>
</tr>
<tr>
<td>Behavior</td>
<td>HERhealth</td>
<td>% of women using modern family planning methods</td>
</tr>
<tr>
<td>Behavior</td>
<td>HERHealth</td>
<td>% women who conduct a self-breast exam</td>
</tr>
<tr>
<td>Behavior</td>
<td>HERRespect</td>
<td>% of women and men who believe a woman sometimes deserves to be beaten</td>
</tr>
<tr>
<td>Behavior</td>
<td>HERRespect</td>
<td>% of women who report they would use workplace grievance mechanisms should they have a sexual harassment claim to make</td>
</tr>
<tr>
<td>Behavior</td>
<td>HERRespect</td>
<td>% women challenging traditional gender norms and power inequities in behaviors and responsibilities</td>
</tr>
<tr>
<td>Behavior</td>
<td>HERFinance</td>
<td>% women and men saving each month</td>
</tr>
<tr>
<td>Behavior</td>
<td>HERFinance</td>
<td>% women and men using a range of formal financial products (savings, insurance, remittances, credit)</td>
</tr>
<tr>
<td>Behavior</td>
<td>HERFinance</td>
<td>% women and men who report making joint financial decisions (saving, investing, and spending)</td>
</tr>
<tr>
<td>Self-esteem</td>
<td>all</td>
<td>% of women who report positive self esteem</td>
</tr>
<tr>
<td>Workplace relationships</td>
<td>all</td>
<td>% of women who report high confidence speaking to a manager about an issue at work</td>
</tr>
<tr>
<td>Workplace relationships</td>
<td>all</td>
<td>Rating women give their workplace satisfaction overall (1-4)</td>
</tr>
<tr>
<td>Male champions</td>
<td>all</td>
<td>% of women and men who self report having more gender equitable attitudes</td>
</tr>
<tr>
<td>Management systems</td>
<td>all</td>
<td># of factories and farms that have invested in management system upgrades and improved their management systems checklist</td>
</tr>
<tr>
<td>Workplace performance</td>
<td>all</td>
<td>Absenteeism</td>
</tr>
<tr>
<td>Workplace performance</td>
<td>all</td>
<td>Turnover</td>
</tr>
</tbody>
</table>
How will the data be used?

Catalyst Management Systems conducted a benefit to cost study of HERhealth implementation in a factory in India.
Lessons Learned – Data Gap Supplier/Producer Resistance

There is a recognized need for each workplace to:

• Recognize that developing relationships with producers and manufacturers takes time and trust-building.
• Understand what quality data looks like and its added value in linking it to health and gender status to its business performance.
• Establish a workplace system for data to be collected on a regular basis and record keep this data.
• Enhance supplier capacity to analyze and utilize this data to set objectives, action plans and evaluate progress and improvement.
Q & A

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BSR
Thank You to our Learning Brief Contributors!
Thank You!

Adriano Scarampi
Arab Women’s Enterprise Fund & MarketShare Associates
adriano@marketshareassociates.com

Julia Hakspiel
Arab Women’s Enterprise Fund & MarketShare Associates
jhakspiel@marketshareassociates.com

Margaux Yost
BSR
myost@bsr.org

For more information about the AWEF Learning Series, contact Julia Hakspiel: jhakspiel@marketshareassociates.com
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SEEP Announcements

Call for Case Studies
The WEE Steering Committee is designing a Learning Brief to consolidate and share good practices on measuring women’s agency.

The brief will include tested frameworks, approaches, tools, and practical learnings as well as identify appropriate measurement practices for programs aiming to enhance women's agency.

Have anything to submit? Explore the selection criteria now.

2019 SEEP Annual Conference

Announcing Peer Learning Sessions!

Explore this year’s dynamic conference agenda, including sessions in the technical track, Gender Equality as a Resilience Strategy.

Upcoming Webinar on Catalyzing Impact Through Gender-smart Investing!
August 13, 9:30-10:30 am EDT

New Blog!
Explore 7 lessons we learned from SEEP members presenting on Shifting Social Norms for Women’s Economic Empowerment!