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

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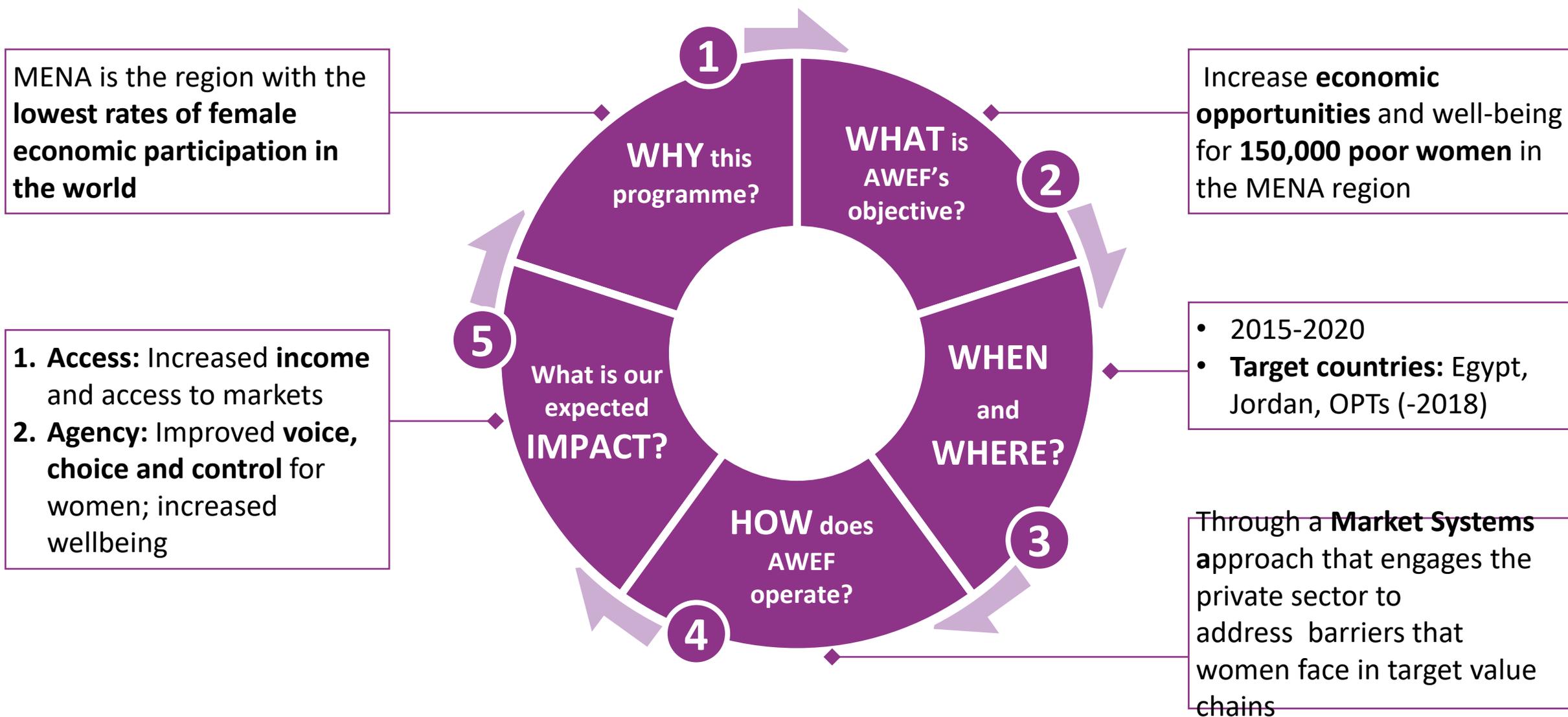


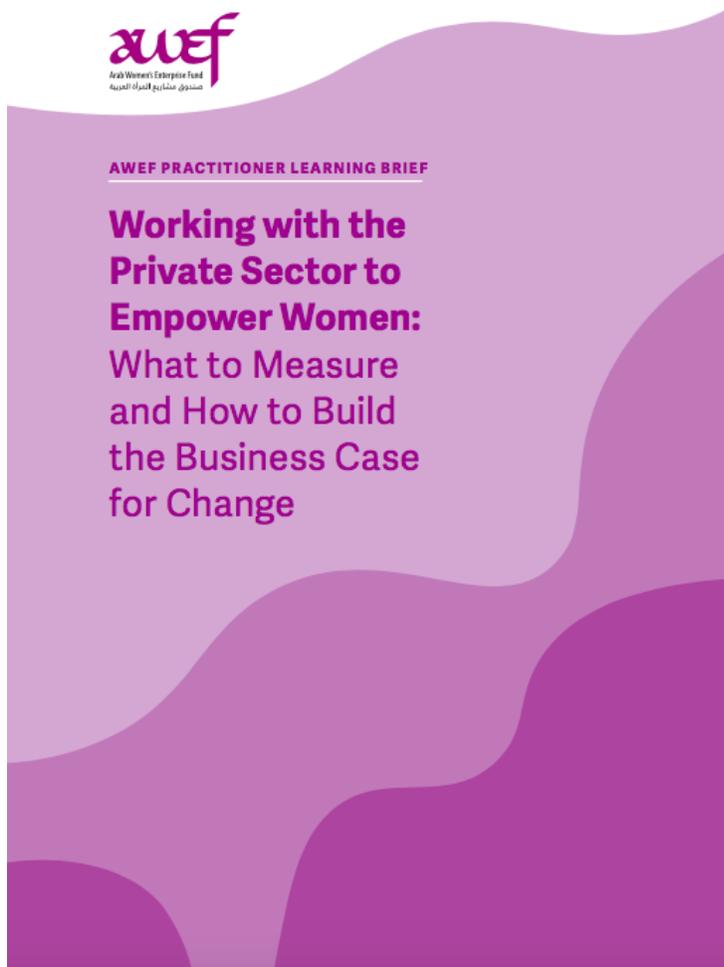
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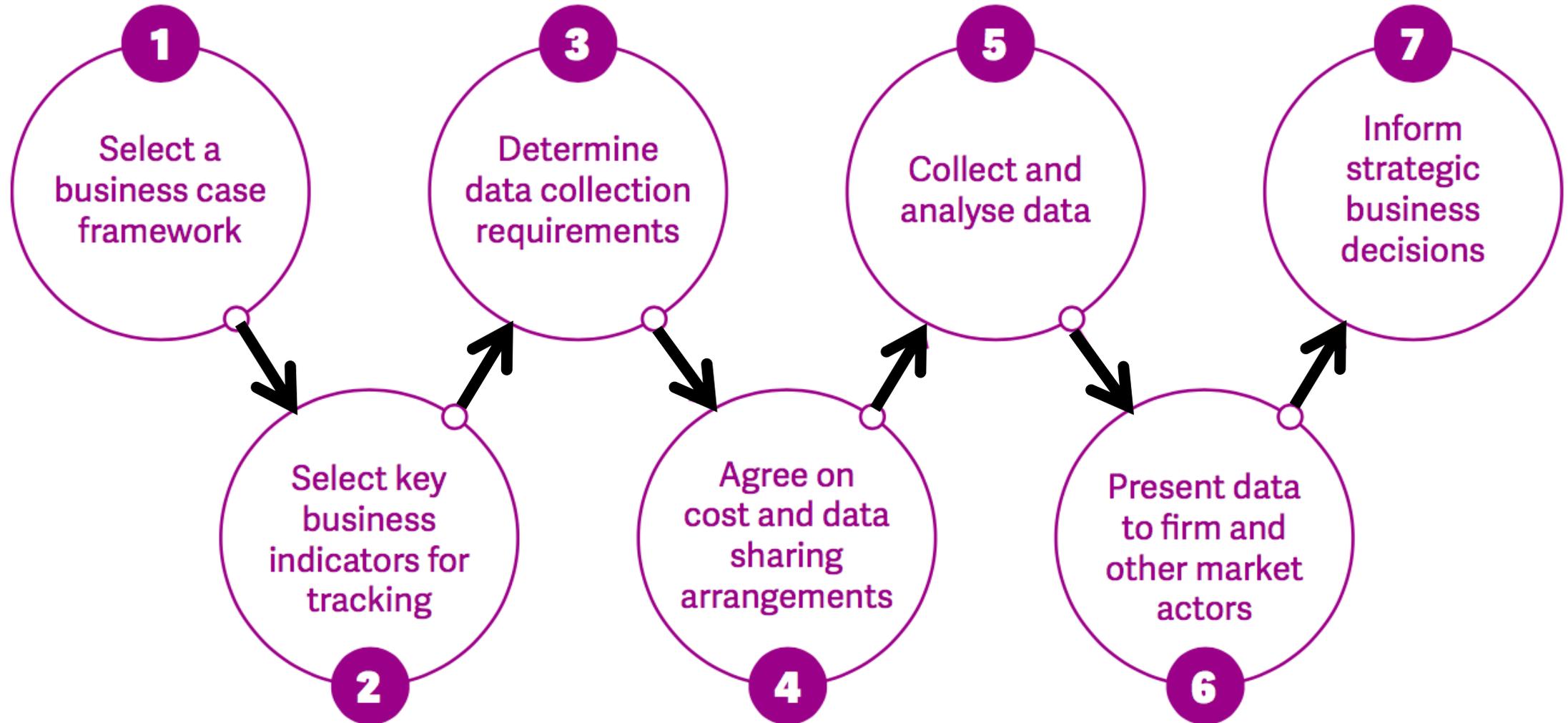
About the Arab Women's Enterprise Fund (AWEF)



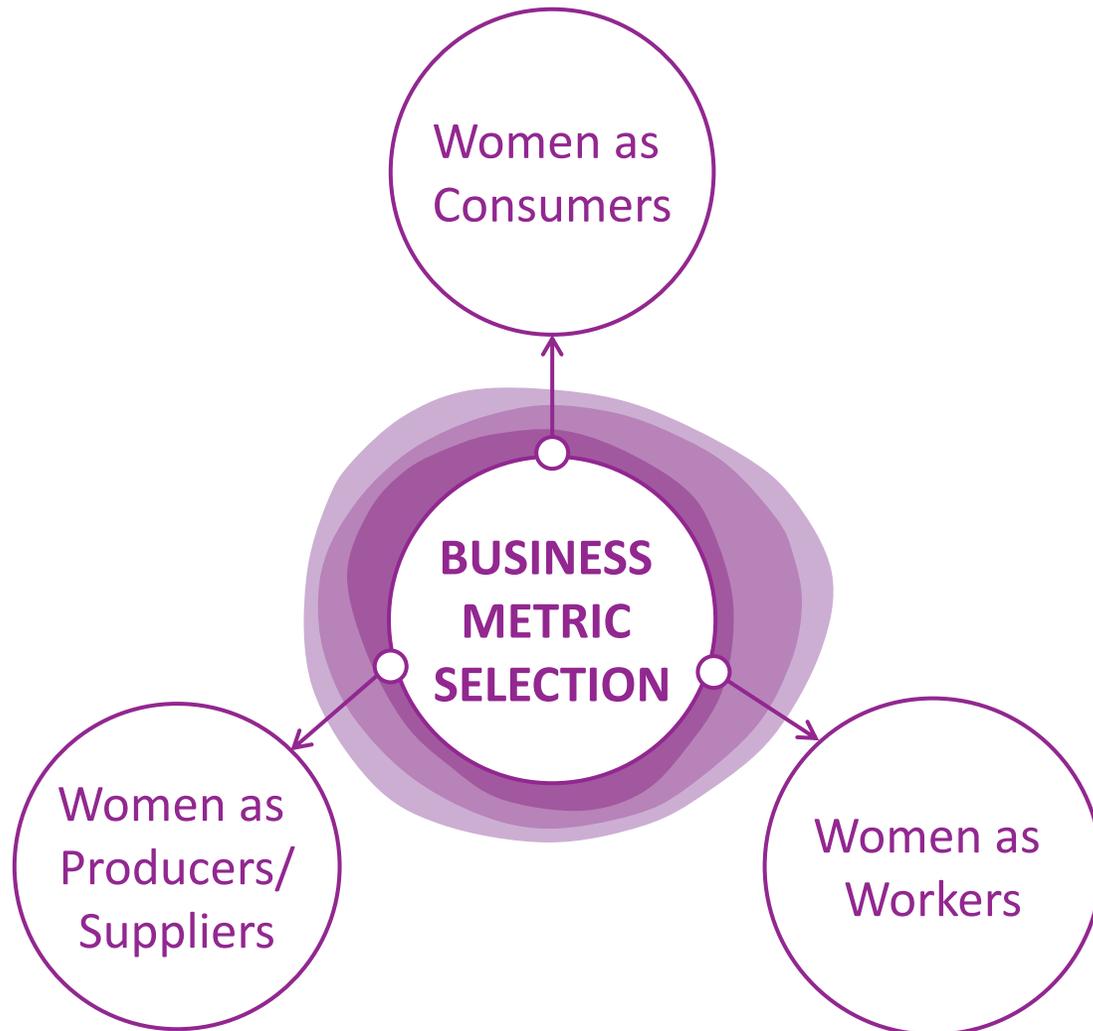


- Provides a pragmatic approach to private sector engagement by co-creating business cases for WEE.
- Builds on our experience of implementing **AWEF**, as well as 17 case studies from the wider **practitioner community**
- Presents a range of business frameworks, approaches, tools, **data and metrics**.

Co-Creative Business Case Development Process



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.



- Identify **labour-related constraints**.
- Identify potential **benefits of hiring women**.
- Leverage **labour standards & global codes of conduct**.

Women as Workers – Select Indicators

Business Outcome	Business Metrics	Why Measure?
Improved staff attraction, retention and motivation	Time and cost of recruitment	Inflict significant direct and indirect cost on business.
	Staff turnover	Inflict significant direct and indirect cost on business.
	Staff absenteeism	Inflict significant direct and indirect cost on business.
Improved productivity & quality of work	Output per worker	One of the most important determinants of ability to turn a profit in manufacturing sector.
	Error rates	Tracks quality performance on the production floor.
Improved corporate reputation and business terms with buyers	Order size and buying commitments	More new and repeat orders.
	Improved performance in audits	Alignment with supplier codes of conduct

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 

- **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**



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About us



BSR® | HERproject®

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?

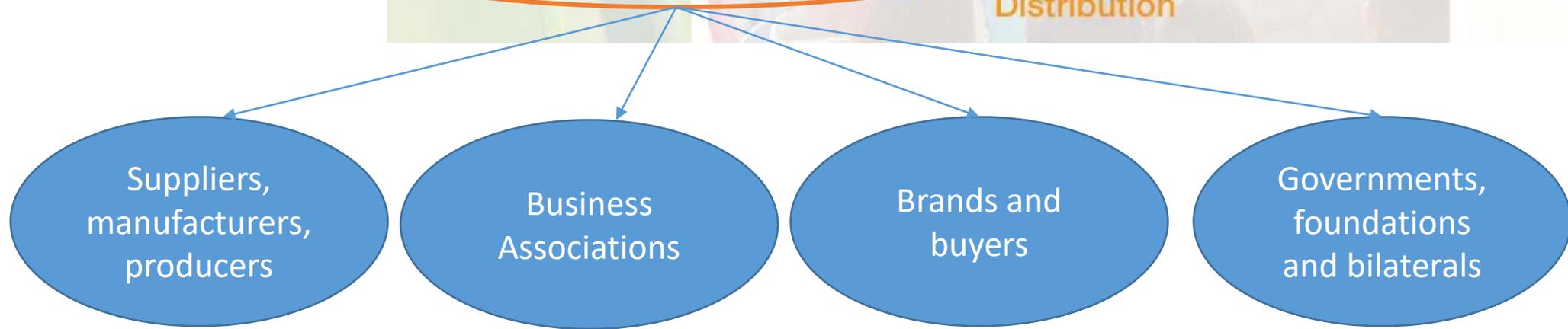
Who is the business case for?

How will the data be used?

How does the program respond to business needs?

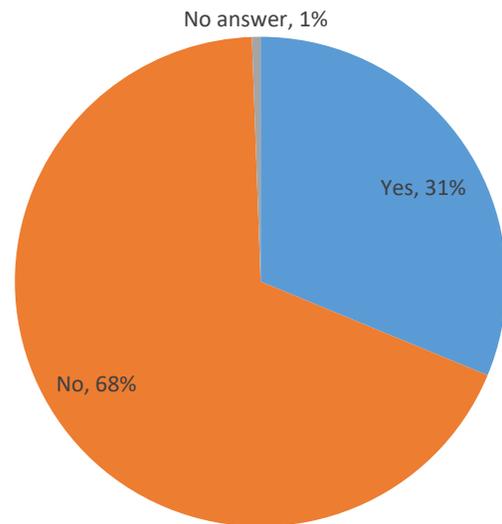
Who is the data for?

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.

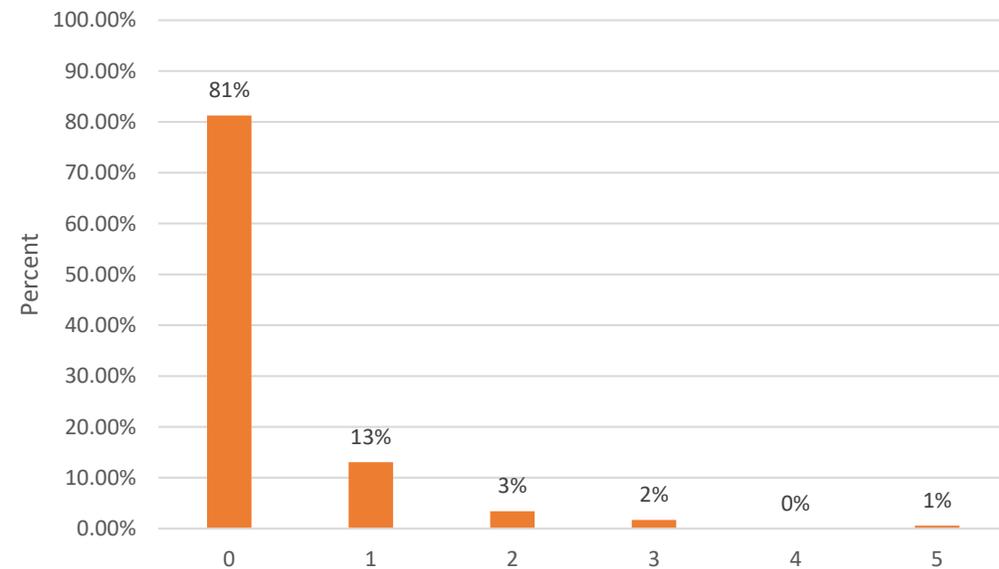


Improved business performance and women's empowerment go hand in hand

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



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



How will the data be used?

This table includes topline indicators measured through HERproject baseline and endline surveys.

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

How will the data be used?

Catalyst Management Systems conducted a benefit to cost study of HERhealth implementation in a factory in India

S.No	Fields	Amount
a	Approximate money spent on organizing 1 event	₹ 2,000.00
b	Total number of events organized in a year	12
c	Equipment costs purchased due to the modules of the project.	₹ 50,000.00
A	Total amount spend on the training((a*b)+c)	₹ 74,000.00
d	Per hour cost of the workers attending the trainings	₹ 48.50
e	Number of workers attending the trainings	400
f	Number of trainings held in the year	12
B	Total money spent in term of person days lost(d*e*f)	₹ 2,32,800.00
C	Total money spent in term of person days lost of the management time	₹ 81,800.00
D	Increase in operational cost for the clinic and other facilities post the project.	₹ 15,000.00
E	Total cost given the attendance has increased	₹ 8,000.00
F	Total Costs (A+B+C+D+E)	₹ 4,11,600.00
G	Costs adjusted to attributability and strength score.	₹ 2,53,274.00

S.No	Fields	Amount
a	Quantity of workdays increased	4179
b	Per day worker cost	₹ 400.00
A	Monetary value of workdays increased (a*b)	₹ 16,71,600.00
B	Monetary value of Increase in per day output	₹ 12,000.00
C	Reduced maintenance expenses	₹ 15,000.00
D	Cost saved by not losing an experienced worker	₹ 1,60,000.00
E	Total money saved in terms of reducing rejects	₹ 4,000.00
	Total Benefits (A+B+C+D+E)	₹ 18,62,600.00
F	Benefits adjusted to attribution and strength scores	₹ 7,02,072.00

Overall Benefit to Cost Ratio

Total costs ₹253,274

Total benefits ₹702,072

Benefit to Cost Ratio 2.77

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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Thank You to our Learning Brief Contributors!



Thank You!



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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
*Building Resilience
through Market Systems*
October 21-23 | Arlington, Virginia

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!***

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