

*From Theory to Practice:*  
**Empowering Women:  
Measuring Women's Economic Empowerment in Market  
Systems**

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Helen Bradbury,  
ALCP Mercy  
Corps Georgia



Elizabeth Dunn,  
Impact LLC



Laraine Mills,  
UN Women



Anna Fälth,  
UN Women



Erin Markel,  
MarketShare  
Associates





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FROM THE AMERICAN PEOPLE

# Women's Economic Empowerment in Market Systems: Evaluation Issues

Elizabeth G. Dunn, Impact LLC

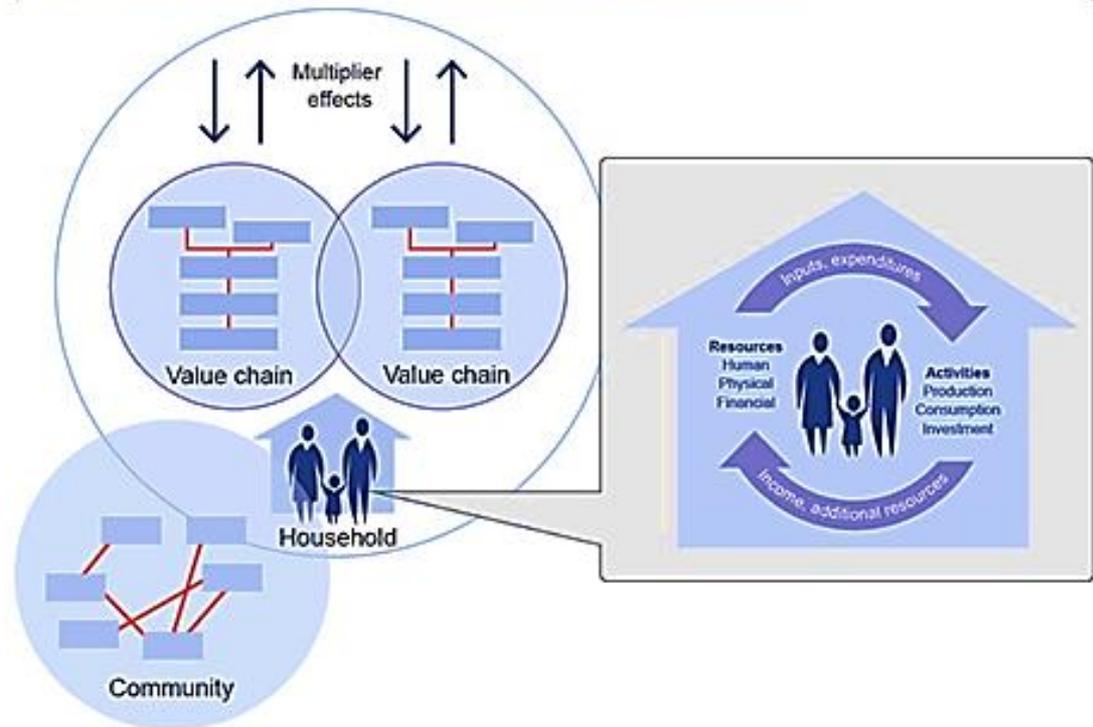
**LEO**

Leveraging Economic  
Opportunities

# Leveraging Economic Opportunities (LEO)

- Supports USAID programming in market system facilitation (MSF)
- Emphasis on
  - Systems
  - Inclusion

Figure 1: Market system and interrelated household system

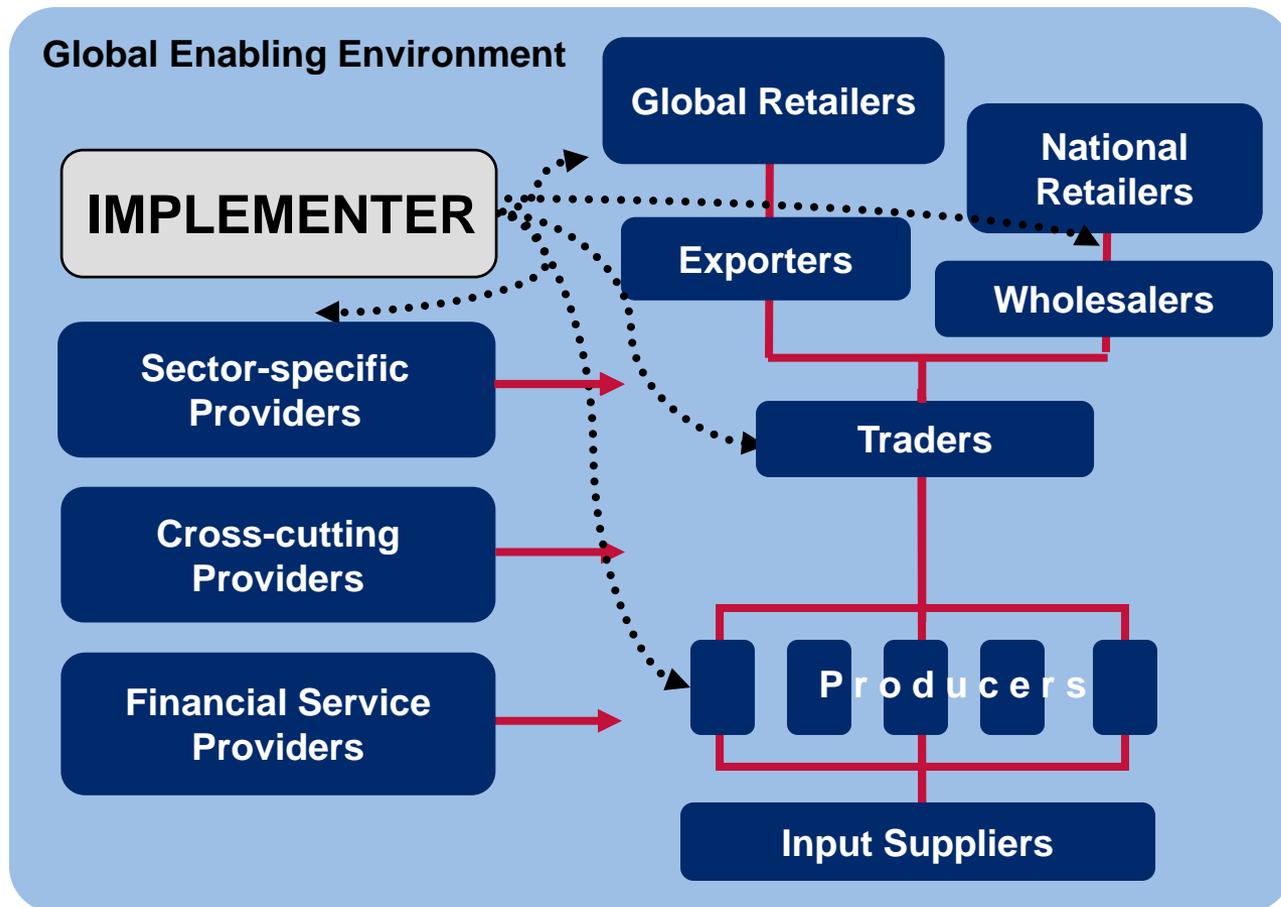


## LEO M&E Agenda

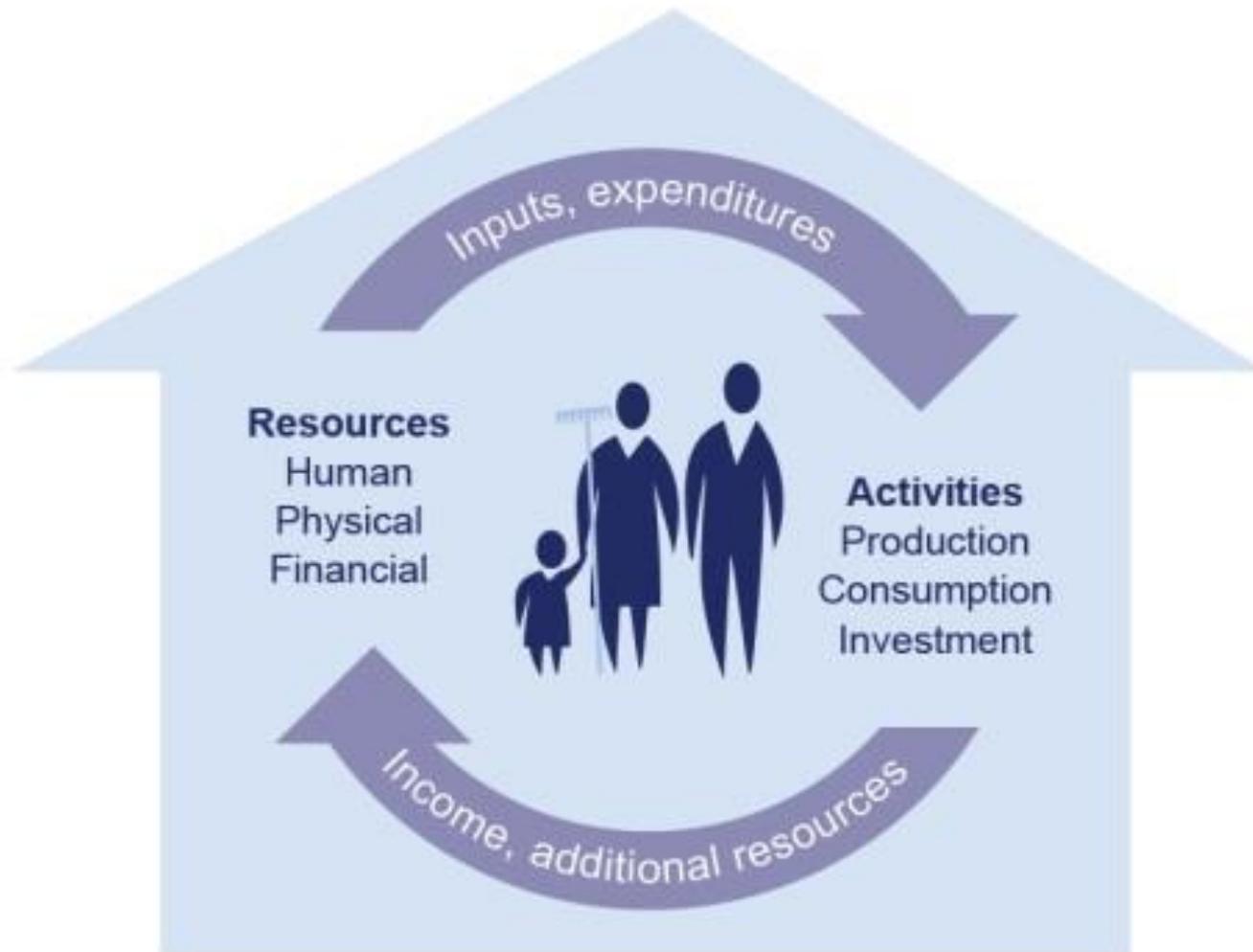
- Evaluation framework
- Evidence on scale
- Systemic change & early change

# Market Systems Facilitation

- Stimulates changes in market system without taking direct role in system



# Household Economic Portfolio



# Measurement Issues

- Mainstreaming gender
- Multiple levels of analysis
- Data collection issues
  - Household-level data
  - Interview procedures
  - Qualitative variables
  - Monitoring vs. evaluation
- Clarity on women's objectives



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Opportunities

[microlinks.org/activities/leveraging-economic-opportunities-leo](https://microlinks.org/activities/leveraging-economic-opportunities-leo)

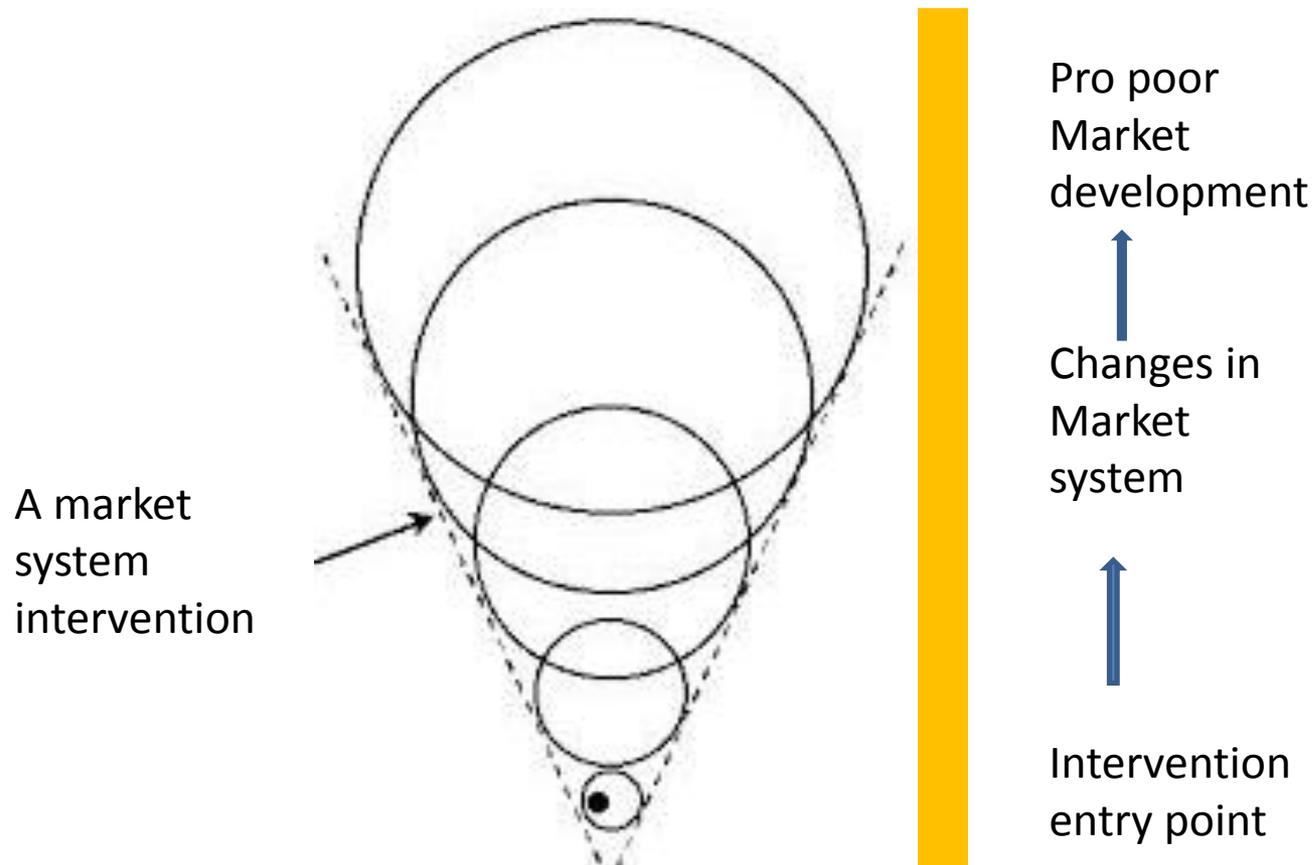
[acdivoca.org/LEO](https://acdivoca.org/LEO)

Elizabeth Dunn: [EDunn@ImpactLLC.net](mailto:EDunn@ImpactLLC.net)



## ALLIANCES LESSER CAUCASUS PROGRAMME

WEE & THE ALCP: AND HOW WE MAKE SURE WE CAN MEASURE IT



## HOW CHANGE SHOULD WORK FOR MEN AND WOMEN

Key words: Target group, ethos, programme cycle, systems, interconnectivity, feedback loop, staff, gender training, operational culture

*Access* to services, markets, income, public goods, time saved.

*Agency* over HH budgeting and expenditure related to livestock, time saved and decision making related to livelihood choices/public goods.

Must be sensitive as to what can and cannot be measured within the complex gender relations of the HH, community and scope of the programme

## **WEE MEASUREMENT: HOW & WHAT**

Key Words: Sector, Research, Opening Interventions, Gender Sensitized Interventions & Gender Overt Interventions, Results Chains, Gender Disaggregated Data, Assumptions, Indicators, MP's Quantitative & Qualitative

**Example 1: Aim:** To measure the increase in decision making over the use of income by women through their increased income from improved market access.

**Gender Disaggregated Indicator(s)**

# women who have been linked to an improved market for a commodity and have increased NAIC.

**Assumption:**

# women have access to and bring money into the HH and are empowered through having a measure of control over it.

**WEE Indicator**

# of women who make decisions regarding HH expenditure related to livestock/livestock based livelihoods.

## WHAT WE HAVE FOUND

HH stability, equipment, re-investment, linked – income, agency, washing/milking machine  Time saved.

Gender is integral to every programme activity and must be included from the first in every step of the programme cycle.

## To RECAP

Must be there to be measured.

All resources including ALCP Monitoring and Evaluation Manual , Chapter 7 '*Gender and WEE*' and ALCP Investments Manual Annex 2 *Practical Tips for the Inclusion of WEE* in M4P available on [www.alcp.ge](http://www.alcp.ge)

Helen Bradbury: [teamleader@alcp.ge](mailto:teamleader@alcp.ge)

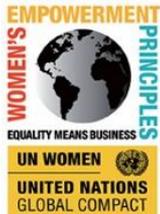
# Women's Empowerment Principles

*Equality Means Business*

**Making & Measuring Progress**

*Presented by UN Women*

**28 August 2015**



# Outline



- 1. What are the Women's Empowerment Principles (WEPs)?**
- 2. Principle 7 and WEPs Reporting**
- 3. UN Global Compact Communication on Progress (COP) and WEPs**
- 4. Reporting Practices / Trends**
- 5. Looking Forward...**

# What are the WEPs?



## The Principles

- 1 Leadership Promotes Gender Equality**
- 2 Equal Opportunity, Inclusion and Nondiscrimination**
- 3 Health, Safety and Freedom from Violence**
- 4 Education and Training**
- 5 Enterprise Development, Supply Chain and Marketing Practices**
- 6 Community Leadership and Engagement**
- 7 Transparency, Measuring and Reporting**

**The Women's Empowerment Principles (WEPs) are a joint initiative of UN Women and the UN Global Compact**

**Launched on International Women's Day 2010 following a year-long international, multi-stakeholder consultation process**

**Elaborate the gender dimension of good corporate citizenship, the UN Global Compact, and business' role in sustainable development**

## **WEPs Objective**

*Motivate and guide business to take wide ranging actions to empower women in the workplace, marketplace and community and to view such actions as integral and necessary to corporate sustainability.*

# Principle 7: Transparency, Measuring & Reporting

## The Principles

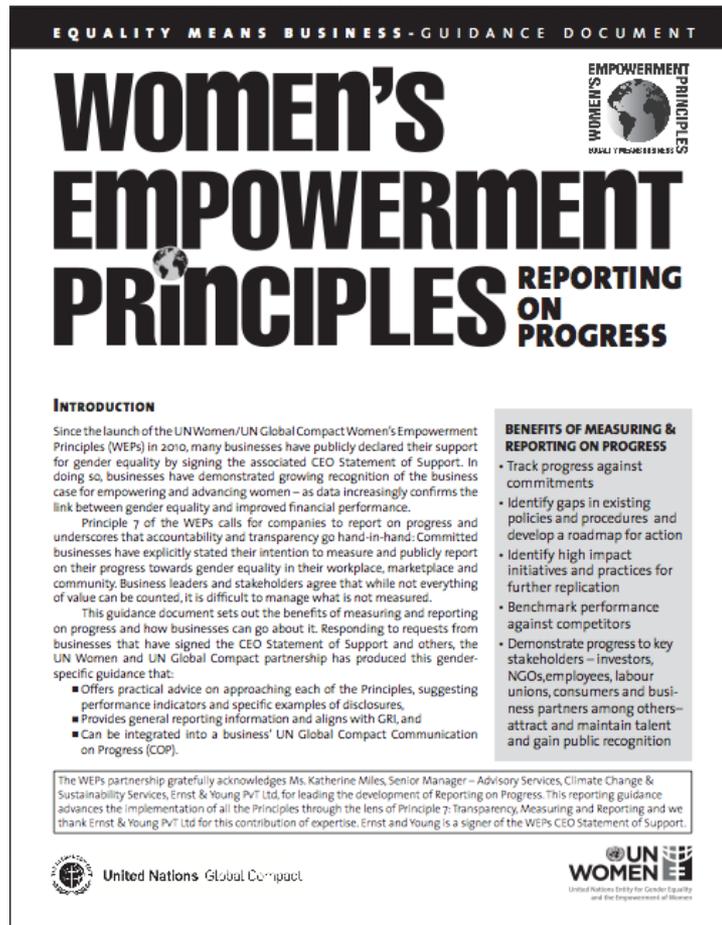
- 1** Leadership Promotes Gender Equality
- 2** Equal Opportunity, Inclusion and Nondiscrimination
- 3** Health, Safety and Freedom from Violence
- 4** Education and Training
- 5** Enterprise Development, Supply Chain and Marketing Practices
- 6** Community Leadership and Engagement
- 7** Transparency, Measuring and Reporting

Principle 7 of the WEPs underscores the importance of measuring and reporting

## Benefits

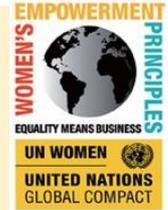
- Track improvement against commitments
- Identify gaps in existing programmes and policies
- Benchmark performance against competitors
- Identify high impact for further replication
- Demonstrate progress to key stakeholders
- Gain recognition for good practice
- Increase trust in your business

# WEPs Reporting Guidance



- Offers practical advice on how to report on implementation of each of the 7 Women's Empowerment Principles.
- Provides general reporting approaches and specific examples of disclosures and performance indicators for each Principle.
- Aligns with established reporting frameworks such as the Global Reporting Initiative (GRI), and can be integrated into companies' UN Global Compact Communication on Progress (COP).

# WEPs Reporting Guidance



## WEPs Principle 2 – Equal Opportunity, Inclusion & Nondiscrimination

Examples of company information on which to report:

- When analyzing the workforce using sex-disaggregated data, how does the data differ between the countries in which the business operates?
- What are the numbers and percentages of women compared to men represented with a specific type of contract or in a particular job category? What are the implications of this in terms of wages and access to benefits?
- What is the number of women in management?
- What is the business' policy on maternity, paternity and family leave length and what extent does this go above the statutory provisions in the regulatory regime operating? Do these policies apply throughout the operations in each country? A step-by-step guidance on how to report against them, refer to the GRI Guidelines.
- Has the business run recruitment campaigns specifically targeting women? What are the numbers applying and being recruited?
- What is the frequency of periodic equal pay reviews/audits, including basic pay, What is the methodology for the equal pay reviews? What were the findings of a plan of action underway to redress the gender wage gap found in pay reviews, such actions in the future? What is the explanation of source, nature and likely between women's and men's pay within the business?
- What is the business' policy regarding pay transparency and secrecy?<sup>12</sup>
- What is the business' policy regarding flexible working and how many employees have used this provision? What steps are the company implementing to encourage flexible working?
- What is the business' policy and provision of childcare facilities and how many employees have used this facility?
- What policies and initiatives does the business have to support pregnant women, maternity leave, for example, provision of nursing facilities that include refrigeration?
- What are the employee survey results on views of women and men towards corporate policies on equal opportunity, inclusion, nondiscrimination and retention?
- Are gender impact assessments included as part of the business' human rights and social impact assessments?

### Related GRI Guidance

For those companies that report in line with the GRI Guidelines or others that use this global sustainability reporting guidance as a reference point for public disclosures on non-financial information, the following disclosures can be of use. For a full explanation of the indicators, the definitions of the key terms used, and the supporting indicator protocols with a step-by-step guidance on how to report against them, refer to the GRI Guidelines.

GRI DISCLOSURES ON MANAGEMENT APPROACH ASPECTS	GRI PERFORMANCE INDICATORS
<b>Employment Diversity &amp; Equal Opportunity</b> Include information on who participates in diversity, equal opportunities and gender sensitization training (e.g., highest governance bodies, senior management), and the topics addressed by training and any informal awareness raising.	G4-AI Total number and rate of new employee hires and employee turnover by age group, gender, and region.
<b>Equal Remuneration for Women and Men</b> Include procedures for equal remuneration reviews/audits and for action to redress any gender remuneration gaps.	G4-LA12. Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.
<b>Context:</b> A description of the legal and socio-economic environment that provides opportunities for, and barriers to, gender equity in the workforce, including but not limited to women's workforce participation rates, their participation at highest governance level, and equal remuneration.	G4-LA13 Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.
	G4-EC5 Ratios of standard entry level wage by gender to local minimum wage at significant locations of operations
	G4-LA3 Return to work and retention rates after parental leave, by gender.
Non-discrimination G4-HR3 Total number of incidents of discrimination and corrective actions taken.	

# Global Compact COP and WEPs



The UN Global Compact is the world's largest voluntary corporate sustainability initiative offering guidance to business on how to align their operations and strategies with ten universally accepted [principles](#) in the areas of [human rights](#), [labour](#), [environment](#) and [anti-corruption](#).

The Women's Empowerment Principles bring a needed gender "lens" to the Global Compact's 10 Principles and help articulate the gender dimension of good corporate citizenship and business' role in sustainable development.

All UN Global Compact participants commit to issuing an annual [Communication on Progress \(COP\)](#), a public disclosure to stakeholders on progress made in implementing the ten UN Global Compact Principles, and broader UN development goals.

# Global Compact COP and WEPs

The COP now provides an opportunity for all UN Global Compact participants that have signed the CEO Statement of Support for the WEPs to report on WEPs implementation through the COP Self Assessment with the integration of 4 gender-specific questions



## Communication on Progress

General Information

» Women's Empowerment

The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the workplace

The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the marketplace

The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the community

The COP contains or refers to sex-disaggregated data

# Global Compact COP and WEPs



The COP describes policies and practices related to supporting women's empowerment and advancing gender equality in the marketplace

- Supplier diversity programme
- Composition of supplier base by sex
- Support for women business owners and women entrepreneurs
- Supplier monitoring and engagement on women's empowerment and gender equality including promotion of the Women's Empowerment Principles to suppliers
- Gender-sensitive marketing
- Gender-sensitive product and service development
- No practice for this criterion has been reported
- Other established or emerging best practices ⓘ
- Any relevant policies, procedures, and activities that the company plans to undertake by its next COP to address this area, including goals, timelines, metrics, and responsible staff ⓘ

# Reporting Practices / Trends



## Gender Equality and Women's Empowerment Reporting Trends for UN Global Compact Companies That Signed the WEPs

### About the Communication on Progress

The Communication on Progress (COP) is an annual public disclosure to stakeholders on progress made by business toward implementing the ten principles of the UN Global Compact and supporting broader UN goals and issues.

Note: COP data is self-reported

### About the Analysis: Reporting on Gender Equality

A sample of the most recently submitted COPs\* from Women's Empowerment Principles (WEPs) signatory companies who are also Global Compact participants was reviewed for qualitative and quantitative data relating to gender equality and women's empowerment.

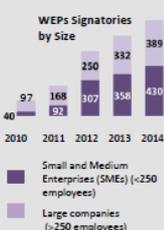
### WEPs Facts\*

819

WEPs Signatories

253

WEPs/ UN Global Compact Participants (Does not include subsidiaries)



### Analysis at a Glance

185 COPs reviewed



### Key Findings

- 88% of Companies Reported on gender equality in the Workplace
- 51% of Companies Reported on gender equality in the Community
- 28% of Companies Reported on gender equality in the Marketplace

### Most Commonly Reported:

- Workplace policies, practices and initiatives
- Women on boards and in senior management
- Inclusion and non-discrimination policies and training
- Women in middle management

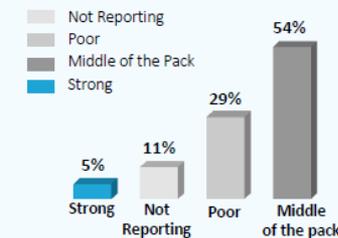
### Least Commonly Reported:

- Percentage of suppliers that are women
- Gender impact assessments for community engagement
- Strategy to ensure environmental, social and governance projects have the full participation of women and girls

### Disclosure Levels

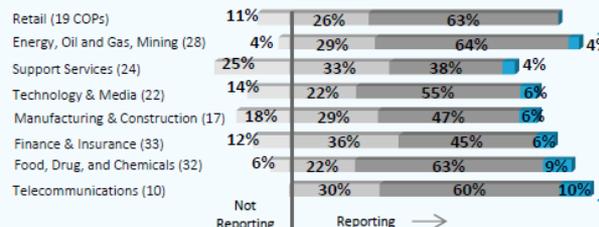
The data from COPs were categorized into disclosure levels based on 25 different best practices ranging from equal pay to supplier diversity to community engagement with a gender dimension. COPs were classified depending on how many of the 25 best practices were disclosed in the report: poor (1-4), middle of the pack (5-14), strong (14-25). The 25 best practices came from the new gender-specific COP Self-Assessment questions.

### Disclosure Levels



21 COPs Did Not Report on Gender  
6 of these came from Support Services  
12 of these came from SMEs

### Disclosure Level by sector



10 Strong COPs  
3 of these came from the Food, Drug and Chemicals sector  
5 of these came from companies headquartered in Europe  
6 of these came from companies with more than 50,000 employees

# Looking Forward...

## Interest and demand at an all time high

- Strong business case increasingly recognized
- Growth of CSR and D&I fields
- Renewed energy behind women's rights movements
- Forthcoming SDGs emphasize importance of gender equality as well as private sector engagement

### Grow the initiative – increase the number of CEO signers

- Explore new networks
- Target outreach by region/sector
- Leverage existing connections within UNGC/UN Women
- Reach out to recognized/highly ranked companies
- Identify government champions

### *Deepen engagement, implementation and accountability*

- Self-assessment tool
- Sectoral briefs
- Explore how to engage different corporate functions
- Support Local Efforts
- Follow-up with CEOs including Award recipients
- Strengthen corporate reporting

### Raise awareness and profile

- Engage influential leaders and voices
- Identify opportunities within corporate sustainability and diversity and inclusion fields
- Integrate the WEPs and gender equality in the SDGs and other UN processes

# Questions?

## Contact:

Laraine Mills, UN Women  
([laraine.mills@unwomen.org](mailto:laraine.mills@unwomen.org))

[www.WEPrinciples.org](http://www.WEPrinciples.org)

@WEPrinciples  
[facebook.com/WEPrinciples](https://facebook.com/WEPrinciples)

UN Global Compact WEPs Secretariat:  
[WEPs@unglobalcompact.org](mailto:WEPs@unglobalcompact.org)



*This conversation continues on*

[www.empowerwomen.org/en/circles/  
measuring-women-s-economic-empowerment-in-market-systems](http://www.empowerwomen.org/en/circles/measuring-women-s-economic-empowerment-in-market-systems)

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**Online discussion**

**From 28 August to 20 September 2015**