

PARTICIPANT HAND-OUTS:

EMPOWERING WOMEN ENTREPRENEURS TO BECOME PUBLIC AND PRIVATE SECTOR SUPPLIERS

UN Women is the UN organization dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide.

UN Women supports UN Member States as they set global standards for achieving gender equality. It works with governments and civil society to design laws, policies, programmes and services needed to implement these standards. It stands behind women's equal participation in all aspects of life, focusing on five priority areas: increasing women's leadership and participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women's economic empowerment; and making gender equality central to national development planning and budgeting. UN Women also coordinates and promotes the UN system's work in advancing gender equality.

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EMPOWERING WOMEN ENTREPRENEURS TO BECOME PUBLIC AND PRIVATE SECTOR SUPPLIERS

Training Manual for Women Entrepreneurs

UN Women Europe and Central Asia Regional Office



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Explanatory note: This document serves as a series of hand-outs for participants, which they can refer to during and after the training. It also serves to support trainers using the Trainers' Toolkit with data, background information and examples for navigating gender-responsive procurement.

The hand-outs mirror the Trainers' Toolkit in structure. Each of the eight modules in the Trainers' Toolkit is complemented by a section in the hand-outs. The appendices are to be used during the training, so these should be printed for each participant.

LIST OF ACRONYMS

ASEAN	Association of Southeast Asian Nations
BPfA	Beijing Declaration and Platform for Action
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
ESG	Environmental, social and governance
EU	European Union
GDP	Gross domestic product
GRP	Gender-responsive procurement
IFC	International Finance Corporation
ILO	International Labour Organization
ISO	International Organization for Standardization
ITC	International Trade Centre
MSME	Micro, small and medium-sized enterprises
NGO	Non-governmental organization
OECD	Organisation for Economic Co-operation and Development
P&G	Procter & Gamble
SDGs	Sustainable Development Goals
SME	Small and medium-sized enterprise
SOPs	Standard operating procedures
UNDP	United Nations Development Programme
UNGC	United Nations Global Compact
USD	United States dollars
WEPs	Women's Empowerment Principles
WLSME	Women-led small and medium-sized enterprise
WOB	Women-owned business

PROGRAMME OVERVIEW AND INTRODUCTION

The primary goal of this training programme is to empower women entrepreneurs with the knowledge and tools necessary to successfully navigate the complex world of public and private procurement. By focusing on gender-responsive procurement, this curriculum seeks to move participants towards becoming regular suppliers for public and private buyers, including those organizations that have committed to gender-responsive procure-

ment (GRP). Throughout the various sessions, you will learn to define the fundamentals of inclusive buying, identify the structural and interconnected obstacles that have traditionally hindered women entrepreneurs, and develop concrete strategies to enhance operational readiness. The training is designed to be a participatory knowledge-sharing forum where your professional experiences are as valuable as the theories presented by the trainers.

MODULES AND APPENDICES

The following table outlines the modules and their associated annexes and appendices:

Module	Name	Associated appendices
1	Safety, introductions & expectations	
2	Introduction to gender-responsive procurement	Appendix 1: Exercise Kalinga Mining Case Annex 1: Overview international, regional and national frameworks Annex 2: Company cases of GRP
3	Navigating procurement process barriers	Appendix 2: Procurement cycle self-assessment Appendix 3: Barriers & opportunities across the procurement cycle Appendix 4: Procurement readiness checklist
4	Navigating financial barriers	Appendix 5: Financial barriers identification & action template Appendix 6: Financial health self-assessment
5	Navigating the gap in information and networks	Appendix 7: Visibility & market access self-assessment Appendix 8: Access to information & networks guide Appendix 9: International platforms and resources Appendix 10: Networking mapping template
6	Navigating sociocultural barriers	Appendix 11: Strategies and practical actions guide Appendix 12: Addressing sociocultural barriers
7	Navigating laws, regulations and policies for GRP	Appendix 13: Procurement opportunities guide Appendix 14: GRP buyer assessment checklist
8	Working, questioning and closing	Appendix 15: Training evaluation form

MODULE 1

**SAFETY,
INTRODUCTIONS &
EXPECTATIONS**

This module is for training purposes only.

The opening module focuses on establishing a professional and empowering learning environment while setting clear expectations for the journey ahead. You will begin by exploring the core objective of the programme, which is to help your business transition into a reliable supplier for buyers. This session emphasizes that the training is not merely a lecture but a collaborative space

where you are encouraged to build rapport and share your unique expertise regarding business development and economic empowerment. By the conclusion of this introductory phase, you should have a clear understanding of the upcoming modules and how they collectively build towards your success in the procurement market.



MODULE 2

**INTRODUCTION TO
GENDER-RESPONSIVE
PROCUREMENT (GRP)**

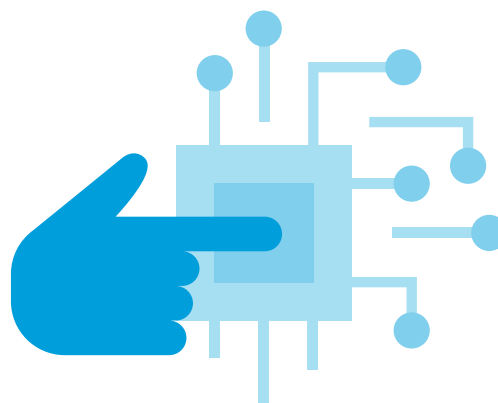
The information contained in this section corresponds to Module 2 of the Trainers' Toolkit.

DEFINING GENDER-RESPONSIVE PROCUREMENT AND ITS CORE MISSION

Gender-responsive procurement is defined as the sustainable selection of goods, services and works that intentionally takes into account the impact on gender equality and leverages purchasing power to promote the empowerment of women. This approach requires the application of a gender lens throughout every single phase of the procurement cycle, including the initial planning, the tendering process, the evaluation of bids and the final management of the contract. It is essential for every entrepreneur to understand that this practice is fundamentally about **ensuring an equal opportunity to compete** for business rather than a form of charity or a concession to lower quality standards. By implementing these practices, buyers seek to remove the specific structural barriers that have historically and unintentionally prevented capable women entrepreneurs from successfully participating in the market. Ultimately, this shift does not change who wins a contract based on merit, but it significantly changes who has a fair and equitable chance to compete for those contracts in the first place.

UNDERSTANDING THE GLOBAL GENDER GAP IN SUPPLY CHAINS

A massive gender gap currently exists in global supply chains, where women entrepreneurs and their businesses capture a disproportionately



small share of total buyer spend. Small and medium-sized enterprises (SMEs) and women-led SMEs (WLSMEs) play critical roles in economic growth and development. However, the share of procurement contracts that are won by SMEs, especially WLSMEs, remains low. Globally, 1 in 3 businesses are owned by women¹, but women only win an estimated 1 per cent of the procurement spending of large corporations² and government.³

Public and private procurement generates trillions of dollars in economic activity and fuels market interactions that span the globe. This is evident in the size of public procurement around the world, which accounts for 12 per cent of global gross domestic product (GDP),⁴ representing 10 to 15 per cent of GDP in developed countries and up to 30 to 40 per cent in the least-developed countries. Due to deep-seated structural inequalities and discrimination, women entrepreneurs have less access to productive resources, such as finance,

1. Halim, D. 2020. "Women entrepreneurs needed—stat!" World Bank Blogs. 5 March. <https://blogs.worldbank.org/en/opendata/women-entrepreneurs-needed-stat>

2. Vazquez and Sherman. 2013. Buying for Impact: How to Buy from Women and Change the World. UN Women.

3. Nam, N. 2021. "Gender and Equality in Public Procurement." World Bank Blogs. 18 February. <https://blogs.worldbank.org/en/governance/gender-and-equality-public-procurement>

4. Bosio, E. and S. Djannkov. 2020. "How large is public procurement?" World Bank Blogs. 5 February. <https://blogs.worldbank.org/developmenttalk/how-large-public-procurement>

business networks and market opportunities, than their male counterparts. As a result, women are disproportionately concentrated in the lowest and least visible tiers of supply chains, where they tend to operate smaller enterprises and engage in lower-paid and lower-skilled jobs activities.

THE BUSINESS CASE: WHY INCLUSIVITY IS A STRATEGIC ADVANTAGE

For a buyer, implementing gender-responsive procurement is a strategic business decision that offers several measurable benefits beyond social responsibility. **Adopting these practices can lead to increased revenue and reduced procurement spending because expanding the supplier pool increases competition and taps into the efficiency of smaller, more agile firms.** Diversifying the supplier base also enhances a company's overall resilience and availability, protecting the supply chain against disruptions caused by extreme weather, global crises, or reliance on a dangerously small group of vendors. Furthermore, a strong commitment to these principles strengthens a brand's reputation with investors and consumers, particularly as women now control a massive portion of global consumer spending. Buyers also find that sourcing from a wider range of talent drives innovation and leads to improved service-delivery, as women's small and medium enterprises are often more willing to pivot and offer specialized, personalized services.

CLARIFYING GENDER-RESPONSIVE PROCUREMENT

For women entrepreneurs to navigate the procurement landscape that reinforces and duplicates inequalities across markets, UN Women promotes **gender-responsive procurement – the intentional design of procurement processes so that suppliers who face different structural obstacles can still participate on a fair and level playing field.** This perspective is further refined by the concept of intersectionality, which acknowledges that a

woman's professional barriers are often compounded by other factors such as race, ethnicity, income, location, disability or age. A one-size-fits-all view of women entrepreneurs misses these important differences in economic reality, and understanding these layers helps entrepreneurs identify why some of them remain less visible, connected or resourced than others.

NAVIGATING STRATEGIC BUYER TOOLS AND ENTRY POINTS

Supplier diversity is a proactive procurement approach where buyers intentionally seek out and source from underrepresented groups, a practice that is increasing among multinational companies and large industrial contractors. Buyers who are committed to gender-responsive procurement diversity use several specific tools to include women entrepreneurs in their supply chains, and knowing these tools can help you find your best entry point. Some organizations utilize reserved or set-aside procurement, which restricts certain contracts or categories exclusively to diverse suppliers, thereby creating a market with fewer competitors. Other buyers may apply preferential or weighted evaluation criteria, giving additional scoring points or price preference margins to women-owned or led firms during the bid evaluation process. Even when you cannot win a massive prime contract, you can benefit through subcontracting or Tier-2 sourcing requirements, where large prime contractors are mandated to source a portion of their project needs from women entrepreneurs.

ESTABLISHING VISIBILITY AND CERTIFICATION FOR PARTICIPATION

In the world of gender-responsive procurement, being qualified is not enough if you are not also visible to the buyer. **Visibility for a business begins long before a tender is ever released, primarily through registration in vendor databases and participation in prequalification processes where buyers approve suppliers in advance.** If your business is not registered in these supplier

systems, you may never see the available opportunities and cannot be invited to participate in restricted bidding. To benefit from these measures, you must be able to clearly demonstrate your status as a women-owned or led business, which typically requires providing proof that the company is at least 51 per cent owned, managed and controlled by women. Buyers often require formal registration or certification as evidence of this status, and failing to provide this proof means you cannot benefit from specific gender-responsive measures or incentives.

Organizations such as **WeConnect International** www.weconnectinternational.org and various **national certification bodies** provide formal recognition for businesses that are majority-owned, managed and controlled by women. Certification helps verify a company's status as a women-owned or led business and increases its visibility to corporations, governments and other buyers that are actively seeking to diversify their supply chains. Becoming certified or registered can provide access to supplier databases, networking opportunities, capacity-building programmes and information about procurement opportunities. It can also strengthen credibility with buyers and make it easier for women entrepreneurs to participate in initiatives and procurement programmes that aim to increase sourcing from women-owned or led businesses.

LEVERAGING LEGAL AND POLICY DRIVERS FOR BUSINESS GROWTH

Gender-responsive procurement is rarely a matter of individual preference but is instead driven by significant legal and policy frameworks that entrepreneurs can leverage. **Public procurement laws often require government buyers to reserve specific tenders for women or to report on the level of participation from women-owned businesses and other minority-owned businesses.** Similarly, large-scale projects funded by international development partners or donors frequently mandate inclusive sourcing and reporting on sup-

plier diversity as a condition of the funding. Private companies are also increasingly driven by their own environmental, social and governance (ESG) commitments, which include specific targets for spending with diverse suppliers. Because these buyers are often measured and held accountable for these targets, being a women-owned business becomes a distinct competitive advantage. Understanding these drivers allows you to approach buyers with the right questions about their diversity targets and how you can help them meet their legal and policy obligations.

Associated annexes and appendices:

Annex 1 outlines the multilayered legal and policy landscape that supports gender-responsive procurement, ranging from global mandates to practical private-sector tools.

Annex 2 provides examples of companies (and the sources) that have implemented GRP. It can be used as background information.

Appendix 1 outlines the Kalinga mining case exercise.

MODULE 3

**NAVIGATING
PROCUREMENT
PROCESS BARRIERS**

The information contained in this section corresponds to Module 3 of the Trainers' Toolkit.

MAPPING BARRIERS ACROSS THE ENTIRE PROCUREMENT CYCLE

It is a common misconception that procurement barriers for women entrepreneurs only exist during the bidding or tendering phase. In reality, these obstacles are present at every single stage of the procurement cycle, starting from the very first moment a buyer defines a need and continuing all the way through to the final management of a contract and the assessment of performance. By understanding this entire cycle, you can move away from seeing these barriers as insurmountable dead ends and instead begin to identify them as navigational challenges that can be addressed through proactive strategy. This module focuses on providing you with a map of these hurdles so you can better understand where they arise and, more importantly, how you can develop specific actions to overcome them.

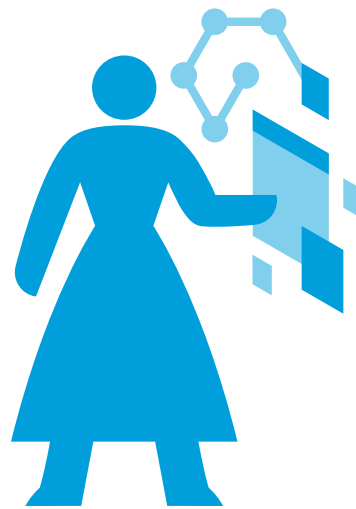
UNDERSTANDING THE PROCUREMENT OBSTACLES

To effectively navigate the market, it is helpful to categorize procurement barriers into six distinct areas that frequently impact women-owned and led businesses:

1. Access to information & networks
2. Qualification & compliance requirements
3. Scale & capacity mismatch
4. Finance, guarantees & cashflow
5. Contract terms & payment practices
6. Bias & perceptions

The first category involves access to information and networks, where entrepreneurs may not be invited to bid because they are not part of closed supplier lists or lack established relationships with decision-makers. The second category covers

qualification and compliance requirements, which include heavy administrative burdens, complex registration portals, and past performance criteria that often reflect the capabilities of large, established firms rather than agile small businesses. The third category is the mismatch in scale and capacity, often caused by procurement aggregation where buyers bundle needs into massive contracts that are too large for a single small enterprise to handle.



The remaining categories are equally critical to your business's success. The fourth area focuses on finance, guarantees and cash flow, highlighting how requirements for bid securities or performance bonds can exclude capable businesses before they can even begin to compete. Fifth is the area of contract terms and payment practices, where long payment cycles or late payments from buyers can severely restrict a business's ability to survive, even after winning a contract. Finally, the sixth category involves underlying bias and perceptions, such as assumptions about a woman entrepreneur's technical capacity or her exclusion from the informal "insider" networks where many deals are traditionally discussed.

BARRIERS ARISING DURING NEED DEFINITION AND SUPPLIER IDENTIFICATION

Many of the most significant barriers to entry occur during the very first stages of the procurement process, often before a tender is ever made public. During the need definition phase, buyers may unintentionally write technical specifications that favour their current incumbent suppliers or bundle contracts into packages that are too large for small and medium enterprises to fulfil. This is followed by the supplier identification phase, where buyers often conduct market analysis by relying on known vendors or closed supplier lists. If your business is not registered in the buyer's database or is not visible in the relevant industry circles, you remain invisible to the opportunity entirely, regardless of your actual technical capability.

NAVIGATING THE PREQUALIFICATION AND TENDER EVALUATION PHASES

Once the procurement process moves into formal stages, the prequalification and evaluation phases present a new set of hurdles. Prequalification often requires meeting high turnover thresholds, obtaining expensive certifications and providing extensive documentation that can be overwhelming for smaller firms. During the actual tender and evaluation stage, many procurement systems use price-dominant scoring, which disadvantages businesses that offer higher quality or specialized services but cannot compete on the extreme economies of scale available to massive corporations. Furthermore, heavy criteria regarding past experience in similar large-scale projects can create a "chicken and egg" problem for newer or smaller firms trying to break into the market.

ADDRESSING CHALLENGES IN CONTRACTING AND PERFORMANCE MANAGEMENT

Even after a contract is successfully awarded, the barriers change form. The contracting phase often introduces unfavourable terms, such as unbalanced liability clauses, high retention amounts,

or payment terms that do not provide the advance financing many small businesses need to mobilize. Once the work begins, the final stage of performance and track record management becomes vital. A lack of formal feedback or difficulty in obtaining testimonials can make it hard to document your results for future bids. Additionally, the "incumbency advantage" means that a buyer might continue with a current supplier simply because it is easier, making it difficult for new diverse suppliers to establish a long-term foothold.

TURNING SYSTEMIC BARRIERS INTO BUSINESS OPPORTUNITIES

While these challenges are structural, there are clear opportunities for women entrepreneurs to take proactive action at every stage of the cycle. For example, during the need definition phase, you can position your business as a provider of niche or specialized services and propose smaller pilot projects to demonstrate your value. To overcome identification barriers, you must prioritize registering in supplier databases and signaling your status as a women-owned or led business. In phases where scale is an issue, you can explore bidding in consortia or joint ventures with other firms to meet high capacity or turnover requirements. By maintaining rigorous documentation of your performance and requesting formal testimonials, you build the evidence needed to challenge the incumbency of others and prove your readiness for even larger opportunities.

Associated appendices:

Appendix 2: Procurement cycle self-assessment

Appendix 3: Barriers & opportunities across the procurement cycle

Appendix 4: Procurement readiness checklist

MODULE 4

**NAVIGATING
FINANCIAL BARRIERS**

The information contained in this section corresponds to Module 4 of the Trainers' Toolkit.

UNDERSTANDING THE GLOBAL GENDER FINANCE GAP

The global market presents a significant paradox where women-owned small and medium enterprises face a massive credit gap estimated between USD 1.4 to 1.7 trillion dollars.⁵ Despite this staggering lack of access to capital, research indicates that women are remarkably reliable borrowers, with a rate of non-performing loans that is actually 53 per cent lower than that of their male counterparts.⁶ This evidence suggests that women are excluded not because of a lack of financial responsibility, but due to systemic and structural barriers that continue to persist in the financial ecosystem. This training module is designed to help you recognize these obstacles and develop a proactive plan to move from financial exclusion towards procurement readiness.

THE STRUCTURAL BARRIER OF LIMITED COLLATERAL AND ASSET OWNERSHIP

One of the most persistent financial hurdles for women entrepreneurs is the lack of fixed assets, such as land or buildings, which are typically required as collateral by traditional banking institutions. This constraint is often rooted in unequal property and inheritance laws or social norms that favour men as the primary holders of assets. Because women frequently have fewer assets to pledge, they face strict guarantee requirements that make it difficult to secure the necessary funding for business expansion. This result is a cycle of undercapitalization where women are forced to operate smaller businesses with slower growth trajectories compared to their male peers.

ADDRESSING WEAK CREDIT HISTORY AND THE NEED FOR FORMAL RECORDS

Financial systems often operate on data that many women entrepreneurs lack due to a history of informal operations or limited digitization. Many women entrepreneurs maintain informal business records and do not have a long borrowing track record, which creates the perception of a weak credit history in the eyes of lenders. Without high-quality financial documentation and a separate business bank account, it is nearly impossible to provide the credit data required for loan approvals. Building a borrowing track record and formalizing your financial reporting is therefore a critical step in becoming credit-ready for future procurement opportunities.

NAVIGATING LESS FAVOURABLE LOAN TERMS AND FUNDING DISPARITIES

Even when women entrepreneurs are able to access formal finance, they frequently receive less favourable terms than male entrepreneurs. This disparity is manifested through smaller loan approvals, higher interest rates and shorter repayment durations, which can put an additional strain on a growing business. Such unfavourable terms can lead to significant funding gaps that prevent women from scaling their operations or entering high-growth, capital-intensive sectors. Recognizing that these terms are often the result of systemic risk perceptions rather than your business's actual performance is essential for negotiating more effectively with financial institutions.

5. IFC (International Finance Corporation). 2022. [*Closing the Gender Finance Gap Through the Use of Blended Finance*](#).

6. Ibid.

WHY FINANCIAL CAPACITY DETERMINES PROCUREMENT ELIGIBILITY

It is vital to understand that financial health is not just about general growth; it is a fundamental requirement for participating in the procurement cycle. Buyers often set high turnover thresholds and require bid securities, performance bonds or specific insurance levels that many women entrepreneurs cannot meet without external financing. Furthermore, the costs associated with preparing complex bids and meeting compliance standards require significant upfront investment. If a business lacks the working capital to cover these mobilization costs, it may be excluded from competing for a contract before its technical capabilities are even evaluated.

CRITICAL IMPORTANCE OF CASH FLOW MANAGEMENT AND PAYMENT TIMING

Winning a contract is only the first step, as the most critical factor for business solvency during contract delivery is effective cash flow management. Small businesses often have limited cash reserves, making them extremely vulnerable to delayed payments from buyers. These delays can prevent you from paying staff, purchasing materials, or delivering the promised goods and services on time, which ultimately damages your reputation and your future eligibility for tenders. To protect your business, it is essential to plan your contract cash flow meticulously and identify specific actions to mitigate the risks associated with payment cycles.

PROACTIVE ACTIONS TO IMPROVE FINANCIAL HEALTH AND READINESS

While many financial barriers are structural, there are practical steps you can take to strengthen your business's procurement power. Maintaining rigorous financial records and utilizing a business bank account are foundational activities that demonstrate performance and transparency to both

buyers and lenders. During contract negotiations, you should advocate for milestone payments or advance mobilization funds to reduce your upfront costs and improve your liquidity. Additionally, exploring alternative financing routes – such as guarantee schemes, supplier finance programmes, or government grants – can provide the working capital needed to fulfil large-scale contracts without the heavy collateral requirements of traditional loans. Investigate specialized products for women entrepreneurs offered by banks and other financial institutions.

Associated appendices:

Appendix 5: Financial barriers identification & action template

Appendix 6: Financial health self-assessment



MODULE 5

**NAVIGATING THE GAP
IN INFORMATION AND
NETWORKS**

The information contained in this section corresponds to Module 5 of the Trainers' Toolkit.

THE IMPORTANCE OF AWARENESS AND VISIBILITY IN PROCUREMENT

Access to procurement opportunities depends heavily on a business's awareness of tenders and its visibility to key decision-makers within buying organizations. In many industries, procurement processes often rely on knowing suppliers, which means that businesses remaining outside of established professional networks rarely access high-value opportunities. You must understand that these information and network gaps are not personal failings but structural barriers that can lead to women entrepreneurs being completely invisible to the market. By recognizing that being outside these established circles is a significant hurdle, you can begin to move from a reactive stance to an intentional strategy of building a strong market presence.

IDENTIFYING COMMON INFORMATION BARRIERS

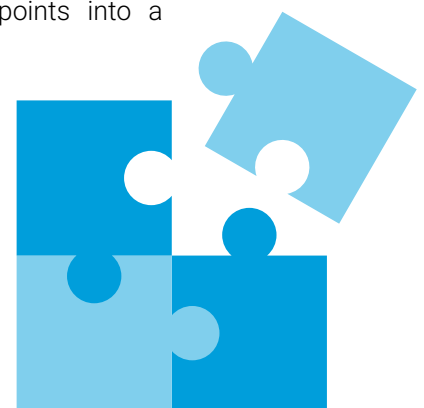
Information barriers often manifest as a limited awareness of upcoming opportunities or not being registered on the specific supplier portals used by major buyers. Many entrepreneurs struggle with a weak understanding of complex procurement processes or poor access to tender information, which prevents them from preparing competitive bids in a timely manner. Furthermore, a lack of access to informal information channels and limited market intelligence can mean that you only hear about opportunities when it is already too late to participate. Recognizing these obstacles is the first step towards utilizing more formal tools to ensure you never miss a relevant tender alert.

RECOGNIZING STRUCTURAL NETWORK EXCLUSIONS

Network barriers include having smaller professional networks and fewer direct connections to buyers, which is often compounded in male-dominated sectors where informal insider circles may unintentionally exclude women. These exclusions result in weak links to large prime contractors and limited participation in the industry associations where critical market information is shared. Because buyers frequently prioritize trust and familiarity during the supplier selection process, being disconnected from these decision-makers creates a visibility gap that is difficult to bridge without a deliberate networking plan. Intentionally building these professional relationships is a vital business activity that directly correlates to your ability to win contracts.

HOW INFORMATION AND NETWORK GAPS HINDER GROWTH

When a business remains outside of established networks, the result is often fewer contracts and significantly slower growth compared to better-connected competitors. These gaps lead to your business not being invited to bid on restricted tenders and missing out on valuable subcontracting opportunities that could serve as important entry points into a supply chain. A low market presence also results in a lack of buyer trust, as procurement teams may be hesitant to



work with a firm with which they are not familiar. Ultimately, failing to address these visibility gaps keeps your business on the periphery of the market, regardless of the quality of the goods or services you provide.

TAKING PROACTIVE STEPS TO IMPROVE INFORMATION ACCESS

To move ahead of the competition, you must adopt proactive information tools and move beyond relying on word-of-mouth for contract leads. This starts with registering your business on both government e-procurement portals and corporate supplier databases to ensure your company appears when buyers search for diverse suppliers. You should also subscribe to automated tender alerts, monitor buyer websites regularly, and track public investment announcements or procurement plans to identify opportunities before they are officially released. By following industry news and joining professional business platforms, you can gain the market intelligence needed to position your business strategically and prepare for upcoming requirements.

STRATEGIES FOR BUILDING INTENTIONAL PROFESSIONAL NETWORKS

Strengthening your professional network involves more than just attending occasional events; it requires an intentional approach to building social capital and credibility. Joining sector-specific associations and engaging with chambers of commerce or industry groups can provide access to the decision-makers and prime contractors you need to reach. Attending meet-the-buyer events and participating in supplier development programmes are also effective ways to build the trust and familiarity that buyers prioritize during the selection process. By using professional networking tools and consistently signaling your status as a women-owned or led business, you can bridge the

visibility gap and create a professional networking log that helps you track and maintain these critical relationships.

Associated annexes and appendices:

Appendix 7: Visibility & market access self-assessment

Appendix 8: Access to information & networks guide (ref.doc.)

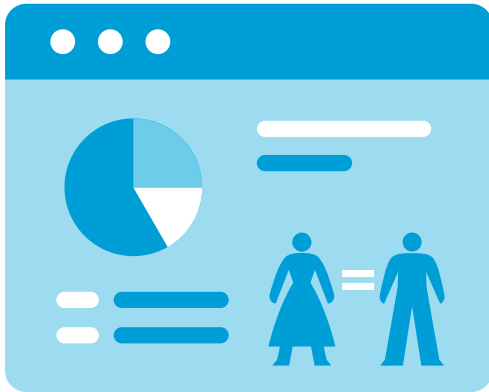
Appendix 9: International platforms and resources (ref.doc.)

Appendix 10: Networking mapping template (ref.doc.)

MODULE 6

**NAVIGATING
SOCIOCULTURAL
BARRIERS**

The information contained in this section corresponds to Module 6 of the Trainers' Toolkit.



UNDERSTANDING THE ROOT OF SOCIOCULTURAL BARRIERS

Sociocultural barriers are deeply embedded in long-standing social norms, gender roles and societal expectations regarding the appropriate roles for women and men. These norms are not merely personal opinions; they influence how people think, how institutions design their rules, and how corporations make critical purchasing decisions. In the context of business, it is vital to recognize that markets are not gender-neutral, as these underlying social expectations shape what opportunities are viewed as possible or appropriate for women entrepreneurs. These barriers are considered systemic because they persist even when an individual entrepreneur is highly capable, prepared and technically proficient.

THE STRUCTURAL AND INTERCONNECTED NATURE OF SOCIAL NORMS

A central concept of this module is that sociocultural barriers are both structural and interconnected, meaning they are built into social structures, policies and institutions. Because they are interconnected, a single sociocultural norm can flow upstream to influence multiple systems simulta-

neously, including legal rules, financial practices and market behaviour. This creates reinforcing cycles where one disadvantage, such as a lack of property ownership, leads to another, such as a lack of collateral for a business loan. Understanding this systemic nature allows you to move away from viewing these challenges as individual failures and instead see them as external conditions that require specific, strategic navigation.

HOW GENDER NORMS FORMALIZE WITHIN LEGAL AND FINANCIAL SYSTEMS

Social norms often become formalized within legal systems, where laws governing property, mobility and authority reflect prevailing societal beliefs. For example, the norm that men are the primary holders of assets often results in inheritance or marital property laws that favour men, which directly impacts a woman's ability to provide the fixed-asset collateral required for business loans. Similarly, financial systems operate within these social contexts, where risk perceptions and lending practices often mirror these asset-ownership patterns. This results in women entrepreneurs frequently receiving smaller loan approvals, higher interest rates or shorter repayment durations, which ultimately leads to undercapitalization and limited business scaling.

INSTITUTIONAL BIAS AND ITS IMPACT ON PROCUREMENT OPPORTUNITIES

Institutional systems, including procurement departments and industry associations, often reflect the dominant power structures of society. A significant institutional barrier is the perception that serious suppliers must be large, established firms, which often leads to procurement designs – such as massive, bundled contracts – that unin-

tentionally exclude women-owned and led SMEs. Furthermore, many business deals are still initiated or finalized in male-dominated informal spaces or insider networks. When access to opportunities depends on these informal networks, women entrepreneurs face reduced visibility and fewer invitations to bid, leading to fewer repeat contracts and diminished growth opportunities.

THE INFLUENCE OF GENDER STEREOTYPES ON MARKET BEHAVIOUR

Market behaviour refers to the way buyers, investors and customers make decisions, and these decisions are frequently influenced by gender stereotypes regarding competence and leadership. In certain sectors, women may be perceived as less technically competent, which can lead buyers to prefer male-owned or led firms for technical or high-value contracts. This perception often results in women-owned and led firms receiving smaller or lower-risk contracts that do not allow them to demonstrate their full capability. Additionally, authority and trust bias can mean that women face longer negotiations and reduced bargaining power, as investors or suppliers may trust male entrepreneurs more quickly. In addition, gender stereotypes heavily influence which sectors women enter, and this sector-segregation often pushes women towards lower-margin industries.

SOCIOCULTURAL IMPACTS ON BUSINESS GROWTH AND TIME POVERTY

Another critical factor is time poverty, which stems from the unequal distribution of unpaid care and domestic work. Women perform a disproportionate share of unpaid care and domestic work, limiting their time for the strategic networking, travel, and late-evening engagement often required to expand a business into new markets.

STRATEGIC ACTIONS FOR NAVIGATING SYSTEMIC BARRIERS

While you cannot remove these structural barriers individually, you can develop strategic responses to strengthen your ability to navigate them effectively. Breaking these cycles requires a three-pronged approach: embracing open-mindedness by holding beliefs that may differ from traditional norms, engaging with the community to drive meaningful change, and trusting in the power of education and skills-building as potent tools against systemic obstacles. By taking intentional steps to increase your visibility and credibility, such as joining professional associations and documenting your performance results, you can begin to counter the biases present in the market and position your business for higher-value opportunities.

Associated appendices

Appendix 11: List of sociocultural barriers (ref. doc.)

Appendix 12: Strategies and practical actions guide (ref.doc.)

Appendix 13: Addressing sociocultural barriers.

MODULE 7

**NAVIGATING LAWS,
REGULATIONS AND
POLICIES FOR GRP**

The information contained in this section corresponds to Module 7 of the Trainers' Toolkit.

UNDERSTANDING THE MULTILAYERED REGULATORY ECOSYSTEM

Gender-responsive procurement is supported by a complex and multilayered regulatory ecosystem that provides the formal authority for inclusive buying practices. This framework functions like a ladder, where each level provides the authority for the one below it, moving from broad human rights principles at the top down to the specific fine print found in individual contracts. The highest level consists of international treaties and conventions that set global ethical and legal obligations for States to eliminate discrimination and ensure equal economic opportunities for women. These high-level commitments eventually flow down into regional directives, national public acts and standards that provide the specific metrics and methodology for implementation. Finally, these are translated into the internal regulations and policies of an organization, such as standard operating procedures (SOPs) and supplier codes of conduct, which dictate the actual day-to-day behaviour of buyers and determine whether administrative barriers are removed to allow diverse suppliers to survive.

LEVERAGING INTERNATIONAL FRAMEWORKS AND STANDARDS

International frameworks such as the United Nations Sustainable Development Goals (SDGs) and the Women's Empowerment Principles (WEPs) act as powerful drivers that encourage both governments and corporations to integrate gender equality into their supply chains. For example, Principle 5 of the WEPs specifically encourages companies to promote women's entrepreneurship by sourcing from women-owned businesses (WOBs) and tracking their procurement spend with diverse suppliers. Similarly, the SDGs provide a global road map



where Goal 5 promotes gender equality and Goal 12 encourages responsible and sustainable supply chains. When a company aligns its procurement strategy with these global commitments, it creates a direct incentive for their procurement teams to actively seek out women suppliers. Understanding these international standards provides the context from which GRP among organizations arises.

UTILIZING NATIONAL LAWS AND REGULATIONS TO ACCESS MSME OPPORTUNITIES

National laws and government regulations are the primary mechanisms through which gender-responsive procurement becomes operational within an economy. Because governments are often the largest single buyers in a country, their procurement laws strongly influence who can participate in the market. Many national procurement frameworks now include specific measures designed to increase the participation of micro, small and medium-sized enterprises (MSMEs), which is highly relevant because many women-owned and led businesses fall into this category. Key policy tools found at this level include contract lotting, where large, unmanageable contracts are divided into smaller packages so that smaller firms can realistically compete for portions of a project. National laws may also introduce simplified procurement

procedures, such as shorter tender documents and reduced administrative requirements, which make it significantly easier for smaller businesses to navigate the process without being overwhelmed by red tape.

PROMOTING TRANSPARENCY THROUGH E-PROCUREMENT PORTALS

One of the most significant impacts of modern procurement law is the requirement for transparency, which is increasingly fulfilled through the use of online national e-procurement portals. Systems like the integrated financial management information system in Kenya or the public procurement portals in Ukraine, Georgia and Chile are designed to publish tenders publicly and provide equal access to information for all potential suppliers. By centralizing tender announcements and making documents available to everyone with an Internet connection, these digital systems reduce the market's traditional reliance on informal insider networks and word-of-mouth information. For a woman entrepreneur, mastering these portals is a vital step in overcoming the visibility gap, as it ensures you have the same information at the same time as larger, more established competitors.

PROTECTING CASH FLOW THROUGH PROMPT PAYMENT REGULATIONS

Financial sustainability after winning a contract is often protected by specific regulations designed to address the challenge of delayed payments, which can jeopardize the viability of small businesses. Some procurement laws now include prompt payment rules that require government buyers to pay their suppliers within a strictly defined timeframe, such as 30 days from the receipt of an invoice. These regulations are essential for protecting the cash flow of women-owned and led enterprises, as they provide a legal guarantee that working capital will not be tied up in unpaid invoices for months at a time. Leveraging your knowledge of these protections during the contracting phase can help you manage your business's financial health more pre-

dictably and ensure you have the funds needed to deliver on your current obligations while preparing for future opportunities.

POSITIONING YOUR BUSINESS THROUGH STRATEGIC POLICY KNOWLEDGE

Possessing a thorough knowledge of procurement policies and practices serves as a distinct competitive advantage for your business. When you understand the legal triggers and diversity initiatives that a buyer is required to follow, you can position your business strategically as a preferred partner that helps them meet their own internal or legal targets. For instance, if you know a buyer is a signatory to the WEPs, reports to the Global Reporting Initiative or is operating under national small business participation targets, you can highlight how contracting your firm directly contributes to their compliance and reporting requirements. This shift in perspective transforms your women-owned status from a simple demographic fact into a strategic solution for the buyer. Ultimately, knowing the rules that govern the buyer's behaviour allows you to articulate a more compelling business case and navigate the system with greater confidence and success.

MODULE 8

**WORKING, QUESTIONING
AND CLOSING**

This module is for training purposes only.

Participants are invited to reflect on key learnings from all training modules and identify priority actions.

REFLECTING ON THE LEARNING JOURNEY AND FINALIZING RESOURCES

The final module of this training programme is designed to provide a comprehensive space for reflection and the finalization of the various tools and worksheets used throughout the training. This session ensures that you have a thorough understanding of all materials shared in previous modules and provides dedicated time to revisit the appendices and complete any remaining templates. It is also an opportunity to address any topics that were previously set aside due to time constraints, allowing you to ask clarifying questions and ensure you feel fully prepared to apply these new concepts to your business operations.

ASSESSING PROGRESS AND PROVIDING FEEDBACK

During this closing phase, you will participate in a quiz to self-test your knowledge, and a written evaluation to help the organizers assess whether the core learning objectives were successfully achieved. This feedback process is vital for ensuring that the training remains a high-quality tool for promoting gender-responsive procurement and allows for continuous improvement of the curriculum based on your direct experiences with the content and methodology. Your honest input regarding the relevance of the modules and the trainer's performance is highly valued and will be used to refine future workshops for other women entrepreneurs.

DEFINING INTENTIONS AND IDENTIFYING FOLLOW-UP SUPPORT

A significant portion of the final session is dedicated to a plenary discussion where each participant shares their specific intentions and future needs for technical assistance or guidance. This exercise allows you to articulate exactly how you plan to implement your actions and what support you require to continue your journey toward becoming a successful supplier. These intentions are formally recorded to ensure that the progress made during the training leads to sustained follow-up support and meaningful business outcomes beyond the conclusion of the classroom sessions.

CELEBRATING ACHIEVEMENTS AND BUILDING PROFESSIONAL NETWORKS

The programme concludes with a formal acknowledgment of your engagement and the contributions you have brought to the group. This is a time to recognize the support of UN Women and the programme sponsors who made the development and delivery of this training manual possible.



GLOSSARY

Term	Definition
Access to markets	The ability of women enterprises to equally participate in and benefit from market opportunities, including procurement and value chains.
Assets	Anything that can be owned or controlled to produce value and that is held by an economic entity and that could produce positive economic value.
Behavioural barriers	Psychological obstacles arising from individual beliefs, social norms and cultural perceptions. They can manifest as internal challenges or responses to external pressures from others in the entrepreneurial environment.
Buyer	An organization or entity that procures services, goods and civil works from suppliers.
Capacity-building	Activities that strengthen the skills, knowledge, and systems of women entrepreneurs to compete and perform in markets and procurement.
Contract lotting	When large contracts are divided into smaller packages, so that smaller suppliers can compete. This practice improves the participation of micro, small and medium-sized enterprises.
Contract terms	The conditions governing rights and obligations of buyers and suppliers, including payment, risk allocation and performance requirements.
Contracting authority	An entity, such as a government or public law body, that awards a public procurement contract.
Economic empowerment	A transformative, collective process through which economic systems become just, equitable, and prosperous, and all women enjoy their economic and social rights.
Equality in procurement	A traditional approach where all suppliers are treated exactly the same, regardless of their different starting points or structural constraints.

Equity in procurement	A strategic approach whereby processes are designed intentionally so that suppliers facing different structural constraints can participate fairly and have an equal opportunity to compete.
Gender equality	This refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development.
Gender equity	The process of ensuring fairness by providing support and resources that account for the different needs of various genders.
Gender norms	Gender norms are ideas about how men and women should be and act. People internalize and learn these "rules" early in life. This sets-up a life cycle of gender socialization and stereotyping. Put another way, gender norms are the standards and expectations to which gender identity generally conforms, within a range that defines a particular society, culture and community at that point in time.
Gender-responsive business practices	Corporate practices, such as equal pay for work of equal value and flexible working, that promote gender equality and women's empowerment.
Gender-responsive enterprise or business	A gender-responsive enterprise would meet rigorous criteria for integrating gender equality and women's empowerment principles in policies and practices in the workplace, marketplace and community to have systemic impacts.
Gender-responsive procurement	The sustainable selection of goods, services and civil works that takes into account the impact on gender equality and women's empowerment. GRP requires a gender lens in all phases of the procurement cycle, including planning, tendering, evaluation and contract management.
Incumbent supplier	An established supplier that currently holds a contract or dominates a particular market or industry. They are often the default choice for a buyer, which can create a barrier for new entrants.

Inclusive sourcing	Procurement approaches that intentionally include underrepresented suppliers, including women-owned and led businesses, in supply chains.
Intersectionality	An analytical framework which recognizes that people's multiple identities – such as race, ethnicity, class, location and age – interact to create unique patterns of discrimination and privilege.
Market access	The opportunity for enterprises to enter and compete in markets, including public and private procurement systems.
Networking	Building professional relationships that enable access to information, opportunities, markets and resources.
Prequalification	The stage where buyers assess whether suppliers meet minimum requirements, such as through vendor registration or databases, before tenders are released.
Prime supplier	The company is directly contracted by the buyer and responsible for delivering the contract.
Private buyer	A company regulated by private law that acquires goods, services or works.
Procurement	The act of acquiring goods, services or civil works by private companies or public contracting authorities.
Procurement aggregation	When large organizations combine all their purchasing needs into one huge contract to save money, often making it harder for MSMEs and women enterprises to compete.
Procurement cycle	The stages through which procurement is planned, suppliers are selected, contracts are awarded and performance is managed.
Prompt payment regulations	Rules that require government buyers to pay suppliers within a specific timeframe, such as 30 days, to improve cash flow for smaller businesses.
Public buyer	A public entity regulated by public law engaged in acquiring goods, services or works.
Reserved (set-aside) procurement	Contracts or categories that are restricted exclusively to women entrepreneurs or diverse suppliers to create easier entry points.

Sustainable Development Goals	The 2030 Agenda for Sustainable Development , adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries – developed and developing – in a global partnership to eradicate poverty, protect the planet, and ensure peace and prosperity for all by 2030.
Supplier	Any company or individual contracted to provide goods, services or civil works to a buyer.
Supplier diversity	Procurement policies and practices that intentionally increase the participation of underrepresented groups, including women-owned businesses, in supply chains.
Supplier readiness	The extent to which a business meets buyer requirements to participate in procurement opportunities.
Supply chains	The direct sequence of activities, from the buyer's perspective, required to produce goods.
Tier 1 suppliers	Suppliers directly contracted by a buying business.
Tier 2 suppliers	Indirect suppliers who are contracted by the buyer's Tier 1 suppliers.
Tier-2 sourcing (subcontracting)	A practice where large prime contractors are required to source a portion of their goods or services from women entrepreneurs as subcontractors.
Time poverty	An expression to denote women's larger share of unpaid care and domestic work, resulting in limited time for other activities such as networking, travel or strategic business expansion.
Value chain	The full range of activities for a product or service, from conception and delivery to final disposal.
Visibility	The extent to which a business is known and recognized by buyers and the market.

Women's Empowerment Principles	The WEPs are a set of seven actionable principles established by UN Women and the UN Global Compact that offer businesses guidance on how to advance gender equality and empower women in the workplace, marketplace and community.
Woman entrepreneur	A woman founder who initiates, organizes and operates a business enterprise.
Women's enterprises	While definitions vary, women enterprises are often classified as businesses that are at least 51 per cent owned, managed and controlled by one or more women.
Woman-led enterprise	While definitions vary, a woman-led enterprise is often classified as a legal entity that has a minimum of 50 per cent women-identified representation in management with senior-level strategic decision-making abilities.
Women-owned business	While definitions vary, a woman-owned business is often classified as a legal entity that is at least 51 per cent owned and unconditionally controlled by one or more women, and which is independent from non-women-owned businesses.
Women's economic empowerment	Women's economic empowerment is a transformative, collective process through which economic systems become just, equitable and prosperous, and all women enjoy their economic and social rights, exercise agency and power in ways that challenge inequalities and level the playing field, and gain equal rights and access to, ownership of and control over resources, assets, income, time and their own lives.
Women's empowerment	The empowerment of women and girls concerns their gaining power and control over their own lives. It involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions that reinforce and perpetuate gender discrimination and inequality. This implies that to be empowered they must not only have equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and employment), but they must also have the agency to use these rights, capabilities, resources and opportunities to make strategic choices and decisions (such as is provided through leadership opportunities and participation in political institutions).

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ANNEX 1. OVERVIEW OF INTERNATIONAL STANDARDS, AGREEMENTS AND PRINCIPLES

This is an overview of international law, national law and national public and private regulatory and policy measures promoting GRP.

INTERNATIONAL LAW

International law provides the overarching legal framework for gender equality by establishing that women's economic rights are fundamental human rights. Key instruments such as CEDAW and ILO Conventions require States to eliminate discrimination in economic life and ensure safe and equitable working conditions. These normative frameworks and legal obligations form the basis for the development of gender-responsive policies at national, sectoral and institutional levels, guiding governments and organizations in aligning procurement and economic practices with international human rights standards.

The Beijing Declaration and Platform for Action (BPfA)

Specifically, its "Women and the Economy" Critical Area of Concern urges governments to increase women's access to economic opportunities.

The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)

CEDAW imposes a legal obligation on State Parties to respect, protect, promote and fulfil the right to non-discrimination for women, and to ensure the development and advancement of women in order to improve their position to one of both de jure and de facto equality. This legal obligation includes a responsibility to address prevailing gender relations and the persistence of gender-based stereotypes that affect women in law, as well as in legal and societal structures and institutions (ratified by 189 countries).

International Labour Organization (ILO) Conventions.

Though ratified by States, many ILO conventions create direct compliance duties for businesses through national labour laws. Key conventions relevant for GRP are:

- **ILO Convention 111** – Discrimination (Employment and Occupation), which requires the elimination of sex-based discrimination, including in access to opportunities and economic participation.

- **ILO Convention 100** – Equal Remuneration, which requires equal pay for work of equal value and indirectly supports procurement policies requiring suppliers to meet equality standards.
- **ILO Convention 190** – Violence and Harassment at Work, which is increasingly embedded into supplier codes of conduct and procurement requirements.

REGIONAL FRAMEWORKS

Regional frameworks bridge the gap between global ideals and national enforcement by creating shared rules for trade and competition. Instruments such as the European Union (EU) Procurement Directives or the Maputo Protocol in Africa provide the legal “permission” for Member States to include social and gender-related criteria in contracts without being accused of unfair market distortion. These frameworks are essential for ensuring that gender responsiveness becomes a standardized requirement across entire economic regions.

- **EU Procurement Directives:** Provide the legal “safe harbour” to include social and gender criteria without violating competition laws.
- **Maputo Protocol (Africa):** Article 13 requires States to promote women’s entrepreneurship and access to credit/contracts.
- **Regional trade blocs (such as ASEAN, MERCOSUR, CARICOM):** Often include MSME development protocols that prioritize marginalized groups in cross-border trade.

NATIONAL LEGAL & POLICY FRAMEWORKS

Governments can enable and incentivize GRP in both the public and private sectors. They can promote GRP at two levels: firstly, by using their role as a regulator and carefully structuring the rules that govern the public and private procurement

processes and, secondly, by using purchasing and sourcing policies and practices as powerful tools to economically empower women.

National laws and public policies transform international obligations into specific, enforceable mandates within a country’s borders. This layer includes Public Procurement Acts that may set aside specific percentages of government spending for women entrepreneurs or grant preferential scoring to gender-responsive bidders. These laws create the immediate legal pressure and financial incentives that force the private sector to adapt their sourcing strategies to meet national development goals.

Examples:

- In Türkiye, public procurement is governed by Public Procurement Law No. 4734, which establishes principles of transparency, competition and non-discrimination but does not yet include explicit gender-responsive provisions such as set-asides or preferential scoring for women-owned businesses. However, recent initiatives led by UN Women, government institutions, and private sector partners have focused on developing guidance and tools to increase the participation of women-owned businesses in procurement processes, including the development of GRP handbooks and supplier engagement programmes.
- In South Africa, the Preferential Procurement Policy Framework Act 2000 was specifically enacted to prevent unfair discrimination and promote equality within the procurement process. It has put in place a points-based procurement system, which favours those who have a higher Broad Based Black Economic Empowerment (B-BBEE) score when awarding tenders.

A number of countries have procurement laws that explicitly prohibit preferential criteria or practices that pose a threat to fair competition in the procurement process.

Examples:

- Procurement laws in Uzbekistan specifically prohibit any selection criteria that would go against the principle of “competitiveness and objectivity” in the Law on Public Procurement.
- In Georgia, despite there being very prescriptive legislation in place to ensure a “fair and non-discriminatory” process when selecting

bidders for a procurement contract, it is unlikely that this would apply to gender-responsive practices. This is clear from the Law on the Elimination of All Forms of Discrimination, which stipulates that temporary special measures intended to accelerate de facto equality, especially in gender, pregnancy and maternity issues, and also with respect to persons with limited capabilities, shall not be considered discrimination.

- Türkiye permits positive discrimination under the Turkish Labour Law for women and people with disabilities.

Examples of public and private regulatory and policy measures that provide a clear basis for GRP within national procurement regulations.⁷

Public/private regulatory & policy measures	Type of measure	Objective of measure
Including gender-related criteria or considerations into bidding frameworks and proceedings (evaluation)	Exclusion grounds, selection criteria, award criteria and tie-breaker provisions	Increasing the amount of procurement contracts awarded to women entrepreneurs, and incentivizing and rewarding businesses adopting strong gender-responsive business practices.
Establishing gender equality-related obligations for successful bidders (contract)	Contract performance conditions	Encouraging companies to adopt gender-responsive business practices. Notification of the performance conditions should be given in the contract announcement or in the specifications.
Setting procurement-related quotas for suppliers that meet key criteria in relation to gender equality	Quotas	Increasing the amount of procurement contracts awarded to women entrepreneurs, and incentivizing and rewarding businesses adopting strong gender-responsive business practices.

7. Source: UN Women. 2023, Legal frameworks for gender-responsive procurement: A comparative review of regulatory and policy measures and international and national legal norms

Development of certification, evaluation or points-based programmes for companies based on gender equality related credentials	Certifications and evaluation programmes	Incentivizing companies to adopt gender-responsive business practices and facilitating the identification of such companies.
Financing, grant-making or other training programmes made available by public and private buyers to women entrepreneurs for their business advancement	Financing and grant-making	Increasing the number of women entrepreneurs and making them more competitive.
Tax and other incentive-based programmes in support of companies with strong gender equality credentials and/or women entrepreneurs	Tax incentives	Increasing the number of women entrepreneurs and making them more competitive. Incentivizing companies to adopt gender-responsive business practices.
Development of measures, whether incentive-based or principle-based, promoting gender advancement in the context of public planning, budgeting and procurement	Standard-setting	Mainstreaming gender equality and women's advancement within public planning, budgeting and procurement frameworks.
Governance, transparency, disclosure, reporting and/or monitoring regimes related to gender-equality metrics (in particular, for publicly listed companies), e.g. in the context of ESG and corporate sustainability regulation	Reporting and disclosure regimes	Incentivizing companies to adopt gender-responsive business practices and facilitating the identification of such companies.
E-procurement	E-procurement platform	Improving accessibility to procurement for vulnerable groups, e.g. SMEs, women entrepreneurs, young entrepreneurs, etc.

INTERNATIONAL STANDARDS AND PRINCIPLES

Voluntary international standards and principles provide the “how-to” methodology for businesses to operationalize their gender commitments. Tools like the WEPs and International Organization for Standardization (ISO) 26000 offer structured benchmarks, definitions and performance indicators that move gender from a vague concept to a measurable business process. They serve as a universal language that allows buyers and suppliers to align their expectations and track progress against global best practices.

United Nations Global Compact (UNGC): The UNGC is a United Nations initiative. The framework is based on 10 principles for responsible business that are clustered into four areas of focus: human rights, labour rights, the environment and anti-corruption. Signatories – which consist of private sector companies – are obliged to report annually on their progress in implementing the 10 principles, in what is called “Communication on Progress”. Companies are encouraged to practice sustainable procurement, including gender-responsive procurement, which the UNGC promotes through various trainings and events in collaboration with UN Women, such as the [Decent Work Toolkit for Sustainable Procurement](#).

The UN Guiding Principles on Business and Human Rights: The UN Guiding Principles are the most influential global norm for corporate responsibility. It requires businesses to conduct human rights due diligence, explicitly including gender impacts and encourages companies to evaluate gender-based discrimination in supply chains.

Women’s Empowerment Principles (WEPs): The WEPs were launched in 2010 by UN Women and the UN Global Compact. They are the result of a multi-stakeholder consultancy process with the

aim of strengthening the gender dimension of corporate sustainability. The seven principles aim to help businesses develop and share best practices for empowering women and promoting gender equality.

The [2030 Agenda for Sustainable Development](#) is a 2015 United Nations resolution adopted by all 193 Member States, acting as a global “to-do list” to end poverty, protect the planet and ensure prosperity by 2030. Centered on 17 Sustainable Development Goals (SDGs), it provides a framework for economic, social and environmental action. Goals 5, 8 and 12 have particular relevance to women’s economic empowerment and procurement.

Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises: The OECD Guidelines apply directly to companies in countries that have formally agreed to the Guidelines. The Guidelines require non-discrimination, diversity, equal opportunity and due diligence.

ISO 26000 – Social Responsibility: This standard encourages gender equality and non-discrimination throughout the value chain and has become increasingly embedded into supplier qualification requirements.

ANNEX 2.

COMPANY CASES OF GENDER-RESPONSIVE PROCUREMENT

The cases below draw on publicly available company and partner reporting. Where public sources provide commitments but limited quantified outcomes, this is stated explicitly.

COMPANY CASES

Accenture – Supplier inclusion through responsible buying and supplier development

Accenture frames procurement as a responsible buying function that can create more inclusive supply chains. Its supplier impact and sustainability approach emphasizes building a more sustainable and inclusive supply base, and it has operationalized this through a Diverse Supplier Development Programme that matches Accenture executive mentors with diverse supplier companies in a structured 18-month mentoring relationship to help suppliers grow. Accenture has also been associated with women entrepreneurs' spending commitments through WEConnect International communications, including a stated commitment of spending USD 100 million by 2020 with women entrepreneurs globally. Public information on outcomes is strongest on the existence and design of the supplier development activities and the articulation of commitments; however, consolidated public reporting of results specifically against the USD 100 million commitment is not consistently presented in the cited sources. The business case is typically positioned as long-term value-creation through a broader, more capable supplier ecosystem, improved supplier performance, and en-

hanced ability to meet client expectations for responsible and inclusive sourcing.

Anglo American – Gender-inclusive supplier development in mining value chains (2023–2024)

Anglo American has strengthened gender-inclusive sourcing through its enterprise and supplier development programmes, which prioritize the participation of women-owned businesses in mining supply chains across Africa and Latin America. The company integrates inclusive procurement



into local content and host-community supplier strategies, providing targeted capacity-building, market access support and procurement linkage for women entrepreneurs in mining-related services and goods. Reported outcomes include increased participation of women-owned enterprises in local supplier ecosystems and their integration into operational procurement categories.

Anglo American frames inclusive sourcing as part of sustainable mining and resilient local supply chains, linking supplier diversity to community development, operational continuity and long-term value creation.

Arredo & Fundación MediaPila – Women's empowerment as a differentiated sourcing model

Argentinian home and décor company Arredo partners with Fundación MediaPila to integrate women textile producers into its value chain. Women trained through MediaPila produce textile items that are sold through Arredo's retail channels, linking skills development directly to commercial demand. Arredo supported the producers with costing, pricing and production guidance so their work could meet quality and delivery requirements and function as part of its supply chain.

The collaboration has become a source of product and brand differentiation. Arredo highlights that products made by MediaPila women resonate strongly with consumers, particularly in campaigns aligned with occasions such as Mother's Day, allowing the company to offer products that meet customer preferences for meaningful, socially responsible goods. By embedding women-led production into its sourcing, Arredo combines inclusive procurement with marketing value, strengthening brand positioning while expanding market access for women producers.

Camusat – Developing women-owned subcontractors in telecom supply chains

Camusat (telecom infrastructure) integrates gender equality and inclusion within its ESG approach and reports initiatives to increase women's participation in technical and supply chain roles. By integrating gender equality into its business operations strategy, Camusat has transformed its supply chain from a traditional vendor model into a high-performance ecosystem. In Kenya, this was achieved through a strategic collaboration with Safaricom and UN Women aimed at increasing the partici-

pation of women-owned firms in the historically male-dominated telecom infrastructure sector.

By intentionally partnering with these entrepreneurs, Camusat leveraged their "clean slate" status to bypass legacy industry habits and provide bespoke training on modern best practices. This approach did more than just strengthen local supplier capacity; it fostered superior communication and agility, ultimately proving that investing in women-led subcontractors creates a more loyal, responsive and higher-quality procurement network than relying on the status quo.

Cartier, Kering and Watch & Jewelry Initiative 2030 members – Piloting GRP assessment and sector action planning

In 2023, UN Women partnered with the Watch & Jewelry Initiative 2030 (founded by Cartier and Kering) to pilot the WEPs Gender-Responsive Procurement Assessment Tool with nine companies in the watch and jewelry sector, including Cartier, Gucci, Swarovski and others. The pilot's central activity was a structured assessment of procurement strategy, supplier data practices, and governance to identify gaps and prioritize actions for gender-responsive procurement. The participating companies were generally signatories to the WEPs and already active on workplace gender equality, while the pilot surfaced that GRP was new for many and that systematic tracking of procurement spending with women entrepreneurs or gender-responsive suppliers was often missing. The reported outcomes are the identification of common gaps and the formulation of recommendations, as well as an intention to explore a second phase involving suppliers and co-designing GRP tools and resources. The business case is framed around strengthening responsible sourcing and transparency, improving supply chain risk management and building sector credibility through consistent, measurable gender-responsive procurement practices.

Gulf African Bank – Simplifying procurement to increase women-owned suppliers

Gulf African Bank (Kenya) positioned inclusive sourcing as part of responsible business practice and embedded GRP into its supply chain after becoming a signatory to the Women's Empowerment Principles. Following a baseline analysis showing low sourcing from women-owned businesses, the bank set a target to increase procurement from 4.5 to 20 per cent. In addition, the bank introduced dedicated procurement opportunities for women-owned suppliers and simplified supplier access processes (simplified tender documents, removed application fees, introduced continuous supplier prequalification), and partnered with UN Women to train women entrepreneurs in tendering. These measures aimed to increase participation of women-owned businesses in the bank's supply chain while strengthening relationships with women-led enterprises as customers and partners. As a result, women-owned suppliers increased significantly, reaching 26 per cent of procurement spending. GRP also expanded the bank's customer base, as women suppliers opened accounts and accessed finance through tailored credit products. The women's business segment now contributes about 25 per cent of the bank's portfolio.

IKEA – Women-focused supply-chain inclusion in agricultural sourcing (2022–2024)

IKEA has expanded gender-inclusive sourcing within agricultural and raw-material supply chains, particularly through programmes supporting women producers and entrepreneurs in rural value chains linked to home furnishing materials. The company works with local partners to strengthen women suppliers' capacity, productivity and market access and integrates gender equality expectations into supplier standards and sustainability programmes. Outcomes reported include increased participation of women producers and suppliers in IKEA-linked value chains and improved livelihoods in sourcing communities. IKEA frames

gender-inclusive sourcing as part of responsible value-chain development and sustainable sourcing commitments.

Intel – Time-bound women entrepreneur supplier spending targets and early achievement

Intel operates a global diverse supplier programme and set a procurement goal to spend USD 100 million with women entrepreneurs around the world by 2020. Intel later reported that it reached the USD 100 million goal more than a year ahead of schedule and announced a higher commitment to spend USD 200 million with women entrepreneurs by 2020. Public reporting confirms early achievement of the USD 100 million goal but does not specify whether the USD 200 million target was reached. The implied procurement activities include using women entrepreneur ecosystems to identify suppliers, ensuring procurement processes provide qualified women entrepreneurs suppliers an opportunity to compete, and applying internal tracking to validate progress against spending commitments. The reported outcome is the early achievement of the initial target and the escalation of ambition. Intel's public narrative connects supplier diversity and inclusion to business performance, framing diversity as a driver of continued relevance and growth. In practical procurement terms, the business benefit is broader access to competitive suppliers, strengthened innovation and responsiveness, and reduced concentration risk in the supply base.

Johnson & Johnson – Supplier diversity targets and high-volume spending with diverse suppliers

Johnson & Johnson (J&J) treats supplier diversity as a strategic procurement practice and publicly reports significant annual spending with diverse suppliers, including women entrepreneurs. J&J has stated that it spends around USD 1 billion annually to support women- and minority-owned businesses and has also set a goal to spend USD 4.5 billion with small and diverse suppliers by

2025. Publicly described activities include engaging certified diverse suppliers, using development and mentorship mechanisms, and embedding supplier diversity objectives into procurement strategy and governance. The reported outcome is sustained high-volume spending and an explicit time-bound target for expanded spending. In gender equality terms, the material contribution is market access, revenue stability and scaling opportunity for women entrepreneurs that can meet corporate requirements. J&J's business case is framed around strengthening a competitive, innovative supplier base and supporting business performance through supplier diversity, with external recognition and membership in prominent supplier diversity networks reinforcing reputational value.

L'Oréal – Gender-inclusive sourcing in sustainable supply chains (2022–2024)

L'Oréal has continued to integrate gender equality into sustainable sourcing programmes, including initiatives that support women entrepreneurs and producers in supply chains for natural ingredients and packaging. The company collaborates with suppliers and non-governmental organizations NGOs to strengthen women's economic participation and integrates gender considerations into responsible sourcing standards and supplier partnerships. Outcomes reported include expanded opportunities for women suppliers and producers within L'Oréal's global value chains. The business case articulated links inclusive sourcing to sustainable supply security, innovation and brand credibility in responsible sourcing.

Microsoft – Expanding supplier diversity and inclusive sourcing governance (2023–2024)

Microsoft has continued to embed supplier diversity within its responsible sourcing and ESG governance, reporting sustained multi-billion-dollar annual spending with diverse suppliers globally, including women-owned businesses. The company integrates supplier inclusion into procurement strategy, contracting and supplier engagement

processes, supported by internal accountability mechanisms and public reporting. Microsoft positions inclusive sourcing as a driver of innovation and competitiveness in its supply ecosystem and highlights the role of diverse suppliers in strengthening supply resilience and market responsiveness. The programme reflects mature integration of inclusive procurement within corporate ESG and supply-chain management frameworks.

Pfizer – Supplier diversity programme with measurable supplier pipeline expansion

Pfizer describes supplier diversity as integral to building a strong supplier base and explicitly commits to building and sustaining relationships with minority and women entrepreneurs. In a public article describing the programme, Pfizer reported that in 2020 it partnered with over 450 suppliers and added 44 qualified and capable small businesses, with the stated aim of increasing diversity within the supply chain. The procurement activities implied include targeted supplier outreach, qualification and onboarding processes, and ongoing relationship management to integrate new suppliers into critical purchasing categories. The outcome reported is a measurable expansion of the supplier pipeline which, from a gender lens, can translate into more entry points and growth opportunities for women entrepreneurs' small businesses when they are part of the qualifying pool. Pfizer's business case is framed around strengthening the supply base through broader participation, which can enhance agility, competition and innovation while reducing dependency on a narrow set of suppliers.

Procter & Gamble – WEConnect-linked commitments and country-level spending increases

Procter & Gamble (P&G) has used partnership-based commitments to increase sourcing from women entrepreneurs, including collaboration with WEConnect International to identify qualified women entrepreneur suppliers and support their readiness to compete. P&G committed to

spend a cumulative total of USD 300 million by deliberately working with women-owned and women-led businesses across Asia-Pacific, the Middle East and Africa, from the year 2021 to 2025. The implied procurement activities include supplier identification through women entrepreneurs' certification and match-making, supplier development support and internal procurement tracking to evidence progress against commitments. The outcome reported is the completion of a significant spending commitment and a scaled country-level spending target with a time horizon. The women's empowerment benefit is direct market access and revenue growth for women entrepreneur suppliers, which typically supports business scaling and job creation in local markets. The business case for P&G is access to competitive local suppliers, improved supply resilience, and strengthening legitimacy and brand equity through demonstrable inclusive sourcing.

Sodexo – Large-scale diverse spending with a client-enabled inclusive procurement model

Sodexo reports a mature supplier inclusion model in which both corporate spending and client-mediated spending are used to expand economic opportunities for diverse suppliers, including women entrepreneurs, where relevant under its diversity categories. In FY2024, Sodexo reports spending over USD 1 billion with diverse and small businesses in the United States through Tier 1 and Tier 2 purchases, and it reports that clients spent an additional USD 1 billion with diverse and small businesses using Sodexo contracts but paying vendors directly. This dual outcome indicates a procurement model that combines Sodexo's own sourcing influence with a scalable mechanism for clients to extend inclusive procurement through Sodexo's contracted supply arrangements. The gender equality and women's empowerment contribution is via increased access to large, stable demand and visibility in commercial value chains. The business case for Sodexo is explicit: supplier inclusion is linked to client value, enabling clients to meet social impact objectives, strengthen local

economic participation and diversify supply options while leveraging Sodexo's procurement capabilities.

Unilever – Embedding diverse supplier spending targets into corporate equity commitments

Unilever has publicly committed to spend EUR 2 billion (USD 235 billion) annually with diverse suppliers by 2025, explicitly including suppliers that are small and medium-sized businesses owned and managed by women among other underrepresented groups. The commitment positions procurement as a delivery mechanism for Unilever's broader equity, diversity and inclusion agenda and implies activities such as mapping supplier diversity, improving supplier discovery channels, adapting category strategies and tendering approaches to ensure qualified women entrepreneurs can compete, and strengthening data capture and reporting on supplier diversity status. Unilever's communication is primarily framed as a forward-looking commitment and does not, in the same statement, provide a quantified outcome achieved to date against the annual target. The articulated business case is that inclusive sourcing extends the company's equity and inclusion ambition into the value chain, potentially strengthening supply resilience and innovation while supporting a reputation for responsible business and alignment with stakeholder expectations.

Walmart – Sourcing from women entrepreneurs as part of responsible sourcing

Walmart links women's economic empowerment to procurement through responsible sourcing and supplier inclusion, including active sourcing from women entrepreneurs. The operational activities implied in its public reporting include identifying women entrepreneur suppliers, enabling them to meet retail readiness requirements, integrating them into onboarding and contracting processes, and tracking spending over time. Walmart reports that, over the past 10 years, it has sourced more

than USD 42 billion from women entrepreneurs, providing a concrete outcome that can be interpreted as expanded market access for women entrepreneurs at scale. Walmart's framing of this work emphasizes economic opportunity and inclusion in supply chains, and it has also highlighted curated retail opportunities for women entrepreneurs' brands. From a business perspective, large retailers typically position women entrepreneurs' supplier sourcing as a way to broaden the supplier ecosystem, strengthen competition and innovation, and align brand value with customer expectations for inclusive growth and responsible business conduct.

Yıldız Holding - Supporting women's entrepreneurship and women-led sourcing

Yıldız Holding (food and retail, headquartered in Türkiye with global operations and more than 80,000 employees) positioned gender equality as a core sustainability and competitiveness priority, on the premise that equal participation of women strengthens inclusion, talent attraction and problem-solving across the business. To institutionalize this agenda, the company established the Yıldız Holding Women's Platform (2021) and developed an Equal Opportunity and Women's Empowerment Manifesto based on inputs from employees worldwide, translating the manifesto into an action plan that integrates gender equality into communications and culture ("discourse"), human resources (HR) and workplace systems ("business environment"), as well as in external engagement ("ecosystem") and the supply chain ("value chain").

In practice, Yıldız Holding identified internal barriers, set measurable goals and tracked progress transparently, including targets to increase women's representation in leadership and governance. It reinforced these commitments through gender-neutral HR policies and bias-mitigation measures in hiring, promotion and pay; notably, it became the first holding company in the food and retail sectors to receive EQUAL-SALARY certification in 2024, validating equal pay for work of equal

value for women and men through an external assessment. The company also invested in women's leadership pipelines via structured development programmes (for new managers through senior executives), including subsidiary-specific initiatives and senior leadership diversity, equity and inclusion training to strengthen accountability.

Beyond the workforce, it extended gender-responsive practices into the value chain by supporting women's entrepreneurship and women-led sourcing through participation in the Women's Entrepreneurship Accelerator and the Gender-Responsive Procurement and Investment Programme, and by implementing initiatives such as "Women Stars of Agriculture" (financial support, training, technical guidance and purchase guarantees for women farmers) and "Count Me In" (linking women's cooperatives to customers via ŞOK Marketler stores).

Outcomes reported over 2019–2024 include increases in women employees (37 to 49 per cent), women in blue-collar roles (36 to 51 per cent), women on boards (14 to 22 per cent), and women managers (29 to 35 per cent), alongside higher hiring and promotion figures for women and substantial participation in mentoring and leadership programmes. The business case articulated by the company is that these results provide evidence that diversity and equal opportunity are drivers of long-term success, helping the organization build a stronger talent pipeline, improve inclusion and retention, and enhance decision quality through a wider range of perspectives, while value-chain initiatives expand supplier diversity and economic opportunity for women producers and entrepreneurs connected to the company's markets.

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APPENDIX 1: KALINGA COMPANY CASE

(MODULE 2)

KALINGA MINING EXPANSION PROJECT

Kalinga Mining Ltd. is expanding its copper mining operations in your country.

The expansion includes the construction of new facilities, increased production capacity and expanded local procurement.

The project is partly financed by an international development bank, which requires the company to demonstrate local economic inclusion and participation of women-owned businesses (WOBs) in the supply chain.

PROCUREMENT STRUCTURE

Kalinga Mining directly procures some goods and services but awards most large contracts to major engineering and mining contractors (“prime contractors”).

These contractors then source many goods and services locally.

The company and its contractors procure across categories such as:

- construction and civil works
- transport and logistics
- catering and accommodation
- maintenance services
- safety equipment and personal protective equipment
- cleaning and waste management
- office and site supplies

COMPANY POLICIES AND PRACTICES

Kalinga Mining has publicly committed to:

- increasing procurement from local suppliers
- increasing the participation of women-owned businesses
- reporting annually on spending with WOBs
- supporting supplier development for local SMEs

Procurement staff track the number of registered WOB suppliers and spending with them.

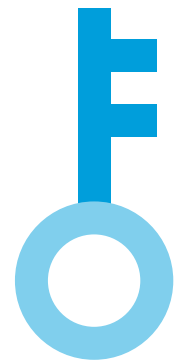
Prime contractors working on the expansion are required to:

- identify local suppliers
- include WOBs where possible
- report subcontracting to local and women-owned businesses

SUPPLIER ACCESS POINTS

To participate in procurement, suppliers must:

- register in Kalinga’s supplier database
- demonstrate legal registration and tax compliance
- provide basic company capability information



The company organizes:

- annual supplier open days
- supplier information sessions in nearby towns
- occasional training for local SMEs and WOBs

Procurement staff have noted that:

- few women-owned businesses are registered
- most WOBs are small and provide services rather than technical goods
- many WOBs do not approach prime contractors.

CURRENT SITUATION

Several large contracts for construction and operations have already been awarded to major contractors.

These contractors are now sourcing locally for a range of services and supplies.

Kalinga Mining has publicly stated that it wants to increase the number of women-owned suppliers involved in the expansion project over the next three years.

GROUP TASK

Discuss the case and prepare answers to:

1. What GRP signals do you see in this case?
2. Where could opportunities for women-owned businesses exist?
3. How could a WOB engage with this procurement system?
4. What should a WOB do first to access opportunities?

APPENDIX 2: PROCUREMENT CYCLE BARRIER MAPPING SELF-ASSESSMENT (MODULE 3)

Purpose: This barrier mapping self-assessment helps you identify at which stage of the procurement cycle your business faces the greatest barriers and what actions you can take.

Instructions: For each stage, indicate whether you have experienced this barrier and rate the relevance from 0 (not at all relevant) to 10 (very relevant). Then identify what action is required to minimize the barrier.

1. Need definition (Do tenders fit your business?)

Have experienced this barrier	Rate 0-10	My next action
Contracts too large or bundled		
Specifications do not match my services		
Requirements assume large capacity		
Sector norms exclude small/ women entrepreneur suppliers		
Other		

2. Supplier Identification (Are you visible to buyers?)

What blocks me?	Rate 0-10	My next action
Not aware of opportunities		
Not registered in supplier databases		
No buyer networks/contacts		
Not invited to bid		
Other		

3. Prequalification (Can you meet eligibility requirements?)

What blocks me?	Rate 0-10	My next action
Turnover thresholds too high		
Certification requirements		
Guarantees/insurance required		
Documentation gaps		
Financial requirements		
Lack of past experience		
Other		

4. Tender & Evaluation (Can you compete successfully?)

What blocks me?	Rate 0-10	My next action
Price competition too strong		
Past experience scoring disadvantage		
Capacity expectations too high		
Bias in evaluation		
Other		

5. Contracting (Are terms manageable?)

What blocks me?	Rate 0-10	My next action
Long payment terms		
Cashflow for mobilisation		
Retention/ guarantees		
Liability clauses		
Logistical delivery		
Other		

6. Performance & track record (Can you leverage delivery into future work?)

What blocks me?	Rate 0-10	My next action
Lack of references/testimonials		
Low visibility after delivery		
Limited repeat opportunities		
Feedback not provided		
Other		

Overall diagnosis

My main bottleneck stage(s) with highly relevant barriers are:

- 1.
- 2.
- 3.

Key actions I plan to take in the next 12 months to mitigate the barriers:

- 1.
- 2.
- 3.

APPENDIX 3: BARRIERS & OPPORTUNITIES ACROSS THE PROCUREMENT CYCLE

(MODULE 3)

Procurement stage	Key barriers for women entrepreneurs	How barriers typically appear	Opportunities / action points for women entrepreneurs
1. Need definition	Scale & capacity mismatch; Bias & perceptions	• Contracts bundled too large • specifications favor established suppliers • assumptions about required capacity	• Position niche or specialized services • position as a sub-contractor • propose smaller packages/pilots • demonstrate unique value • engage early via industry forums or buyer consultations
2. Supplier identification	Access to information & networks; Bias & perceptions	• Closed supplier lists • reliance on known vendors • low women entrepreneur visibility	• Register in supplier databases • join sector associations • attend supplier events • clearly signal women entrepreneur status • approach prime contractors

3. Pre qualification	Qualification & compliance; Finance & guarantees	• High turnover thresholds • certification requirements • documentation burden • guarantees/ insurance	• Build compliance readiness • prepare documentation • obtain phased certifications • partner/joint venture • target MSME/women entrepreneur supplier schemes
4. Tender & evaluation	Scale mismatch; Bias & perceptions; Qualification weighting	• Price-dominant • scoring heavy past experience criteria • expectations of large capacity	• Bid in consortia • emphasize specialization and quality • highlight local/ women entrepreneur value • propose innovative solutions • differentiate beyond price
5. Contracting	Contract terms & payment practices; Finance & cashflow	• Long payment terms liability clauses • retention • advance financing needs	• Assess contract risks • negotiate payment milestones where possible • plan cashflow • use subcontracting routes • seek partial/advance payments
6. Performance & track record	Qualification & track record; Bias & perceptions	• Lack of references incumbency advantage limited feedback	• Document performance results request testimonials • build portfolio • start with smaller contracts maintain buyer relationships

APPENDIX 4: PROCUREMENT READINESS CHECKLIST

(MODULE 3)

Purpose: This checklist helps you assess whether your business meets common buyer prequalification requirements and identify gaps to address before bidding.

Instructions: For each item, mark your status:

✓ Yes ● In progress ✗ No **NA** Not applicable

1. Legal & compliance

Requirement	Status: ✓ ● ✗ NA	Notes / Actions
Business legally registered		
Valid tax registration / tax clearance		
Relevant business licenses		
Ownership documentation (WOB status if applicable)		
Company registration documents available digitally		
Compliance with sector regulations		

2. Health and safety of employees / Quality & operational policies

Requirement	Status: ✓ ○ ✗ NA	Notes / Actions
Basic health & safety procedures		
Quality assurance approach / standards		
Staff safety training (if relevant)		
Environmental / social practices (if required)		
Relevant certifications (if applicable)		
Written policies (health and safety of employees, quality, conduct)		

3. Financial capacity

Requirement	Status: ✓ ○ ✗ NA	Notes / Actions
Financial statements available		
Recent bank statement or bank letter		
Business bank account in company name		
Insurance (if required in sector)		
Ability to manage contract cash flow		
Access to working capital / credit		

4. Capability & track record

Requirement	Status: ✓ ○ ✗ NA	Notes / Actions
Description of products/services		
Portfolio or product list		
Past clients / contracts documented		
References or testimonials		
Evidence of delivery (photos, reports, etc.)		
CVs or skills of key staff		

5. Business systems & capacity

Requirement	Status: ✓ ○ ✗ NA	Notes / Actions
Ability to issue invoices		
Record-keeping system		
Delivery/logistics arrangements		
Production / service capacity defined		
Staff roles and responsibilities clear		
Ability to meet deadlines		

6. Supplier registration readiness

Requirement	Status: ✓ ○ ✕ NA	Notes / Actions
Supplier profile / capability statement		
Digital copies of documents		
WOB certification (if applicable)		
Understanding of target buyers		
Registered on key supplier portals		

Readiness summary

My strongest readiness areas:

- 1.
- 2.
- 3.

Top gaps to address before bidding:

- 1.
- 2.
- 3.

Priority actions (next 3 months):

- 1.
- 2.
- 3.

APPENDIX 5: FINANCIAL BARRIERS IDENTIFICATION & ACTION TEMPLATE

(MODULE 4)

Purpose: Identify financial barriers affecting your business and procurement participation across six areas. Assess impact, prioritize and define actions to prevent, mitigate or manage each barrier.

Priority scale: 1 = Low impact | 5 = High impact

1. Access to finance

Financial barrier	How this affects your business	Priority 1-5
Difficulty accessing loans		
Limited collateral		
High interest rates		
No relationship with financial institutions		
Finance products not suitable		
Other		

2. Cash flow management

Financial barrier	How this affects your business	Priority 1-5
Delayed payments from clients		
Insufficient working capital		
Upfront contract costs		
Poor cashflow planning		
Unpredictable revenue		
Other		

3. Financial documentation & compliance

Financial barrier	How this affects your business	Priority 1-5
No audited financial statements		
Poor record-keeping		
Limited bookkeeping skills		
Tax / VAT compliance difficulty		
Cannot produce statements quickly		
Other		

4. Pricing & costing capacity

Financial barrier	How this affects your business	Priority 1-5
Difficulty calculating costs		
Underpricing		
Cannot adjust prices		
No costing tools		
Other		

5. Financial risk management

Financial barrier	How this affects your business	Priority 1-5
No insurance		
Dependence on single client		
No savings/reserves		
Limited risk understanding		
Other		

6. Banking & digital financial tools

Financial barrier	How this affects your business	Priority 1-5
Limited digital banking		
No mobile money integration		
Online payment difficulty		
Banking fees/burdens		
Other		

Summary

Top 3 financial barriers:

- 1.
- 2.
- 3.

APPENDIX 6:

FINANCIAL HEALTH

SELF-ASSESSMENT

(MODULE 4)

Purpose: This tool helps women entrepreneurs assess the financial health of their business, identify areas that require attention, and prioritize actions to improve financial readiness for growth, finance access and procurement.

Section scores

Add scores for each section to see strengths and gaps.

Scoring guidance:

0 = Not in place / not done

1 = Partially in place / informal

2 = Fully in place / reliable

Financial records & transparency

Statement	Score (0–2)	Notes / Actions
I keep regular financial records		
I track income and expenses monthly		
I prepare basic financial statements		
I separate business and personal finances		
I know whether my business is profitable		
Other		
Total score financial records & transparency		

Cash flow management

Statement	Score (0–2)	Notes / Actions
I forecast cash inflows and outflows		
I monitor customer payment timelines		
I plan for seasonal fluctuations		
I maintain cash reserves		
I actively follow up on unpaid invoices		
Other		
Total score cash flow management		

Working capital & liquidity

Statement	Score (0–2)	Notes / Actions
I have funds to cover operating costs		
I can purchase inputs when needed		
I can deliver orders before payment		
I can manage delayed payments		
I have short-term financing options		
Other		
Total score working capital & liquidity		

Access to finance

Statement	Score (0–2)	Notes / Actions
I have a business bank account		
I understand loan requirements		
I have applied for finance		
I have collateral or guarantees		
I know available financing sources		
Total score access to finance		

Financial planning & investment

Statement	Score (0–2)	Notes / Actions
I plan business investments		
I estimate financing needs		
I assess expected returns		
I plan growth financing		
I understand financing costs		
Total score financial planning & investment		

Financial credibility

Statement	Score (0–2)	Notes / Actions
I can provide financial statements		
I have tax compliance records		
I have insurance (if relevant)		
I have bank references		
I meet buyer financial requirements		
Total score financial credibility		

Risk & resilience

Statement	Score (0–2)	Notes / Actions
I identify financial risks		
I have contingency plans		
I diversify revenue sources		
I manage debt responsibly		
I monitor financial performance		
Total score risk & resilience		

Interpretation per section:

0–3 = Critical gap — urgent attention needed

4–6 = Weak — improvement needed

7–8 = Moderate — strengthen

9–10 = Strong — maintain

Priority financial areas to improve

1. _____

2. _____

3. _____

Key actions

1. _____

2. _____

3. _____

Support required

1. _____

2. _____

3. _____

POSSIBLE ACTIONS TO ADDRESS FINANCIAL BARRIERS (BY SECTION)

1. Access to finance

- Open and actively use a business bank account
- Build a relationship with a local bank/ microfinance institution officer
- Prepare basic financial statements (income, expenses, cashflow)
- Develop a simple business profile and loan application pack
- Explore collateral alternatives (guarantee schemes, movable assets)
- Start with smaller loans to build credit history
- Investigate women-focused finance programmes or funds
- Join business associations linked to financial institutions

2. Cash-flow management

- Prepare monthly cashflow forecasts
- Negotiate milestone or advance payments in contracts
- Invoice immediately upon delivery/ milestones
- Track receivables and follow up on late payments
- Build a small cash reserve buffer
- Stagger expenses to match revenue timing
- Prioritize contracts with manageable payment terms
- Use supplier credit where possible

3. Financial documentation & compliance

- Set up simple bookkeeping (spreadsheet or app)
- Maintain organized digital financial records
- Engage an accountant/bookkeeper periodically
- Register for required tax/VAT compliance
- Prepare annual financial statements
- Develop standard financial document templates
- Keep copies of invoices and receipts
- Schedule quarterly financial reviews

4. Pricing & costing capacity

- List all direct and indirect costs per product/ service
- Develop a simple costing template
- Include overheads and profit margin in pricing
- Review prices annually or per contract
- Benchmark prices against market rates

- Train staff on costing basics
- Analyse profitable vs. loss-making jobs
- Use quotation tools or spreadsheets

5. Financial risk management

- Diversify client base
- Obtain basic business insurance if feasible
- Build an emergency savings fund
- Assess financial risk before accepting contracts
- Limit exposure to a single large client
- Document contractual payment terms carefully
- Develop contingency plans for cash shortages
- Monitor debt levels regularly

6. Banking & digital financial tools

- Adopt mobile or digital banking tools
- Use electronic payments for clients and suppliers
- Learn online banking features
- Maintain transaction history through bank usage
- Use accounting or invoicing apps
- Train staff on digital financial tools
- Compare banking products and fees
- Link digital payments to bookkeeping system

APPENDIX 7: VISIBILITY & MARKET ACCESS SELF-ASSESSMENT (MODULE 5)

Purpose: This tool helps women entrepreneurs assess how visible their business is to buyers and how well they access procurement opportunities.

Score each area from 1 to 5 to identify where improvement is needed.

Scoring guide

Score	Meaning
1	Not in place / I do not do this
2	Very limited
3	Somewhat developed
4	Well established
5	Strong / systematic

Visibility & market access assessment

Area	Key Question	Score 1-5	Actions for improvement
Buyer awareness	Buyers know my business and understand what we offer		
Business visibility	My business is easy to find (website, LinkedIn, directories)		

Supplier registration	My business is registered on relevant supplier portals /databases		
Capability profile	I have a clear company profile or capability statement		
Buyer relationships	I have contacts with procurement staff or contractors		
Industry networks	I participate in sector or business associations		
Women entrepreneur networks	I participate in women entrepreneur networks		
Market information	I regularly track market demand and buyer needs		
Tender monitoring	I monitor procurement portals or tender platforms		
Supplier events	I attend industry, supplier or meet-the-buyer events		
Total score			

Scoring interpretation

Score Range	Meaning
40–50	Strong market visibility
30–39	Moderate visibility but some gaps
20–29	Limited visibility
<20	Major gaps in market access

Identify three priority areas for improvement

Areas for improvement	Score	Actions
I forecast cash inflows and outflows		
I monitor customer payment timelines		
I plan for seasonal fluctuations		

APPENDIX 8: ACCESS TO INFORMATION & NETWORKS GUIDE

(MODULE 5, REFERENCE DOCUMENT)

Women entrepreneurs often face limited access to market information and business networks, which reduces their visibility to buyers and access to procurement opportunities.

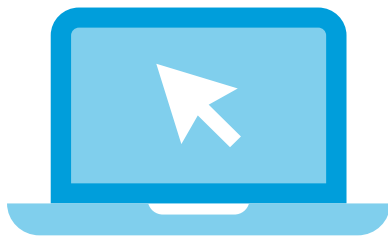
Purpose: The table below provides practical actions and step-by-step guidance on how to address this barrier.

Action	How to do it	Objective of measure
Register on supplier databases	Identify relevant government and corporate supplier portals → Create company profile → Upload documents → Update annually	Inclusion in supplier searches and tender invitations
Monitor procurement plans	Visit national procurement portal monthly → Download annual procurement plans → Search by category → Note timelines	Early awareness of upcoming tenders
Track tender platforms	Subscribe to tender alerts → Check platforms weekly → Filter by sector / location → Save opportunities	Access to new opportunities
Join business and sector associations	Identify relevant association → Apply for membership → Attend meetings / events → Participate actively	Network expansion and information flow

Attend buyer / supplier events	Monitor chamber / industry events → Register → Prepare business pitch → Follow up contacts	Direct buyer connections
Connect with prime contractors	Identify large contractors in sector → Contact procurement / supply chain → Share capability profile	Subcontracting opportunities
Use professional networking platforms	Create LinkedIn business profile → Connect with buyers / sector peers → Share updates → Join groups	Increased visibility and relationships
Prepare and share capability statement	Create 1–2 page profile → Include services, clients, contacts → Share at events and online	Clear communication of business capacity
Seek mentors and partnerships	Join mentorship programmes → Approach experienced businesses → Explore collaboration	Guidance and market entry support
Follow industry information	Subscribe to sector newsletters → Read industry news → Track competitor activity	Better understanding of market demand

APPENDIX 9: INTERNATIONAL PLATFORMS AND RESOURCES

(MODULE 5, REFERENCE DOCUMENT)



Access to procurement opportunities and markets often depends on visibility, information flows and business networks. Women entrepreneurs frequently face structural barriers in accessing professional networks, market intelligence and buyer connections. The platforms and resources below provide opportunities for women entrepreneurs to strengthen networks, access information, build visibility and connect with business ecosystems, buyers and support organizations.

SheTrades – International Trade Centre (ITC)

SheTrades is a global initiative and digital platform by the ITC that aims to empower women entrepreneurs by connecting them to international markets. It provides access to training, business support, networking, and market and investment opportunities, helping women-owned businesses grow and participate in global trade. The initiative offers e-learning courses, mentorship, match-making with buyers and investors, and policy support

for inclusive trade ecosystems. It brings together businesses, governments, and partners to reduce barriers and scale women's participation in international trade.

Website: <https://shetrades.com>

WeConnect International

WeConnect International is a global network that connects women-owned businesses with multinational corporations, governments and international organizations committed to supplier diversity. It provides certification for women-owned businesses, as well as access to procurement opportunities, networking, capacity-building programmes and market linkages across global value chains.

Website: <https://weconnectinternational.org>

WEgate – European Platform for Women Entrepreneurs

WEgate is a European online platform that provides information, networking opportunities, mentoring and business support resources for women entrepreneurs. It connects women-owned businesses with support organizations, training and market information across Europe.

Website: <https://wegate.eu>

Women Entrepreneurship Platform (WEP)

The Women Entrepreneurship Platform is a European network of women entrepreneur organizations that promotes access to markets, finance, innovation and networks. It connects national associations, policymakers and women entrepreneurs across Europe.

Website: <https://www.women-entrepreneurs.eu>

OECD/EU – Expanding Networks for Women Entrepreneurs Guidance

This OECD/EU guidance provides frameworks and tools for strengthening women entrepreneur networks and ecosystem participation. It includes approaches for mapping networks, identifying gaps and improving women's access to business support systems.

Website: <https://betterentrepreneurship.eu/en/guidance-note/guidance-note-expanding-networks-women-entrepreneurs>

World Bank – Digital for Women Entrepreneurs

The World Bank Digital for Women initiative provides tools and resources to help women entrepreneurs access digital platforms, online markets and business information. It supports digital visibility, e-commerce participation and ecosystem access.

Website: <https://digitalforwomen.worldbank.org>

UN Women – WeRise Toolkit for Entrepreneurs

The WeRise Toolkit supports women entrepreneurs to strengthen business ecosystems, networks and market access. It includes guidance on mentorship, networking and engaging with business support organizations.

Website: <https://asiapacific.unwomen.org/en/digital-library/publications/2021/10/werise-toolkit-for-entrepreneurs>

UNDP – Be the Catalyst Toolkit for Women Entrepreneurs

This UNDP behavioural toolkit provides strategies to overcome social and ecosystem barriers affecting women entrepreneurs, including limited visibility, confidence in outreach, and access to networks and opportunities.

Website: <https://www.undp.org>

Women 2.0

Women 2.0 is a global platform supporting female founders through events, resources, education and professional networks. It connects women entrepreneurs with startup ecosystems, investors and mentors.

Website: <https://women2.com>

Women Entrepreneurs Network

Women Entrepreneurs Network is an international community providing peer networking, coaching, and business development support for women entrepreneurs seeking to expand connections and opportunities.

Website: <https://www.wenhk.org>

Women'sNet

Women'sNet is an online resource hub that connects women and women-led organizations to information, opportunities and networks. It provides directories, resources and digital support for women's economic participation.

Website: <https://www.womensnet.org.za>

APPENDIX 10: NETWORKING MAPPING TEMPLATE

Purpose: This tool helps women entrepreneurs identify and strengthen relationships that influence access to markets, procurement opportuni-

ties, information, finance and business growth. For each category, note who is already in your network and who you should aim to connect with.

Category	Why important	Already in my network	To add / target
Buyers / Clients	Direct source of revenue and contracts; essential for market access and business growth		
Prime Contractors / Lead Firms	Provide subcontracting opportunities and entry into larger value chains		
Business & Sector Associations	Provide networks, information, advocacy, and visibility in your sector		
Government & Public Procurement Bodies	Source of public tenders, supplier registration, and procurement information		
Financial Institutions (banks, MFIs, investors)	Provide loans, guarantees, and financial services for growth and procurement readiness		

Business Support Organizations (incubators, NGOs, chambers)	Provide training, mentoring, market linkages, and business development support		
Suppliers & Business Partners	Enable delivery capacity, joint bids, and value-chain participation		
Mentors & Experienced Entrepreneurs	Provide guidance, market knowledge, and strategic connections		
Certification & Standards Bodies	Enable compliance with buyer requirements and access to higher-value markets		
Digital & Market Platforms	Increase visibility, market reach, and access to opportunities		

Instructions:

1. Review each category.
2. List specific organizations or contacts already in your network.
3. Identify missing or desired stakeholders to connect with.
4. Prioritize 2–3 stakeholders to approach in the next 3–6 months.

APPENDIX 11: STRATEGIES AND PRACTICAL ACTIONS GUIDE TO ADDRESS, MANAGE & MITIGATE SOCIOCULTURAL BARRIERS

(MODULE 6, REFERENCE DOCUMENT)

Sociocultural barrier & business impact	How this appears in business	Strategy to manage / mitigate	Practical actions
1. Gender stereotypes about leadership and competence	• Clients prefer male-owned firms for engineering or construction work • Investors question women more about risk and credibility • Technical expertise of women is underestimated • Clients or buyers question the leadership capacity of women-owned firms	Strengthen credibility and professional signaling.	• Prepare capability statements; • showcase past projects and references; • obtain certifications; • present technical expertise in meetings.
2. Norms about women's economic roles	• Women's businesses viewed as "side businesses" • Families prioritizing men's careers or businesses • Pressure to keep businesses small or flexible	Position the business as a professional enterprise.	• Communicate business goals clearly; • highlight contracts, revenue and growth plans; • present the business confidently.

3. Unequal distribution of unpaid care responsibilities	• Women are disproportionately responsible for childcare • Women have the domestic responsibilities • Elderly care • Limited time for networking, travel, or business expansion.	Prioritize high-value business activities and delegate care/household tasks where possible.	• Use digital networking tools; • schedule strategic meetings; • outsource or delegate operational tasks.
4. Restricted mobility and safety concerns	• Travel constraints for business meetings, site visits, or networking events in certain locations. • Safety concerns when working in certain sectors or locations • Cultural restrictions on interacting with male business partners.	Use alternative ways to engage with clients and partners.	• Participate in virtual meetings; • coordinate meetings during safe hours; • partner with trusted collaborators.
5. Limited access to business networks and social capital	• Business opportunities are shared informally in male-dominated networks. • Exclusion from industry associations or leadership circles. • Limited access to mentors and role models.	Build strategic networks intentionally.	• Join industry associations; • attend procurement forums; • participate in meet-the-buyer events.

6. Sector segregation and occupational norms	• Women concentrated in retail, hospitality and personal services • And women are under represented in construction, mining, engineering technology • Women are concentrated in lower-profit sectors and underrepresented in high-value industries.	Build skills and partnerships to enter new sectors.	• Participate in training; • partner with firms in higher-value sectors; • join supplier development programmes.
7. Authority and credibility bias in markets	• Clients addressing male staff instead of female business owners • Investors questioning women's technical expertise • Buyers expecting additional proof of capacity	Assert professional authority and expertise.	• Lead presentations; • clarify leadership roles; • highlight expertise and decision-making authority.
8. Limited asset ownership linked to gender norms	• Women owning less land and property • Male family members controlling household assets • Difficulty accessing loans or financial guarantees due to lack of collateral.	Strengthen financial documentation and explore alternative financing.	• Maintain financial records; • build relationships with financial institutions; • explore alternative finance options.

9. Social expectations around risk-taking and entrepreneurship	• Cultural discouragement of entrepreneurial risk-taking • Women encouraged to choose stable income rather than entrepreneurship • Pressure to keep businesses small or avoid expansion.	Adopt growth-oriented business planning.	• Set growth targets; • seek mentorship; • participate in entrepreneur accelerators.
10. Gender-based harassment and discrimination in business interactions	• Harassment from buyers, suppliers, or officials (or family / community members) • Discriminatory treatment in procurement processes • Unprofessional behaviour or discriminatory treatment in markets or supply chains.	Establish professional boundaries and use formal processes.	• Work with reputable partners; • document interactions; • use formal procurement channels.
11. Limited visibility of women role models in business leadership	• Few women leaders in certain industries • Limited mentorship opportunities • Lack of visible examples of successful women entrepreneurs.	Seek mentorship and peer learning opportunities.	• Join women entrepreneur networks; • participate in mentorship programmes; • build peer support groups.

APPENDIX 12: ADDRESSING SOCIOCULTURAL BARRIERS

(MODULE 6)

Purpose: This worksheet supports the group exercise in Module 6. In your group, select 2–3 sociocultural barriers that are most relevant to your businesses. For each barrier, discuss how it appears in your business context and identify strategies and practical actions.

Instructions:

- Choose 2–3 sociocultural barriers that affect your business the most.
- Discuss how these barriers appear in your business activities.
- Identify strategies that could help manage or mitigate these barriers.
- List concrete actions you could take in the next 3–6 months.

Sociocultural barrier	How this appears in business	Strategy to manage / mitigate	Practical actions

APPENDIX 13: PROCUREMENT OPPORTUNITIES GUIDE

(MODULE 7)

Purpose: This guide helps women entrepreneurs identify common places where procurement opportunities are announced and how to monitor them effectively.

Source of opportunities	What you can find	Examples of platforms	Practical tips
Government Procurement Portals	Public tenders from national, regional, and local governments.	National e-procurement portals, public procurement authority websites	Create an account, set tender alerts, and monitor categories relevant to your business.
Corporate Supplier Portals	Supplier registration and tender opportunities from large companies.	Corporate procurement pages, supplier registration platforms	Register early and keep company profiles updated.
Business Associations & Chambers of Commerce	Procurement announcements, supplier events, and business opportunities.	Chambers of commerce, sector associations	Attend networking events and request procurement information.
Supplier Diversity Platforms	Opportunities targeting diverse suppliers including women-owned businesses.	WEConnect International, supplier diversity networks	Complete certification where relevant and participate in match-making events.
Development Programmes and NGOs	Supplier readiness training and procurement programmes targeting women entrepreneurs.	UN Women initiatives, development agency programmes	Participate in training and supplier development initiatives.
Industry Events and Trade Fairs	Opportunities to meet buyers and learn about procurement plans.	Trade shows, meet-the-buyer events	Prepare a capability statement and business profile.

APPENDIX 14:

GRP BUYER ASSESSMENT CHECKLIST

This checklist helps suppliers, including women-owned businesses, assess whether a buyer (public agency or private company) has procurement policies and practices that support inclusive participation in supply chains.

Instructions

For each question, tick the box that best reflects what you know about the buyer.

Scoring guidance:

0 = No / Not visible

1 = Partially / Some evidence

2 = Yes / Clearly in place

1. Policy commitment & governance

Question	Yes / no / unclear
Does the buyer have a supplier diversity or gender-responsive procurement policy?	
Is women's economic participation mentioned in procurement or sustainability strategies?	
Are SMEs economic participation mentioned in procurement or sustainability strategies?	
Are local suppliers' economic participation mentioned in procurement or sustainability strategies?	
Are there targets or commitments for sourcing from women-owned businesses / SMEs / local suppliers?	
Is there a team or focal point responsible for supplier diversity or GRP?	

2. Supplier access & visibility

Question	Yes / no / unclear
Are procurement opportunities publicly advertised?	
Is there a supplier registration portal or supplier database?	
Are procurement requirements clearly explained and accessible?	
Does the buyer conduct outreach to women-owned businesses or SMEs?	

3. Procurement design & requirements

Question	Yes / no / unclear
Are contracts divided into smaller lots so SMEs can compete?	
Is sub-contracting a possibility?	
Are turnover and experience requirements proportionate to contract size?	
Are simplified procedures available for smaller contracts?	
Are there preferential procurement policies or SME participation measures?	

4. Supplier development & capacity support

Question	Yes / no / unclear
Does the buyer run supplier development programs for women entrepreneurs?	
Are training or mentoring initiatives available for women entrepreneurs?	
Does the buyer partner with women entrepreneur networks or business associations?	
Are pilot programs or onboarding support available for new suppliers?	

5. Data, monitoring & reporting

Question	Yes / no / unclear
Does the buyer collect (registration) data on women-owned suppliers ?	
Does the buyer collect (registration) data on SMEs?	
Does the buyer collect (registration) data on local suppliers?	
Does the buyer track spending with women-owned businesses?	
Does the buyer publicly report supplier diversity results?	
Are procurement teams evaluated on supplier diversity outcomes?	

6. Contracting practices

Question	Yes / no / unclear
Are payment terms reasonable (e.g., ≤30 days)?	
Are advance or mobilization payments possible?	
Are liability clauses proportionate to the contract size?	
Are subcontracting opportunities encouraged for smaller suppliers?	

APPENDIX 15: TRAINING EVALUATION FORM



The form includes ratings for usefulness to work, structure, admin / logistics and trainers.

I: PLEASE RATE THE FOLLOWING ITEMS BY CIRCLING THE RELEVANT NUMBER FOR YOUR ANSWER.

1.1. How useful was this training to your work?

Not at all Extremely useful

1 2 3 4 5 6

1.2. Please rate the overall logic and sequence/structure of the training to meet the learning

Poor Excellent

1 2 3 4 5 6

1.3. Please rate the usefulness of training methods for your learning (presentations, exercises, etc.)

Not at all Extremely useful

1 2 3 4 5 6

1.4. Please rate the admin and logistical arrangement and support

Poor Excellent

1 2 3 4 5 6

1.5. Please rate the trainer/s

Poor Excellent

1 2 3 4 5 6

1.6. Please rate the training as a whole

Poor Excellent

1 2 3 4 5 6

II: WHICH PART(S) OF THE TRAINING DID YOU FIND THE MOST USEFUL AND WHY?

III: WHICH PART(S) OF THE TRAINING DID YOU FIND THE LEAST USEFUL AND WHY?

IV: FOR FUTURE TRAINING, WHAT CHANGES WOULD YOU RECOMMEND FOR IMPROVEMENT, AND WHY?

V: WHAT NEEDS DO YOU HAVE TO SUPPORT SMOOTH IMPLEMENTATION OF GRP AT YOUR COMPANY?

VI: ANY OTHER COMMENTS:

UN WOMEN EXISTS TO ADVANCE WOMEN'S RIGHTS, GENDER EQUALITY AND THE EMPOWERMENT OF ALL WOMEN AND GIRLS.

As the lead United Nations entity on gender equality and secretariat of the UN Commission on the Status of Women, we shift laws, institutions, social norms and services to close the gender gap and build an equal world for all women and girls. Our partnerships with governments, women's movements and the private sector, coupled with our coordination of the broader United Nations, deliver lasting changes. We make strides in four areas: leadership, economic empowerment, freedom from violence, and peace, security and humanitarian action.

UN Women keeps the rights of women and girls at the centre of global progress – always, everywhere. Because gender equality is not just what we do. It is who we are.



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